

DECEMBER  
2016

# CORRECTIONS

## news

Introducing our Violence  
Prevention Coordinators

Hairdressing graduates gaining  
skills for a better future

# Borallon Training and Correctional Centre

Taking a look at Queensland's first correctional  
centre with an on-site TAFE precinct.

# // This issue

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## JOHN FORSTER

ACTING COMMISSIONER  
QUEENSLAND CORRECTIVE SERVICES

The December issue of Corrections News showcases a few of our key projects and achievements from this year.

Recognising the value of collaborating with external organisations to improve service delivery and outcomes is one of the key themes of this issue. Often, the most critical period for preventing re-offending is within the first six months of release from prison. The implementation of the Supreme Court Bail Program and the Re-entry project this year have significantly increased access to the stable accommodation, employment and good social supports that are central to reducing recidivism.

In this issue we also introduce the Violence Prevention Strategy and the network of coordinators from across the state. Improving the safety of staff, visitors, prisoners, offenders and the community is a significant objective for QCS and it's important to remember that we all have a part to play in preventing violence.

On behalf of the Board of Management, I would like to take this opportunity to thank you for your ongoing commitment to delivering high performing corrective services that contribute to a fair, safe and just Queensland.

I hope you enjoy the final issue of Corrections News for 2016 and wish you a safe and happy festive season.



# // skills for life

Prisoners at the Brisbane Women's Correctional Centre are gaining qualifications that are turning their lives around.

Correctional  
Centre  
Issue

Graduates listened to speeches from staff, peers and past prisoners at the ceremony.

On 28 October, the Brisbane Women's Correctional Centre (BWCC) hosted a graduation ceremony for 13 prisoners who received Certificate II and III qualifications in hairdressing.

The course has assisted in turning the lives of many women around since its commencement in 2012 in partnership with Registered Training Organisation, Matters in Gray (MIG).

"The hairdressing community are accepting and willing to give people a second chance and this is what makes the program so powerful. The students have the very real opportunity to work in hairdressing upon release and build a life away from crime," says MIG Director, Anthony Gray.

BWCC General Manager, Kate Holman, is enthusiastic about the success of the program.

"Since 2012 when we started the program, I can recall perhaps only one student having returned to the centre. Of all the classes that have graduated, we have at least eight to 10 women working in the community as qualified hairdressers post-release," she says.

The program has many benefits for the students, who can often be victims of domestic violence and homelessness.

"It's amazing to see the change in the women when they do the course. It's not just learning the technical skills of being a hairdresser and cutting or dyeing hair, it's teaching them life skills and communication skills," says Kate.

"You can see the behaviour of the women become far more pro-social and more engaging. They become far more developed and communicative, I think, than they would if they had not done the course."

"The joy for us is in seeing a passion for the trade ignited in the students we train that is then coupled with a great sense of accomplishment at what is for many, one of the most difficult periods in their lives. We wish all the graduates the very best for the future," says Anthony.



Project work displayed for friends and family.



## DEA Online pilot

The Development and Expectations Agreement (DEA) is the QCS endorsed performance development process. It is designed to assist managers and supervisors to align individual performance to team and agency performance, and to support the ongoing professional development of our staff.

DEA Online is a cloud-based performance and learning system aimed at improving support for the QCS custodial workforce. It is currently being tested at Brisbane Women's Correctional Centre, Numinbah Correctional Centre and the Helana Jones Centre, and is about to commence phase two of testing.

The aim of the project has been to work closely with representatives of the custodial workforce for the past two years to develop a contemporary solution to support feedback and career development conversations, particularly when considering the busy shift work patterns in the custodial environment.

Using these new tools, employees will be able to log-in to DEA Online to receive feedback and to participate in ongoing professional development processes.

At the end of August, DEA Online went into the live test-phase. This first phase of the pilot focused on the use of real-time feedback to capture daily workplace engagement and interactions. Phase two will open the tool up to all custodial correctional officers at the pilot centres, introduce online tutorials and to develop personal profiles to inform career planning and development options.

For more information, project updates are available to staff on the Human Resources tab of the intranet.



## PREMIER'S AWARDS FOR EXCELLENCE

Image courtesy of the Queensland Government.

Congratulations to the Julia Creek Work Camp team on being Highly Commended for leadership in this year's Premier's Awards for Excellence. Staff were presented with the award at a ceremony in Brisbane on 22 November.

"On 27 December 2015, the Julia Creek Work Camp (JCWC) assisted the recovery of a train derailment 20 kilometres east of the township. The derailment of the train carrying sulphuric acid saw the closure of the main rail corridor and highway to Western Queensland due to the spill of 31,500 litres of the acid.

"Work camp prisoners assisted representatives from Queensland Rail, the McKinlay Shire Council, Queensland Fire and Rescue and

the Department of Environment and Heritage Protection. Tasks completed included building two easements to access the site, erecting barricades to block the view from the highway and assisting with the loading of the helicopter used to drop limestone on the spill.

"Due to the timing of the incident, many members of the McKinlay Shire Council were not in town and the JCWC was able to provide timely assistance to the multi-agency effort. The assistance provided by the JCWC ensured the situation was effectively resolved with the timely containment of the spill and subsequent reopening of vital transport corridors." (Premier's Awards for Excellence, 2016)

For a full list of the 2016 winners visit the Premier's Awards for Excellence website at <https://www.qld.gov.au/about/events-awards-honours/awards/public-service-excel/>

If you are inspired by Julia Creek Work Camp's achievement, you might like to consider who you could nominate for the 2017 Divisional Excellence Awards.

Don't forget Divisional Awards winners may go on to win a Staff Award or Premier's Award. Nomination opening and closing dates will be announced soon. For more information, visit the staff awards homepage on the Department of Justice and Attorney-General intranet.

General Manager, Peter Henderson, Executive Director, Studies, TAFE Queensland South West, Jenni Butler and state Member for Ipswich West, Jim Madden MP at the first TAFE graduation at BTCC.



## Borallon Training and Correctional Centre partnering with TAFE Queensland.

Meaningful earning and learning opportunities are growing as new prisoner industries and training come online at Borallon Training and Correctional Centre (BTCC). Positive change through education, training and employment is a key objective for BTCC.

Since opening earlier this year, partnering with external organisations has become a key component in delivering training and education services as part of rehabilitating offenders. One of the most visible aspects of these partnerships is the on-site TAFE Queensland precinct at BTCC.

Sean Eveleigh is the Manager for employment, education and industries at BTCC.

“Borallon is an opportunity to be part of a change in how we deal with prisoners. I oversee the centre’s employment, training, education and industries and this allows for me to have an holistic

approach when it comes to running courses within these areas,” says Sean.

His role differs from Industries Managers at other centres, as he is also responsible for the operations of the kitchen, bulk stores, laundry and landscaping.

“In 2010, I was successful in becoming the Industries Supervisor at the original Borallon Correctional Centre, overseeing industries including nine Trade Instructors and upwards of 100 prisoners each day,” he says.

“In late 2011, we were informed that Borallon was due to close and I was given the role of acting Industries Manager for the centre decommissioning.

“I spent the following five years working at Southern Queensland Correctional Centre before applying to come back to Borallon Training and Correctional Centre for its

reopening.

“Being able to give an opportunity to someone who has never been offered one would be what I like most about my role,” says Sean.

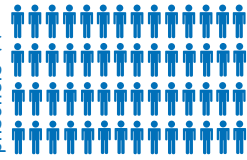
Industries at BTCC allow external companies to run their own operations within the centre. Prisoners have the opportunity to gain employment while they are at BTCC, and as part of the model that is unique to the centre, these roles have been designed for prisoners to continue in their employment upon release.

The TAFE at BTCC runs throughout the whole year. Since the TAFE started operations in late June, 72 prisoners have graduated from a range of courses including automotive, engineering, construction, cleaning operations, horticulture and kitchen operations.



Sean Eveleigh is the Manager for employment, education and industries at BTCC.

Since the TAFE started operations in late June at BTCC



72 prisoners

have graduated from a range of courses including:

- Automotive
- Engineering
- Construction
- Cleaning Operations
- Horticulture
- Kitchen Operations



Queensland Corrective Services  
Violence Prevention Strategy

**Without  
change, we  
are accepting  
the violence  
that exists.**



The QCS Violence Prevention Strategy is a recently launched initiative with the aim of influencing the rate of violence and creating safe environments for staff, visitors, prisoners, offenders and the community.

The strategy will target four broad priority areas. These are:

- » Secure and functional work units
- » Communication
- » Staff support and training, and
- » Prisoner and offender management.

With our prisoner numbers continuing to increase, it is critical that we act to ensure this doesn't result in increased risk to staff, other prisoners, and visitors. Similarly, the number of offenders under community supervision is also at a record high, requiring our Probation and Parole Service to function in an increasingly challenging environment to ensure the safety of staff, offenders and the community.

As part of the Strategy, violence prevention coordinators have been established in

each secure correctional centre. Their role will be to oversee the development and implementation of activities at a local level, based on consultation with staff, prisoners and the community. On these pages, we introduce to you our violence prevention coordinators.

We encourage you to come up with some ways that you think we may be able to maintain the safety of the environments in which we operate. It's important to remember that we all have a part to play in preventing violence.

Collectively, we can make a difference.



**Sharon Gardiner  
Woodford  
Correctional Centre**

I have been employed with QCS for 17 years, having worked in a number of centres across the State. I spent the first seven years as a Custodial Correctional Officer (CCO) before moving into Intelligence at Woodford Correctional Centre.

While I am in the Violence Prevention Coordinator role, my primary goal is to enhance the safety of staff, prisoners and visitors at Woodford through the implementation of tangible strategies, creating positive lasting change.



**Matthew Bridson  
Lotus Glen  
Correctional Centre**

I started with QCS as a CCO at Lotus Glen Correctional Centre (LGCC) in 2000. Initially, I worked at the farm, before moving to the secure centre in 2001. For the last five years, I have been acting as an Intelligence Advisor, prior to taking on the Violence Prevention Coordinator role this year.

I am looking forward to working with all staff to explore new avenues to prevent violence. We all have the same vision and a collective effort will add to the success of the Violence Prevention Strategy.



**Kayla Levey  
Southern  
Queensland  
Correctional Centre**

I started my career in corrections as a CCO at Borallon Correctional Centre. In 2012, we transitioned to Southern Queensland Correctional Centre (SQCC), where I began acting as an Operational Supervisor before gaining a permanent position as Secure Accommodation Supervisor in 2014.

Staff and prisoners have the right to work and live in a safe environment, free from assaultive behaviours. I believe we all need to work together to successfully identify and conquer the factors that fuel violent behaviours.



**Lynne McNairn  
Wolston  
Correctional Centre**

I joined the Scottish Prison Service in 1992 and held the role of prison officer from then until 2010, when I relocated to Australia.

During this time I worked with a broad range of offenders, from those on remand to those sentenced to life imprisonment. Whilst carrying out this challenging role, I have provided counselling, education, assistance, and normalisation to the lives of many troubled individuals within the Scottish penal system.

I believe the Violence Prevention Coordinator role provides an opportunity to find the ideal balance between offering goals for prisoners to work towards, encouraging and rewarding pro-social behaviour, and establishing swift and certain action for those who use violent behaviour. When combined, these strategies will allow us to work towards our ultimate desire of a violence free centre.



**Megan Davies  
Brisbane  
Correctional Centre**

Since commencing with QCS in 2008, I have had exposure to various aspects of the agency, primarily as an Intelligence practitioner, but also including HROMU, Sentence Management and the Staying Safe initiative.

The Violence Prevention Strategy is a great platform for staff from a diverse range of backgrounds to collaborate and showcase the great initiatives and processes already in action across the state, in addition to coming up with innovative strategies to manage the contemporary challenges we face. My approach to the strategy is about maintaining a commitment to enhance safety through best practice, backed up by evidence-based research.



**Colin Martin  
Brisbane Women's  
Correctional Centre**

With a background in the Australian Army, small business ownership and more recently corrections, I pride myself on adopting a thorough and organised approach to work. Similarly, in the role of Violence Prevention Coordinator at Brisbane Women's Correctional Centre (BWCC), I have sought to deliver a consultative approach to the design and implementation of a local action plan and evidence based initiatives.

I am confident that working with staff and managers as part of the Strategy will collectively reduce the number of assault-related incidents. We invite and encourage feedback and suggestions from all levels to inform this approach.



**Cliff McNeice  
Capricornia  
Correctional Centre**

I have been with QCS at Capricornia Correctional Centre for five years. I am a CERT Team Leader and a Control and Restraint and Officer Safety Instructor, and have also been an acting Supervisor.

I am confident the Violence Prevention Strategy can achieve the changes to assist officers in achieving a safer work environment. To accomplish this, we need to look at improving the way prisoners are managed in prison, as well as developing an effective response to ensure the security of the centre and the safety of staff.



**Cassandra  
McMullan  
Townsville  
Correctional  
Complex**

I am the Violence Prevention Coordinator for Townsville Correctional Complex, having joined Townsville from LGCC for this role. I have been with corrections for seven years, spending this time as a CCO, acting Supervisor, and as part of the redevelopment team during the refurbishment works at LGCC.

I am passionate about officer safety and would love to see staff given more opportunities for education and development to deal with their daily duties in the challenging environment. This is a great opportunity to bring together what is proven to work at individual centres across the state.



**Kevin Morgan  
Maryborough  
Correctional Centre**

My career in corrections started in the late 1990s as a CCO at the former Sir David Longland Correctional Centre (SDLCC), before moving on to Maryborough Correctional Centre.

Since this time, I have worked in many different roles across custodial operations. The most challenging and rewarding opportunity during this time was to work as part of a specialised team assigned to manage serious violent offenders at the former SDLCC.

I believe the role of Violence Prevention Coordinator is very important and its success will be determined by our staff working together. We must remember we all have a part to play to improve the way we look after each other and manage our core business.

**Brenden O'Sullivan  
Borallon Training and  
Correctional Centre**

In 2004, I started with QCS at the Darling Downs Correctional Centre, before transferring to the Woodford Correctional Centre in 2005. At Woodford, I experienced many aspects of prisoner management, from escort and reception roles through to acting Supervisor roles in both accommodation and centre services, and was part of the ERG.

I commenced at Borallon Training Correctional Centre (BTCC) in 2016 as a Supervisor, and have now taken on the role of Violence Prevention Coordinator. My aim is to develop initiatives that prevent identified, centre specific, drivers of violence or violence-related issues.

Our initiatives need to be both innovative to fit the philosophy of the centre and robust enough to accommodate our projected future state after the redevelopment and subsequent commissioning of the remaining cells at BTCC.

**Without  
change, we  
are accepting  
the violence  
that exists.**



Duncan Campbell, Melanie Thompson, Millissa Keding, Muriel Hampton, Kimberly Cotterill, Brooke Crawley, Ana-Marie Cionca from the Parole Board Secretariat.



## SHARE THE DIGNITY



A re-entry networking meeting was held on 21 November.



## OUR RE-ENTRY SERVICE

QCS staff from Maryborough, Woodford and Palen Creek Correctional Centres as well as the Statewide Operations directorate and the Parole Board Secretariat recently got behind the Share the Dignity “It’s in the Bag” Christmas appeal, filling handbags with toiletries, sanitary items and little luxuries to help women in need feel cared for this Christmas season.

Many vulnerable Australian women face unthinkable indignities, particularly during their monthly period, due to circumstances including homelessness and domestic violence.

\$700 was raised and used to buy extra items to fill just under 130 bags which were dropped at collection points to be delivered out to charities and distributed in cities and remote areas over the Christmas period.

In 2015, QCS initiated the redesign of re-entry services in response to the growth in prisoner numbers across Queensland. The redesign has focused on the delivery of effective strategies to assist in the reintegration of female and male prisoners into the community in recognition of the research evidence.

The redesign has been developed utilising a ‘co-design’ framework, fostering a consultative approach through the engagement of staff and prisoners, as well as external government and non-government stakeholders, designing a practical solution alongside the people it will directly affect.

In mid 2016, contracts for service providers were finalised and re-entry specific positions were implemented across the State.

In late 2016, operations with the new services commenced supporting prisoners within custody as well as offenders in the community post-release. Community Re-Entry Services Team (CREST) has been rolled out state-wide and the South-East Queensland’s women’s re-entry service (MARA) join a third, separate, centre-based model at Borallon.

An increased number of offenders are now able to access assistance with planning for their release. This strong focus on success on parole provides specific and increased access to support services for prisoners released on parole.

A re-entry networking meeting was held on 21 November to discuss social service market development within Queensland.

It also provided an opportunity for re-entry service providers to meet with other contracted service providers as well as key QCS staff. Attendees included the Domestic Violence Prevention Centre, Prisoner Transport Group, Aboriginal and Torres Strait Islander Legal Service (ATSILS), Centrelink, the Department of Housing, and representatives from new re-entry providers such as Open Minds, Lives Lived Well and Bridges.

The event was structured around interactive activities to allow participants to share their views and expertise on a range of issues around the provision of services to offenders, and provided opportunities to form relationships with others working with the same cohorts.





# // the latest

The Supreme Court Bail Program supports remanded women in South-east Queensland to apply for bail.

From the program's commencement in March until 30 November 2016:

- 1,228** women on remand have been **triated to determine their eligibility and likelihood of success** in applying for bail through the program.
- 66** women **have or are currently participating** in the program after being triaged.
- 31** women have **successfully applied for and been released to bail** during the eight month period **with a further 15 applications in progress.**

Just under half the female prisoner population in secure custody in Queensland are remanded in custody without a conviction.

There are many reasons why women are remanded in custody, some are unable to access support to comply with their bail conditions, others lack safe and stable housing and some have not been able to access legal support to assist in applying for bail.

In response to the significant growth of the female remand population, QCS initiated funding for the

Supreme Court Bail Program to support remanded women in South-east Queensland to apply for bail.

The program commenced as a pilot in March this year and is delivered by the independent community organisation, Sisters Inside.

“Most women are refused bail because of homelessness, drug addictions or mental health issues. The Supreme Court Bail Program provides court support and advocacy for individual women. We also secure accommodation and access to rehabilitation services,

counselling and transport to comply with their bail conditions,” says Sisters Inside Chief Executive Officer, Debbie Kilroy.

A Sisters Inside appointed solicitor triages remanded prisoners to determine their eligibility for the program and provides support during their bail application.

The solicitor is assisted by two prisoners who have been trained as peer bail clerks. The key focus of the program is to support women to address the issues that may have contributed to being remanded

in custody, such as a lack of accommodation.

At 30 November this year, 31 prisoners had successfully applied for and were released on bail. This allows the women to return to their communities and families, whilst awaiting determination of their court matters. It also produces cost savings by reducing the number of women in custody that could otherwise be safely supported in the community.

Brisbane Women’s Correctional Centre is the only reception,

remand, assessment and placement centre for female prisoners in southern Queensland. Its catchment boundaries reach north to Gladstone, west to the South Australian and Northern Territory borders and south to the New South Wales border.

General Manager, Kate Holman says the program has had a significant effect within the centre.

“31 women having been released is quite significant when you realise the cost per prisoner, per day. It’s quite a successful program and

its success, I think, is largely due to the commitment not only of the solicitor, but the prisoners who have been trained and act as clerks in the centre,” says Kate.

As a result of the success of the program in South-east Queensland, QCS will extend the pilot to Townsville Women’s Correctional Centre, which will be delivered by Sisters Inside from January 2017.



On 30 November, a Roundtable on Prison Violence was hosted by Chief Inspector, Samay Zhouand alongside Associate Professor John Rynne, Director, Youth Forensic Service, School of Criminology and Criminal Justice, Griffith University (pictured).

The event brought together important government and non-government stakeholders to identify factors that contribute to violence in prisons and share effective options and strategies for reducing violence in prisons.

## PRISON VIOLENCE ROUNDTABLE



Jackie O'Brien, Nadia Tschirpig, Dean Cooper, Hayley Miles, Letitia Preston and Annette Gill accepted the award on 25 November.

## LOGAN CITY SAFE AWARDS

Logan City and Beenleigh Probation and Parole Service received a Logan City Council City of Logan Safe City Award on 25 November. The awards acknowledge the work of volunteer groups, community organisations, individuals and government departments within the city of Logan that contribute to community safety.

“The Logan City and Beenleigh offices collectively supervise over 2,200 offenders who are serving court orders with community based supervision. The officers provide exceptional supervision to ensure successful rehabilitation of their offenders, in turn deterring them from future offending.” (Logan City Council)

More information can be found at <http://www.logan.qld.gov.au/community-support/safety/safe-city-awards>.



## Memorial construction at Dirranbandi work camp

One of the most recent projects conducted by the Dirranbandi work program has been the erection of the memorial to the Battle of Beersheba, more commonly known as the Mounted Charge of the Fourth Light Horse Brigade.

Two members of the Dirranbandi community were involved in the battle on 31 October 1917. The sculpture was designed from a photo from this period as

provided by one of the families. It was made in pieces in Brisbane and then assembled and welded together by the prisoners.

The sculpture was officially opened on 9 December by the Dirranbandi Arts Council. Members of the committee stated the sculpture would not have been finished without the help of the prisoners.

## Next Issue

- » Celebrating the 20th Anniversary of Woodford Correctional Centre

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