

Custodial Operations Policy and Procedures

13.13 Correctional Centre Command Posts

Policy summary

The establishment of a Correctional Centre Command Post (Command Post) may be required to provide a controlled response mechanism when major disruptions, serious incidents and/or emergencies occur in a Correctional Centre.

Whether a Command Post is required will be decided by the Governor or Officer in Charge (OIC) of the Correctional Centre.

When a Command Post is established the Governor or OIC will assume the role of the CSNSW Site Controller. If the Security Operations Group (SOG) are required to attend, on arrival the SOG may assume control of the Command Post. Support may also be received from external agencies and other CSNSW Business Units.

The CSNSW Site Controller will establish and implement an Incident Action Plan which clearly outlines objectives.

When the situation is resolved the Command Post can be handed back (if applicable) and disbanded. Following this an immediate operational debrief, hand back, completion of reports, preservation of the crime scene (if applicable), investigations, contingency planning to return of the correctional centre to business as usual and an after-action review will occur.

Management of Public Correctional Centres Service Specifications

Service specification	Professionalism and Accountability Safety and Security
-----------------------	---

Scope

This section applies to all correctional centres and other facilities administered by or on behalf of Corrective Services NSW (CSNSW).

It also applies to all CSNSW employees and where relevant, to other personnel such as Justice Health & Forensic Mental Health Network (JH&FMHN) employees, contractors, subcontractors and visitors.

For Security & Intelligence (S&I) staff, this policy must be read in conjunction with S&I Local Operating Procedures (LOPs).

Table of contents

1	Preparing for major disruptions, serious incidents and emergencies	5
1.1	Contingency and Local Emergency Plans required	5
2	Principles and features of the Correctional Centre Command Post	5
2.1	Policy	5
2.2	Location	6
3	Roles and responsibilities	6
3.1	Function of personnel	6
3.2	CSNSW Site Controller	7
3.3	Security Operations Group Commander	7
3.4	CSNSW Emergency Coordinator	8
3.5	Scribe	8
3.6	Logistics Officer	8
3.7	Planning Officer	8
3.8	Technical Officer	9
3.9	Forward Commander	9
3.10	Safety Officer	9
3.11	Medical Officer	9
3.12	Communications Officer	9
3.13	Intelligence Officer	9
4	Managing support	10
4.1	Supporting Business Units	10
4.2	External Agencies	10
5	Establishing and operating a command post	11
5.1	Determine and Assess	11
5.2	Establishing an Incident Action Plan	11
5.3	Implementing and monitoring an Incident Action Plan	12
5.4	Procedures for responding to an incident and establishing and operating a Command Post	13

6	Handover of incident to SOG	13
6.1	SOG handover	13
6.2	Incident Action Plan to be reviewed on handover	14
6.3	SOG handover procedures	14
6.4	SOG handover procedures to NSW Police	14
7	SOG hand back to Governor / OIC	15
7.1	Policy	15
8	Recovery	16
8.1	Management of the scene of the incident	16
8.2	Recovery Plan	16
9	Recording and reporting	16
9.1	Policy	16
10	Reviews and investigations	17
10.1	Policy	17
10.2	After Action Review	17
10.3	Operational investigation	18
10.4	CSNSW Investigations Branch	18
10.5	Managing video evidence	19
11	Quick links	20
12	Definitions	20
13	Document information	23

1 Preparing for major disruptions, serious incidents and emergencies

1.1 Contingency and Local Emergency Plans required

Each Correctional Centre must have contingency plans and Local Emergency Plans (LEP) which address requirements for responding to the following types of major disruptions, serious incidents and emergencies:

- Escapes or attempted escapes and forced entry into a Correctional Centre
- Hostage / siege situation
- Murder, suicide and assaults (Officer and inmate)
- Riot
- Bomb threat
- Fire
- Evacuation
- Industrial unrest
- Civil demonstration
- Medical emergency
- Act of terrorism
- Natural Disaster (bushfire, flood, earthquake etc)

2 Principles and features of the Correctional Centre Command Post

2.1 Policy

A command and control structure is the formal establishment of defined levels of command which may include the Command Post Executive Team [CPT] and / or a Correctional Centre Command Post (referred to as Command Post from this point forward) at the incident location. The size, nature and complexity of the incident will determine how the command structure will be set up.

The command post is a centre for information management and decision making. Its primary purpose is to gather and process all the information required to plan for and respond quickly and effectively to major disruptions and serious incidents.

The decision to establish a command post will be made by the Governor or the OIC. The Governor or OIC will determine and assess the complexity, threat and scope of the incident. Not all major disruptions and serious incidents will require the establishment of a Command Post.

The Command Post is the location on site where all incident planning and tactical options are directed. When a decision is made to establish a command post, it should be activated as soon as possible to ensure oversight and rapid decision making can occur. The Command Post must provide the command and control functions necessary to put multiple response and recovery plans into action, triggering them as needed, providing the triage structure required, allocating resources and personnel, and ensuring effective direction of response operations.

The Command Post must create a mechanism to co-ordinate all the steps taken to respond to an event and create a record of those actions to protect employees, infrastructure and stakeholder value, as well as demonstrate adherence to best practices by documenting all information received and steps taken.

The command post will establish staging areas. These areas will be communicated via the Communications Officer and will allow an area for responding staff to form up, receive briefings and for the Command Post to understand where all resources are located.

2.2 Location

The Command Post should be located in a secure location from where there is:

- room for the CSNSW Site Controller and their team
- break-out rooms for side meetings/telephone conversations
- a location where key staff can be briefed/debriefed
- controlled access to and from the Command Post
- security from possible risks and external influences
- access to materials, communications, records & resources (i.e. computers / laptops connected to the CSNSW IC&T system, teleconference facilities, mobile, radio and laptop chargers, whiteboard and stationery, and a link into CCTV).

3 Roles and responsibilities

3.1 Function of personnel

The function of personnel in the Command Post is to undertake specific tasks, including but not limited to:

- Conduct initial evaluation of incident
- Set priorities
- Define objectives
- Form an Incident Action Plan to resolve the incident
- Identify, acquire, and deploy resources as needed
- Continually evaluate the situation
- Evaluation of emergency actions, deliberate options and deployment of resources
- Carry out the necessary objectives for reaching a return to normal operations
- Record all the directions, commands, responses and timings
- Record all resultant actions and outcomes
- Overall responsibility for the management of all activities and personnel deployment to resolve the incident
- Establishment of system and procedures for the safety, health and welfare of operational crews, supporting personnel and persons who may be involved in the incident
- Manage relationships with organisations and internal specialist teams and people affected, or likely to be affected, by the incident
- Conduct the after-action review

3.2 CSNSW Site Controller

The CSNSW Site Controller will generally be the Governor of the Correctional Centre, however on occasions the Manager of Security or a Functional Manager will be required to perform the role. They will assign officers to all other roles in the Command Post.

This officer will:

- set incident objectives
- assign (or re-assign) officers to all other roles of the Command Post (see subsections [2.4] – [2.13])
- manage risks
- effectively manage a team who can collaborate to achieve an outcome
- ensure the team have the resources required
- refer to and enact contingency plans, LEP and BCPs as relevant
- Communicate with relevant stakeholders

If the situation requires a tactical response by Security Operations Group (SOG), the role of CSNSW Site Controller will be handed over to the SOG Commander, to ensure a single source of tactical and operational leadership.

The Governor or OIC will revert to their normal position and remain in control of other aspects of the management of the centre, which may include remaining in the Command Post to provide operational advice and support. When the SOG Commander takes charge of the Command Post a transfer of control agreement must be activated (see form *Transfer of control agreement*). The transfer can be completed verbally whilst the *Transfer of control agreement* is being prepared for execution.

3.3 Security Operations Group Commander

The SOG may provide a response capability to any correctional facility in NSW. Support may be by phone interface, or where the nature, complexity and/or duration of the incident dictates, the SOG Commander will attend the site.

The SOG Commander will be the General Manager, SOG or other SOG Manager authorised by the General Manager, SOG.

Each correctional facility is responsible to ensure a command post is available. If a SOG response is requested, the SOG Commander will use this command post and assist in the resolution of the situation.

In the event of a hostage situation the command structure is varied to include:

- SOG Assistant Commander Tactical
- SOG Assistant Commander Negotiations
- SOG Assistant Commander Logistics
- Runner/s
- Think tanks comprising of specialist personnel, from CSNSW and external agencies.

The SOG Assistant Commanders will ensure that:

- any deliberate options are approved and appropriate
- any emergency action plans are developed and maintained
- the surrender plans are developed and maintained and approved by the SOG Commander in consultation with the Governor or OIC.

Where time permits, all plans and deliberate options will be approved by the CSNSW Executive Committee. The Assistant Commissioner Security and Intelligence & Director Security & Intelligence is responsible for approval of tactical response. For critical incidents of a complex nature a CPT must be formed by the CSNSW Executive Committee.

3.4 CSNSW Emergency Coordinator

The CSNSW Emergency Coordinator will provide back-up and support to the CSNSW Site Controller. The CSNSW Emergency Coordinator takes on a co-ordination role and will assist the CSNSW Site Controller with planning and advice.

The CSNSW Emergency Coordinator will generally be the Manager of Security, or a Functional Manager of the Correctional Centre, however on occasions; a Senior Correctional Officer will be required to perform the role.

3.5 Scribe

The scribe reports to the CSNSW Site Controller and is an assistant to record events as they unfold. The scribe ensures that all key decisions and actions are formally recorded including date, time, content, who is assigned to action them and any feedback required.

Under instruction from the CSNSW Site Commander, the Scribe is responsible to complete and distribute the following documents:

- *Command Post checklist*
- *Command Post roles and responsibilities*
- *The incident action plan*
- *The incident time log*
- Operational orders
- *Transfer of control agreement*
- *Use of firearms authorisation*

3.6 Logistics Officer

The Logistic Officer is responsible for the coordination of all resources required throughout the operation. This may include (but not limited to) staff, equipment, external agencies, and catering.

3.7 Planning Officer

The Planning Officer is responsible for the coordination of the Incident Action Plan and Operational Orders. The Planning Officer's objective is to oversee the activities of trained personnel assigned to directly resolve the incident.

This person must have a comprehensive understanding of response procedures and have an advanced level of understanding of the emergency response procedures and capabilities of the location.

3.8 Technical Officer

The Technical Officer can provide information on site (electrical and mechanical, gas and water, professional and administrative staff). The Technical Officer may be called in to assist the Planning and Logistics officers (see above) or the CSNSW Site Controller.

3.9 Forward Commander

The Forward Commander is the link to the other members of the command post coordinating the response on scene. In the early stages of an incident response this person is most likely to be a FM. The Forward Commander is responsible for overseeing what is happening on scene and can direct resources and be the eyes and ears of the CSNSW Site Controller.

The Forward Commander role may be transferred to an SOG officer if the SOG have been requested to respond and are commanding the critical incident response. The SOG Forward Commander is then responsible for managing a staging area and coordinating the movement of personnel and equipment from the staging area to the incident should it be required.

3.10 Safety Officer

The safety officer role is not a functional role but rather a direct report to the CSNSW Site Controller, operating across all functions and is a WHS representative.

3.11 Medical Officer

The medical officer role is not a functional role but rather a JH&FMHN direct report to the CSNSW Site Controller, operating across all medical functions, gathering information and liaising with Ambulance & NSW Health.

3.12 Communications Officer

The Communications Officer assists to ensure there is reliable communications between the Command Post and responding officers and support agencies. The Communications Officer will monitor communication in and out of the Command Post.

The Communications Officer must develop a strategic plan for approval by the CSNSW Site Controller to communicate to local staff and where appropriate, their families, the CSNSW Executive (via sit reps), the media unit and the Duty Officer.

3.13 Intelligence Officer

For an officer to be assigned as Intelligence Officer they must have undertaken the Introduction to Intelligence for Field Intelligence Officers course and have current access to the Integrated Intelligence System (IIS). This position can assist by providing

insight into the inmate(s) involved and must contact the Corrections Intelligence Group (CIG) for additional support.

CIG should be contacted to provide additional support and manpower to access pertinent information in relation to the persons of interest (i.e. inmate hostage taker). This may include, but is not limited to, criminal history, details on prior offending modus operandi, familiarity with types of weapons, professional experience (i.e. Army, Police etc), associates, motivations, and monitoring of communications.

4 Managing support

4.1 Supporting Business Units

When a Command Post is established, assistance may be sought from the following CSNSW business units:

- Corrections Intelligence Group (CIG)
- Fire Safety Risk Management Unit (FSRMU)
- Technical Support Unit (TSU)
- CSNSW Investigations Branch (IB)
- Corrective Services Industries (CSI)
- Work Health and Safety (WHS)
- Infrastructure and Assets (I&A)
- Information & Digital Services (IDS)

4.2 External Agencies

The Command Post is responsible for interfacing with external agencies whose response may be required, such as NSW Police Force, NSW Ambulance and Fire and Rescue NSW (FRNSW).

All agencies arriving at the centre should report to the Correctional Centre gate where the Gate Officer must record the details of the agency and registration plate number of all vehicles. The OIC Gate must ensure agency personnel are directed to the area of the Command Post for briefing or an area designated by the CSNSW Site Controller for briefings.

NSW Police officers are not authorised to enter a correctional centre with firearms and are required to secure them at the armoury at the Correctional Centre Gate.

An Emergency Response Kit (ERK) must be issued to all external agencies who attend the gate to assist with the response.

Each correctional centre maintains an ERK for external agencies that contain the following:

- FRNSW Pre Incident Plan
- Safety Data Sheets (SDS)
- Floor plans and diagrams related to the facility

These ERKs are located in a red emergency plan box in the Gatehouse and should be made available to external agencies on their arrival to the centre.

5 Establishing and operating a command post

5.1 Determine and Assess

The Governor or OIC will need to determine and assess the situation prior to deciding whether to establish a command post. The Governor or OIC will collect information from the First Responding Officer(s), managers on site and ancillary areas of the centre such as the control room, gatehouse and any area affected by the incident.

The Governor or OIC will:

Determine:

- What has happened (type of incident)
- Where, the location of the incident (accommodation block, cell, yard, external industries, clinic etc)
- When, the time of the incident (commence time log and nominate scribe)
- Why has it happened?
- Number of persons involved
- Who is involved in the incident?

Assess:

- Situation assessment
- Level and threat of safety to personnel and inmates
- Formulation of an action plan to deal with the incident

Establish Communications and Notify:

- Contact the Manager of Security
- Contact the General Manager SOG
- Notify the Director Custodial Corrections
- Notify the Director Security & Intelligence
- Notify Local Police (if required)
- Notify Ambulance (if required)
- Notify Fire Brigade (if required)
- Communicate with inmates unless it is a hostage situation
- Notify local and adjoining properties.

Once the Governor or OIC decides to establish a command post, they undertake the role the CSNSW Site Controller.

The CSNSW Site Controller will identify the appropriate location for establishing a command post and will nominate staff to fulfil the required Command Post roles.

5.2 Establishing an Incident Action Plan

Incident Action Plans (IAP) are required to be developed taking into account risk priorities, information available from existing documentation, recently received intelligence and information offered by agency specific specialists.

An effective IAP should:

- Provide an immediate response to the incident
- Describe the overall operational objectives and strategies
- Ensure continuity of command and control
- Provide the foundation for the development of an evolving and updated response and Aid to conducting a structured briefing

The CSNSW Site Controller will work with the Command Post team, and supporting business units and external agencies to formulate a plan which clearly describes the objective/s, identifies the necessary action/s, identifies the associated risks, addresses the risk and is safe, appropriate, and proportionate to achieve the desired outcome.

The CSNSW Site Controller will ensure the required resources; both physical and mechanical are available, assembled and ready to go so that the plan can be executed. The CSNSW Site Controller must be consulted prior to the execution of any plan.

5.3 Implementing and monitoring an Incident Action Plan

The CSNSW Site Controller is responsible to effectively manage and supervise the human and physical resources to achieve the tactical tasks and objectives to resolve the incident. The following is the responsibility of the CSNSW Site Controller and the officers they have assigned to Command Post roles:

- Achieve objectives identified within the IAP
- Implement a briefing process for deployment of personnel
- Ensure personnel are properly equipped for tasks
- Employ specialist resources
- Conduct risk assessments for activities to be undertaken
- Identify and address emerging risks (including political, economic, social, safety and environmental)
- Keep personnel informed of the situation at the incident in relation to safety/welfare issues of staff and inmates
- Create and maintain required lists (deployment, inmates, deceased, injured, evacuees etc)
- Ensure the regular submission of situation reports
- Provide regular progress reports to the CSNSW Site Controller (Assigned officers)
- Implement an after-action review and process for debriefing of personnel before being release from the incident or shift concerned

5.4 Procedures for responding to an incident and establishing and operating a Command Post

	Procedure	Responsibility
1.	Determine <ul style="list-style-type: none"> • What has happened (type of incident) • Where, the location of the incident (accommodation block, cell, yard, external industries, clinic etc) • When, the time of the incident (commence time log and nominate scribe) • Why has it happened? • Number of persons involved • Who is involved in the incident 	Governor or OIC
2.	Assess <ul style="list-style-type: none"> • Conduct a situation assessment • Formulate the action plan to deal with the incident • Assess the level and threat of safety to personnel and inmates 	Governor or OIC
3.	Establish Communications and Notify: <ul style="list-style-type: none"> • Contact the Manager of Security • Contact the General Manager SOG • Notify the Director Custodial Corrections • Notify the Director Security & Intelligence • Notify Local Police (if required) • Notify Ambulance (if required) • Notify Fire Brigade (if required) • Communicate with inmates unless it is a hostage situation • Notify local and adjoining properties. 	Governor or OIC
4.	Establish the Command Post (if necessary). Assign officers to the roles outlined at subsection [2] Roles and responsibilities . Ensure the Command Post is in a suitable location, with sufficient personnel and technical resources.	Governor or OIC
5.	Establish an Incident Action Plan	Governor or OIC
6.	Implement the Incident Action Plan	Governor or OIC

6 Handover of incident to SOG

6.1 SOG handover

During a major disruption or serious incident, the Governor or OIC may determine the incident is beyond the scope of local capability, and assistance may be requested through the Security and Intelligence branch.

The SOG will attend the **correctional centre, assess the situation** and **determine** an appropriate response.

During an escalating situation there may be a need for **an expedient** resolution, however the CSNSW Site Controller must **ensure risks are appropriately identified and assessed before staff are deployed**.

Upon arrival to the centre, the SOG Commander will liaise with the Governor or OIC and receive a briefing of the events. **This may result in a decision to formally hand over command of the Command Post and incident** only to the SOG Commander **using the *Transfer of control agreement form***. The Governor will revert to their normal position and remain in control of the management of the centre, which may include remaining in the Command Post to provide operational advice and support. At the resolution of the incident, the incident area will be formally handed back to the centre management.

Where a handover is not required, SOG may remain on site to provide expert support to the Governor or OIC.

6.2 Incident Action Plan to be reviewed on handover

When an incident is handed over to SOG, the IAP created by the Governor or OIC must be reviewed by SOG in consultation with the Governor or OIC. If required, any amendments to the plan will be documented and communicated to relevant stakeholders.

6.3 SOG handover procedures

	Procedure	Responsibility
1.	Identify whether there is a need for SOG to attend location and provide a response.	Governor or OIC
2.	Attend the correctional centre and receive briefing from the CSNSW Site Controller	SOG Manager first on site
3.	Complete the <i>Transfer of control document</i> form to formally handover the Command Post and incident to the SOG if necessary	Governor or OIC
4.	Review the Incident Action Plan in consultation with the Governor/OIC and amend as necessary	SOG Commander/ Manager
5.	Communicate any changes to the IAP to relevant stakeholders	SOG Commander/ Manager

6.4 SOG handover procedures to NSW Police

Requests from CSNSW to the NSWPF for response assistance to hostage and other serious security situations within a correctional centre must only originate from:

- the Commissioner's Office or delegated officer,

- the Assistant Commissioner, Security & Intelligence
- Director Security & Intelligence or
- the General Manager, Security Operations Group.

The request should be made in writing (including by e-mail) to (depending on type of assistance being sought):

- the Commissioner NSWPF or delegated officer,
- the Commander, Tactical Operations Group (TOU) NSWPF, or
- the Commander, Public Order and Riot Squad (PORS), Counter Terrorism and Special Tactics Command, NSWPF.

If exigent circumstances exist, a verbal request for assistance will suffice. This will be followed by a written request, if required by the relevant NSWPF Command.

NSWPF will only be available to provide assistance to CSNSW if the relevant Command has resources available.

If NSWPF resources are requested to resolve an incident/s, NSWPF will take carriage of the entire incident until it is resolved. A formal handover will then be completed with staff at the Correctional Centre/s after the incident is resolved.

If the NSWPF agree to provide CSNSW assistance in responding to a hostage situation or any other serious security situations within a Correctional Centre, the NSWPF will provide CSNSW with a list of the Tactical Operator numbers of the Police Officers who will provide this assistance.

7 SOG hand back to Governor / OIC

7.1 Policy

Once the incident has been contained and/or resolved SOG must hand incident control back to correctional centre management. Hand back to centre management must only occur once the relevant Custodial Director or the Assistant Commissioner Custodial Corrections, having consulted with the SOG Commander, Director Security & Intelligence or the Assistant Commissioner Security & Intelligence agree they are satisfied that the threat to the correctional centre no longer exists.

The SOG Commander and required staff will remain on site to provide advice and support to the Governor or OIC until their attendance is no longer required.

The Governor or OIC in consultation with the Correctional Centre Management Team (CCMT) and the Custodial Director will agree on the process involved for the return to business as usual. The Governor or OIC must manage the return to sustainable business as usual operations by establishing and implementing a recovery plan.

8 Recovery

8.1 Management of the scene of the incident

Once the incident is resolved, the Governor/OIC's is expected is to either return the scene of the incident to a business as usual state so that regular operations continue and/or to preserve the scene (see **13.8 Crime scene preservation**). Depending on the incident this may be achieved by available staff. For more complex incidents the centre may require additional staff.

In some circumstances the Governor/OIC may be temporarily relieved by a Custodial Director or the Assistant Commissioner Custodial Corrections.

Significant business continuity issues may arise during the recovery phase, requiring assistance from both CSNSW and external resources. The Governor or OIC must refer to business continuity plans and processes to guide recovery actions.

8.2 Recovery Plan

Once the primary objective of the incident is achieved there remains several key tasks that must be undertaken. These include the preservation of any evidence, return the scene to an appropriate state and a staff debrief.

In some instances, the scene may become a crime scene and the Governor/OIC must follow the advice of NSW Police. The scene must be left untouched until the police arrive, if not already on site so that the scene is not contaminated. Once all persons (included staff and inmates) are removed from the scene, no persons are permitted access to a crime scene prior to the arrival of Police unless necessary for safety or to protect evidence from damage or destruction (refer to **13.8 Crime scene preservation**).

The Governor/OIC may instruct staff to remove inmates from the location, secure certain sections or arrange overseers or tradespersons access to the location to rectify any hazards but only if those hazards are necessary for the safety of persons or emergency medical assistance. General tidying up of a crime scene is not permitted.

The Governor or OIC must be consulted before any reports or incident logs are provided to the police.

The centres' Business Continuity Plan (BCP) may need to be consulted if the hazards cannot be addressed in a timely manner.

The Governor or OIC will detail the actions required to return the centre to business as usual to ensure all relevant actions are monitored and completed.

9 Recording and reporting

9.1 Policy

The Governor or OIC will write a comprehensive report outlining the causes of the incident, the response and management of the incident, damage report and injuries to staff, visitors or inmates.

The Governor or OIC will ensure all reports and administrative requirements are completed, recorded and stored appropriately. Wherever possible the officers involved should complete their reports prior to ceasing duty.

10 Reviews and investigations

10.1 Policy

After a major disruption, serious incident or emergency has been resolved, there are several ongoing actions that must be undertaken, including an operational debrief, an after action review, an investigation by CNSW's Investigations Branch and in the most extreme cases, an executive-ordered operational investigation.

The majority of major disruptions, serious incidents and emergencies are managed under normal processes which include:

- an immediate operational debrief conducted at the centre/location of the incident
- an After Action Review (AAR) conducted by an appropriate person as determined by the relevant Assistant Commissioner to provide timely assessment and feedback to operational persons on site on what went well and areas for improvement.

Where a major disruption or serious incident is determined by the CSNSW Executive to be of a significant nature that will have a high level of system wide impacts, the CSNSW Executive Oversight Steering Committee (EOSC) may convene to direct an operational investigation.

These investigation processes remain separate to investigations carried out by the CSNSW Investigations Branch.

10.2 After Action Review

An AAR must be convened and chaired by the Governor or OIC, or relevant staff member identified by the relevant Assistant Commissioner, for all staff involved in the incident. A review must not occur until after officers have submitted their reports and are no longer required by Police or CSNSW investigators to assist with enquiries.

The Governor or OIC must ensure that all incidents are debriefed, and includes all involved participants, so that they learn from it and are better placed for future incidents.

An AAR must follow the order in which events occurred and remain specific to operational matters. A review should be conducted with as little formality as possible, so all ranks feel free to participate.

An AAR provides all employees who were directly or indirectly involved in the incident with the opportunity to:

- discuss and evaluate the incident response (e.g. timeliness, effectiveness)
- identify good practices and responses
- identify deficiencies and lessons learned
- make recommendations to improve the response and management of any future incidents.

A review provides the Governor or OIC with an opportunity to identify the root causes of any failures so that Local Operating Procedures (LOPs), LEPs, BCPs or contingency plans and correctional centre practices can be improved. The Governor or OIC may refer any systemic issues identified to the relevant Director, Custodial Operations.

10.3 Operational investigation

When required, the team tasked and commissioned by the EOSC will be responsible for conducting an independent, thorough review and submitting a timely report of their findings and recommendations. This process will remain separate to the operational debrief conducted at the centre/location of the serious incident and will replace the AAR for identified major disruptions and serious incidents.

It is the responsibility of the EOSC to ensure appropriate notifications have been made to the affected business units regarding the tasking of an operational investigation.

The EOSC will be responsible for overseeing the progress of the commissioned review team and ensuring completion their report in the most timely and effective manner.

10.4 CSNSW Investigations Branch

A fundamental aspect of the charter of the CSNSW Investigations branch (IB) is to independently investigate any critical/serious incident that occurs in a Correctional Centre or any premises/vehicle/location involving CSNSW employees and/or offenders.

The role of IB in investigating serious incidents is to independently assess the factors leading up to the incident; provide a comprehensive analysis of exactly what transpired and accurately document the outcome. IB is also required to provide advice regarding the actions or inactions of any staff involved and the impact of those actions or inactions upon the incident outcome.

In the course of enquiries, IB will review all relevant documentation; footage (CCTV; HHVC & BWV) and any other available evidence pertinent to the incident. IB will also take statements from involved persons to complement its brief of evidence.

Should the IB investigation identify issues involving potential:

- Misconduct: may be referred to the CSNSW Professional Standards Branch.
- Process or policy failures: may be referred to the CSNSW Operational Review Committee
- Health and safety issues: may be referred to the HR Partner WHS Business Team.

10.5 Managing video evidence

The CSNSW Site Controller must ensure that all BWV, CCTV and/or HHVC footage is downloaded and stored appropriately in accordance with COPP section **13.9 Video evidence**.

11 Quick links

- [Related COPP](#)
- [Forms and annexures](#)
- [Related Documents](#)

12 Definitions

AC S&I	Assistant Commissioner, Security & Intelligence
ACCC	Assistant Commissioner, Custodial Corrections
After Action Review	<p>An AAR provides all employees who were directly or indirectly involved in the incident with the opportunity to:</p> <ul style="list-style-type: none"> • discuss and evaluate the incident response (e.g. timeliness, effectiveness) • identify good practices and responses • identify deficiencies and lessons learned • make recommendations to improve the response and management of any future incidents.
Appreciations	A document which details assessment of potential risks and consequences of a planned action or task, providing alternate plans based on likely scenarios to lead decision making.
Authorised officer	The officer authorised by the Governor to perform the functions prescribed as part of the Custodial Operations Policy and Procedures.
Business Continuity Plans	A Business Continuity Plan (BCP) sets out arrangements for recovery and continuity of key business processes.
BWC	Body Worn Camera
CCTV	Closed Circuit Television
CIG	Corrections Intelligence Group
Contract managed correctional centre	Any correctional centre under contract, by a private or public sector service provider, for Corrective Services NSW.
COPP	Custodial Operations Policy and Procedures
Correctional Centre	Any place of detention including a correctional centre, correctional complex, police or court cell complex or residential facility where inmates are in Corrective Services NSW custody.
Critical Incident	Any incident that has the potential to provoke a strong emotional response, at the time, or soon after the incident, including:

	<ul style="list-style-type: none"> • Hostage / siege / threat situation • Riot • Assault on a staff member – assault occasioning actual bodily harm and/or obvious distress of the staff involved • Work accident resulting in serious injuries • Fighting a serious fire • Incorrect discharge of a firearm • Finding a deceased person • Discovering a grievously injured person • Needle-stick injuries • Contamination by blood and/or body fluid • Administering mouth-to-mouth resuscitation and/or, • Other work-related incident defined as critical by the Supervisor/Manager/OIC, in discussion with the Senior HR Advisor WHS
Deliberate Options	Planned and deliberate action, agreed upon by the CSNSW Site Controller, after an assessment of best options and available resources.
Emergency Actions	Planned action for an emergency response based on opportunity and available resources pending coordination of deliberate options.
Executive Oversight Steering Committee	The CSNSW Executive Oversight Steering Committee (EOOSC) is to provide strategic senior executive oversight and act as the decision-making body in charge of overseeing progress and facilitating collaboration to ensure critical and transparent operational reviews of identified critical incidents within CSNSW.
FM	Functional Manager
GM	General Manager
Governor	For this policy a Governor includes (unless otherwise stipulated (a general manager of a contract managed correctional centre or a general manager of an operational unit of Security and Intelligence Branch.
HHVC	Hand-Held Video Camera
Incident Action Plan	An Incident Action Plan (IAP) sets out the incident details, location, involved parties, Command Post structure, objectives, resources, contingencies, responsibilities and task allocation, assessment and re-evaluation of plan.
LOPs	Local Operating Procedures
Major Disruption	<p>Major Disruption means an incident involving defiance or disorder by one or more Inmates which results in:</p> <p>(a) a loss of effective control by the Operator (whether or not by physical or electronic failure or otherwise) of any part of a Correctional Centre or Correctional Centre (such as an accommodation area, common area, recreational area, work area or yard, rather than a cell), or the effective control of an Inmate while that Inmate is on temporary leave or is being (or required to be) escorted by the Operator;</p> <p>(b) the taking of a hostage (whether an Inmate or Non-Inmate);</p>

	<p>(c) a riot in the Correctional Centre; or</p> <p>(d) Emergency Services external to the CSNSW Operator (e.g. SOG, Police, Military etc.) lawfully intervening to restore good order or security to any part of the Correctional Centre or Correctional Centre (such as an accommodation area, common area, recreational area, work area or yard, rather than a cell), or any other location while an Inmate is on temporary leave or being (or is required to be) escorted by the Operator.</p>
MOS	Manager of Security
OIC	Officer in Charge: the on-duty ranking correctional officer who is in charge of the correctional centre in the absence of the Governor, e.g. Manager of Security or Night Senior.
S&I	Security and Intelligence, a branch of CSNSW
Serious Incident	<p>A serious incident is any incident that includes:</p> <ul style="list-style-type: none"> • Escape or attempted escape • Death in custody • Death of an employee • Serious assault of any person resulting in hospital treatment • Riot • Hostage taking • Major fire
SOG	Security Operations Group
Surrender Plans	An agreement between responding staff and the offending party, approved by the CSNSW Site Controller, to surrender from offensive action.
Transfer of Control Agreement	A Transfer of Control agreement details the location, details of incident, time of transfer, who transferred the control and who accepted control, objectives, location of command post and any issues noted upon transfer. This agreement is completed when a Correctional Centre transfers control of a situation to the SOG.

13 Document information

Business centre:	Custodial Operations
Approver:	Anne-Marie Martin
Date of effect:	25 February 2022
EDRMS container:	21/19048
Version Date	Reason for amendment
1.0	Initial publication