



## FEMALE PRISONER REINTEGRATION PROJECT

QCS is using co-design principles to deliver effective female prisoner reintegration.

Read more on page 5.

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QCS ORGANISATIONAL EXCELLENCE PROJECT

CORRECTIONSnews is published bimonthly  
by the Office of the Commissioner  
Queensland Corrective Services

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HON JO-ANN MILLER MP

MINISTER FOR POLICE, FIRE AND  
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It was a pleasure to visit Borallon again recently, this time to meet with representatives of businesses and training and educational organisations eager to be part of its rebirth as a national leader in rehabilitation. Their enthusiasm for the project left me in no doubt that the Borallon Training and Correctional Centre will do great work in transforming the lives of young male offenders.

Our vision is for Borallon to be a pilot site for reforms across the state – reforms that will help to break the cycle that leads to reoffending when prisoners are released.

There are currently more than 7,200 prisoners in Queensland's prison system. That is why it is so important that we do whatever we can to rehabilitate offenders and help them to prepare for successful reintegration into the community.

This edition of CORRECTIONS News highlights another QCS initiative to co-design reintegration services for prisoners. I fully support the focus on assisting female prisoners and I will be following the progress of this strategy with keen interest.

With prisoner numbers at a historic high it is also vital to support the staff on which the system depends. This is something I spoke about when I opened the new Probation and Parole District and Regional Office in Ipswich on 23 October.

It is so important that staff are able to achieve their best in a safe and productive workplace. That is something I am passionate about and determined to champion.



MARK RALLINGS

COMMISSIONER  
QUEENSLAND CORRECTIVE SERVICES

I am joined by the QCS Board of Management in our shared commitment to ensuring QCS provides respectful and safe workplaces. All staff in QCS have an obligation to contribute to respectful workplaces through behaviour which is consistent with the Code of Conduct and our government values as public servants and members of the justice sector. I am concerned by the number of staff who have reported or witnessed bullying. Bullying and harassment are not tolerated in our organisation. Staff will soon receive notification of the details of a hotline to report any instances of experienced or witnessed bullying and harassment. Similarly, QCS is establishing a Respectful Workplaces Advisory Committee in the next two months, in consultation with Together Union, which will oversight the hotline.

In this edition of CORRECTIONS News we reflect on a range of issues, but of note I draw your attention to work on wellbeing and high performance. Dr Kirsten Way is travelling the State with the Employee Health, Safety and Wellbeing project to focus on rostering and fatigue management systems in order to meet safe, secure, fair and reasonable work environment objectives. The QCS Organisational Excellence Project is examining leadership, values, innovation, knowledge, customer focus and other factors to ensure QCS can build a high performing workplace culture. This work is critical to ensure we deliver on our vision as a high performing justice organisation contributing to a fair, safe and just Queensland.





## BORALLON TRAINING AND CORRECTIONAL CENTRE MARKET INFORMATION DAY

by Alexandra Burton, Engagement Officer

On October 23, a market information day was hosted at the Borallon Training and Correctional Centre (BTCC) aimed at building potential partnerships and engagement opportunities with local businesses and stakeholders throughout the greater Ipswich region.

The event was a key component in establishing the correctional centre as a facility for the rehabilitation of younger male prisoners through the implementation of compulsory education

and training. Local industries, social enterprises and registered training organisations were the key focus of the market information day, where extensive information about the educational and skill based aspects of the centre's operation was distributed.

BTCC Project Director, Michael Airton summed up the key aims of the event. "We are looking to provide the best possible solutions in delivering training and

education services as part of rehabilitating offenders, while at the same time offering potential job creation opportunities for the businesses who become involved."

Minister for Police, Fire and Emergency Services, and Minister for Corrective Services, the Hon Jo-Ann Miller MP was present on the day. "When the government announced in July that Borallon would re-open, it promised to engage closely with the

local community. Today was an opportunity for those businesses to receive in-depth information about the programs being planned for the centre, and the potential partnerships available," she said.

Photos clockwise from top: Local stakeholders at the market information day stalls | Hon Jo-Ann Miller MP, Minister for Police, Fire and Emergency Services and Minister for Corrective Services talking to stallholders.





# FEMALE PRISONER REINTEGRATION PROJECT

by Alexandra Burton, Engagement Officer



QCS is responding to growth in female prisoner numbers in South East Queensland, with a focus on the delivery of effective strategies to assist the reintegration of female prisoners. These strategies have been developed in accordance with research evidence that demonstrates the patterns of crime for women differ significantly to men, particularly with respect to mental health, substance abuse and victimisation.

This reintegration project is being conducted 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.

The framework involves a process of designing a practical solution alongside the people it will directly affect.

Cassandra Tannock, Principal Project Officer, Education, Employment and Reintegration, commented that “This project will be unique, in its development, production and delivery. Key research in the area tells us that there are several distinctive features of co-designed service models – they are generally person-centred and focus on developing practical, real-world solutions. The process is very inclusive and draws on

many perspectives, people, experts, disciplines and sectors.”

At this stage of the project, discussion groups have commenced with female prisoners from Brisbane Women’s Correctional Centre, Numinbah Correctional Centre and Helena Jones Correctional Centre, as well as external stakeholders. For further information about the project, please contact [Re-EntryProject@dcs.qld.gov.au](mailto:Re-EntryProject@dcs.qld.gov.au)

Photos: Principal Project Officer, Education, Employment and Reintegration, Cassandra Tannock and Senior Adviser, Throughcare and External Services Unit, Sue Morris conduct a focus group with prisoners from Brisbane Women’s Correctional Centre.



# EMPLOYEE HEALTH, SAFETY AND WELLBEING WORKING PARTY PROJECT

by Alexandra Burton, Engagement Officer

QCS's Employee Health, Safety and Wellbeing Working Party is conducting a review of rostering operational requirements and guidelines in consultation with staff and the union.

The Working Party will focus on rostering and fatigue management systems in order to meet safe, secure, fair and reasonable work environment objectives.

Chair of the Working Party, Dr Kirsten Way has expertise in fatigue, workplace health and safety, and organisational psychology. "I have worked with many different organisations on WHS and fatigue issues and I must say that it is rare to come across such a strong commitment to improvement and a genuine desire to seek meaningful staff feedback on these issues. My

aim is to encourage staff to make the most of this situation and take this opportunity to give us feedback so that the systems can be the best they can be."

Throughout October and November, Kirsten will be visiting centres to consult with staff. The project aims to increase staff awareness and relies upon structured feedback to inform the output.

In the coming weeks, the project will have a dedicated intranet page with updates, links to documents and presentations and will provide further opportunity for staff input.



Photos: Chair of the Working Party, Dr Kirsten Way conducted the first town hall meeting with staff at Brisbane Correctional Centre



The QCS Video Conferencing Project commenced on 1 July 2015 to deliver the state-wide rollout of initiatives trialled during the Integrated Criminal Justice Video Conferencing Program, which closed on 30 June.

Video conferencing (VC) capability has been available within corrective services facilities for over 15 years.

Project Manager, Meaghan Nosenzo said, "Correctional centre staff do a great job to facilitate the number of video conferences that occur across the State. This is not just calling a prisoner to the video booth in time for an appointment; besides managing prisoners, it involves balancing demand with capacity."

There are 190 video conferencing systems across 70 court locations in Queensland. Within high

security correctional centres, there are 34 systems, with an additional two within maximum security units, and two within low security correctional centres, bringing the total to 38.

The number of video conferences facilitated within correctional centres has increased by close to 75% since January 2014 – from 1,593 in January 2014 to 2,784 in August 2015.

"The QCS Video Conferencing Project provides a great opportunity to implement business process improvements within our centres, enabled by enhanced technology and online solutions," said Meaghan.

The project includes:

- » implementing refreshed video conferencing models;
- » revising video conferencing court calendars

- » rolling out an online booking system;
- » trialling a 'dispersed' video conferencing model;
- » expanding video conferencing to private law firms; and
- » exploring reporting capability to replace manual data collection methods.

To date, refreshed VC models have been implemented at Brisbane Women's CC, Arthur Gorrie CC (offline schedule only), Wolston CC and Woodford CC. Lotus Glen CC will go live with a refreshed VC model on 23 November 2015.

If you have any questions or suggestions regarding the project, please send an email to [QCSVideoconferencing@dcs.qld.gov.au](mailto:QCSVideoconferencing@dcs.qld.gov.au).

## QCS VIDEO CONFERENCING PROJECT

Queensland Corrective Services Video Conferencing Project Team



Video conferencing facilities at Borallon Training and Correctional Centre



Griffith University student, **Marianne Kapnoulla** is focusing her efforts on making a difference to the criminal justice system

In conversation with Alexandra Burton

### Tell me a bit about your background.

I am in my final semester of completing a Bachelor of Criminology and Criminal Justice at Griffith University. I was given the opportunity to participate in an elective subject that allowed me to practice my degree-related skills within a professional environment. This program allowed me to gain a placement within the Office of the Commissioner.

### What would an average day of your placement involve?

During the course of my placement, I have completed over 100 hours of work integrated learning

comprised of drafting correspondence, assisting in the development of a correctional centre visitor fact sheet and reading about the programs that QCS offers to offenders.

### Have you had any particularly memorable experiences as part of your placement?

A highlight of my placement was my visit to Woodford Correctional Centre. It really opened my eyes to the knock-on effects for people who are or have been incarcerated at some point. Sometimes it's a necessary factor that has to occur so an offender

can receive the appropriate counselling or participate in programs to turn their life around.

### How have your experiences affected your career aspirations?

I love the idea of situational crime prevention, particularly through intelligence and environmental design. Rather than seeking to incriminate someone, seeking to minimise the opportunities so that they don't offend.





# //community MATTERS

Offenders at Ipswich Probation and Parole have been given the opportunity to give back to the community while developing employment skills

by Alexandra Burton, Engagement Officer

Young offenders subject to community service orders with Ipswich Probation and Parole have been tasked with renovations to the Lowood RSL Sub-Branch as part of the supervised community service project.

The project has included internal renovations such as cleaning, and the removal of walls, old carpet and joinery. External renovations have involved the replacement of decking and establishment of memorial gardens. Bunnings Warehouse has provided corporate sponsorship for plants, paint and equipment.

Over 300 hours have been completed to date at Lowood RSL. Onsite Surveillance Officer, Matthew Stevens is very enthusiastic about the project. "This is my pride and

joy. The project started about three months ago and we are aiming to have it finished by Remembrance Day."

Maurice Thompson, Site Supervisor and representative from Lowood RSL, said "We've only been here a short time but it just shows you how precious our lives are compared to some of the hard times these young fellows have had – you can sometimes understand why they were in trouble."

Matthew described the project as being mutually beneficial. "The beauty of it is that the senior RSL members need people power and we can provide that. The offenders here have the opportunity to learn quality trades that they otherwise wouldn't have learnt. It's really

prosperous for everyone involved." Veterans volunteering their time and experience on the project provide mentoring and support to the offenders while they make reparation to their local community, harmed by their offending behaviour, and they develop employment skills. Members of the RSL have also put forward character references to employers, which has led to two offenders securing positions in trade roles to date.

Photos clockwise from top: A/District Manager Brendan Corones and Surveillance Officer, Matthew Stevens at the Lowood RSL site | The gutted interior of the building | One of the offenders completing painting work | Equipment provided by Bunnings Warehouse.





## OFFICE OF THE CHIEF INSPECTOR

# Australian First Prison Culture Survey

The Office of the Chief Inspector forms an integral part of QCS accountability. The aim of the office includes reinforcing standards of accountability, transparency and performance across correctional facilities through its program of inspections, investigations and reviews, and to facilitate additional external scrutiny regarding the treatment of prisoners by coordinating the Official Visitors Scheme.

The Office of the Chief Inspector has agreed

to collaborate with the University of Cambridge and Griffith University to trial the use of the Measuring the Quality of Prison Life (MQPL+) survey.

The MQPL+ survey was developed in the United Kingdom by leading academic Professor Alison Liebling from the University of Cambridge. The survey has been used internationally, in Belgium, Canada, Sweden, India, Spain, Germany, Ireland, Philippines, USA, Chile, Sierra Leone, New Zealand and Estonia.

The MQPL+ provides a quantitative baseline measure of prisoner and staff perceptions of prison social climate. The MQPL+ is self-administered and contains 130 statements from 18-21 dimensions relating to how staff (Staff Quality of Life (SQL) version) and prisoners (MQPL+ version) consider their quality of life. Brisbane Correctional Centre will be the first Australian prison to trial the MQPL+ in its entire form. The trial commenced in October 2015.

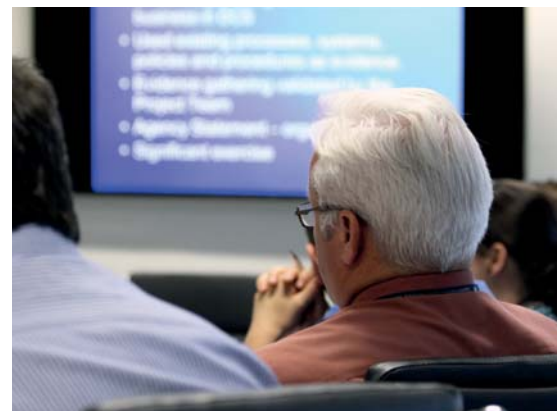


Queensland Corrective Services Organisational Excellence Project Team



High performance is about strong leadership, harnessing opportunities for continuous improvement and engaging with staff and stakeholders to shape service delivery. This was a key message for the QCS Organisational Excellence Project Team when they gathered for a presentation by Rosalba Ravis, Principal Coordinator for Shaping Corrections, South Australia, earlier this month.

The project team, comprised of representatives from each QCS business unit, heard how the South Australian government established a best practice framework to assess organisational performance, check alignment with whole of government strategy and engage staff in building a high performing workplace culture.



Between now and May 2016, QCS will take a similar approach to examining our performance framework. The aim is to ensure we have all the characteristics of a high performing organisation such as good leadership; clear values; innovation; effective use of knowledge and information; customer and citizen focus; accountability; and focus on results. The project will identify new opportunities to deliver better performance information and provide an evidence base for future decision making.

Vanessa Nielsen, Project Manager, said "We have commenced operational focus groups and will continue seeking staff input until December 2015. There is an inspiring sense of purpose and commitment within the organisation and it will be a real pleasure to identify new ways to recognise and reward high performance."

Photos: Rosalba Ravis, Principal Coordinator for Shaping Corrections, South Australia presents to the QCS Organisational Excellence Project Team.



# NEXT ISSUE...

» Our Probation and Parole service across Queensland

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is published bimonthly by  
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