

MAY 2019



Corrections News



**Better, Safer Prisons
for Queensland**

**Welcoming our first
graduates of 2019**

**Celebrating International
Women's Day**

Front cover:
Director, Offender Information Systems, Robyn Gregory was presented with an Australian National Corrections Day Award by Deputy Commissioner, Organisational Capability, James Koulouris in recognition of her service and contribution to the Taskforce Flaxton hearings at a ceremony in Brisbane on 18 January.

“National Corrections Day is an opportunity to recognise the work of every member of QCS and to thank them for what they do on behalf of the government and the people of Queensland,” said Commissioner Peter Martin. Read more on page 23.

Corrections News is published quarterly by the Media and Communications Unit Queensland Corrective Services

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Message from the Minister for Corrective Services

After careful consideration, the Palaszczuk Government recently announced the operation of Queensland's two privately-operated prisons would transition to public operation.

This is a significant decision and an endorsement of the Government's confidence in Queensland Corrective Services (QCS) to scale up its operations and support a safe, secure and smooth transition.

This is just another step towards building a better corrective services department and I look forward to continuing to work with you on this important journey for QCS.

It is hard to believe that four months have passed since we celebrated National Corrections Day.

I was honoured to attend a number of events and proud to see the Story Bridge and Victoria Bridge lit up in blue and silver colours in your honour.

The lighting of the bridges was a wonderful public recognition of the valuable and challenging work you do to keep our communities safe, managing the most complex members of our society, and doing it professionally and ethically.

After the recent severe weather events in the north and north-west of our State, it's timely to reflect on the excellent work of officers in the disaster-struck areas.

Not only did you ensure business as usual in trying times, you reached out to your colleagues and community members.

Whether through the Community Recovery Ready Reserve program, the SES, or by banding together to help those in need, your efforts reflect the true supportive culture of the spirit of QCS and your commitment to keeping communities safe.



Message from the Commissioner Queensland Corrective Services

What an amazing start to the year for Queensland Corrective Services.

With the many months of planning, preparation and hard work that occurred last year, 2019 is shaping up to be a transformational year for QCS.

In the last week of March, the Government announced its decision to transfer the two privately-operated Queensland prisons, Southern Queensland Correctional Centre and Arthur Gorrie Correctional Centre, to public operation.

This decision was announced as a part of the Government's response to Taskforce Flaxton. We await the full response in due course.

Obviously the transfer will be a massive logistical effort, and many parts of our organisation have already swung into action to commence the vital planning stage of this project.

We have named this effort Operation Certitude. A transition taskforce will be set up to manage the many complexities of the operation. It will look at every aspect of the operations of the two prisons, and how best to integrate them into the public system, and will be led by Deputy Commissioner James Koulouris.

You can learn more about this on page 9, with regular updates to be provided on the intranet as they come to hand.

Again, thank you to all of our officers who have worked so hard to get us to this point. This year will be an incredibly exciting and busy year for us. I look forward to providing you with updates on our progress.

Before I finish, I would like to extend my congratulations to the two QCS officers who received the Australian Corrections Medal in the Australia Day Honours. Deputy General Manager of Numinbah Correctional Centre Julie Steinheuer and Escort and Security Branch Supervisor Dennis Hayes were recognised for their commitment over many decades. They are very worthy recipients.

I would also like to recognise the officers who received awards on National Corrections Day. It was a great honour to see the city of Brisbane recognise our vital role as a front line public safety agency by lighting the Story and Victoria bridges in blue and silver.



Deputy Commissioner
Custodial Operations

Andrew Beck

QCS officers never cease to amaze me with their passion, innovation and ability to pull together in difficult circumstances.

Working in corrections is challenging at the best of times but in the last few months we have seen fires, cyclones and a once-in-a-lifetime flood in Townsville. In each case, officers responded with professionalism and a desire to keep the community safe.

Celebrating success and recognising those who go above and beyond the call of duty is important and I was pleased to see Julie Steinheuer (Numinbah Correctional Centre) and Dennis Hayes (Escort and Security Branch) awarded the Australian Corrections Medal.

Similarly on International Women's Day, a number of officers received Commissioner's Awards including Custodial Correctional Officer Rebecca Bates from Numinbah (excellence in performance in custodial operations) and General Manager Tamara Bambrick (outstanding female leader).

You can read more about the work Tamara is leading to improve the way we manage women prisoners on page 14.

During this work, Peter Shaddock will act as General Manager Security and Male Custodial Operations, whilst Tamara Bambrick will act as General Manager Women and Safer Custody. This structure will help build a modern service better able to meet its obligations under the *Human Rights Act*.

Other important pieces of work being undertaken currently in the directorate are the 'Better, Safer Prisons project' at Woodford led by Peter Henderson and the Use of Force Review, led by Tamara Bambrick. You can read more about the project on page 6.

The Use of Force Review team has undertaken a number of workshops recently in preparation for work on the six key work streams. The priority will be modernisation of control and restraint techniques.

Officers seeking further information can access the the Use of Force microsite on the intranet.



Deputy Commissioner
Community Corrections and Specialist Operations

Paul Stewart APM

As we enter our second year as a stand-alone department, I continue to be impressed with the willingness and enthusiasm of our people to embrace the significant changes which have occurred and continue to occur as we move towards our ultimate goal of becoming a top tier public safety agency.

In January I was proud to take part in my first National Corrections Day and had the opportunity to celebrate our officers and the important role you all play in public safety across Queensland. Every day I see evidence of the wonderful work that our people do across the State.

This was particularly evident in February when North Queensland experienced an unprecedented natural disaster. I would like to acknowledge and thank all our officers who, despite being severely impacted personally, continued to keep the community safe by ensuring the operation of the Community Corrections offices in the region and the Townsville Correctional Complex during this time.

In March I also had the privilege of attending the Public Safety International Women's Day event and joined in celebrating our diversity, together with other public safety agencies, and recognising the contribution of our female colleagues in our workforce.

I'm pleased to report that the Queensland Parole System Reform (QPSR) implementation team have now completed more than one third of accepted Queensland Government recommendations.

Much of our work last year was complex and behind the scenes, focusing on research and analysis to support the phased implementation of programs and services in 2019 and beyond, and establishing contracts with providers of rehabilitation and support programs and services.

This year will be another busy year as we focus on projects and initiatives that will see further improvement to operational processes, training and how individuals are managed within our systems.

I look forward to working with you to make 2019 another landmark year in QCS.



Deputy Commissioner
Organisational Capability

James Koulouris

This is a challenging yet exciting time for QCS as we pursue several significant reforms and initiatives to enhance operational outcomes and deliver a safe and secure correctional system.

One of these is the transition of Arthur Gorrie Correctional Centre and Southern Queensland Correctional Centre from private to public operation. This is one of the largest and most complex initiatives yet undertaken within QCS.

I have been tasked by the Commissioner to lead this transition, and I will provide more information as planning progresses on this very complex undertaking. Officers can access a microsite on the intranet with information including an FAQ section. For any further questions, contact us at OperationCertitude@corrections.qld.gov.au.

Other key highlights from the Organisational Capability Division include ongoing work to:

- expand Capricornia Correctional Centre (with 188 residential, 160 secure cells and 46 bunk beds currently underway); and
- upgrade perimeter detection systems at Townsville, Arthur Gorrie, Maryborough, Woodford and Wolston correctional centres.

In the coming months, Organisational Capability will also:

- establish the Aboriginal and Torres Strait Islander Reference Group to coordinate and promote interagency dialogue on Aboriginal and Torres Strait Islander issues; and
- drive an enterprise-wide integrated approach to monitoring and ensuring performance outcomes through the Operational Inspection and Review Group and the Operational Performance and Reporting Group.

I would like to acknowledge our People Capability Command who assisted to deploy 79 QCS ready reservists, contributing to recovery efforts following the North Queensland flooding.

All of this work exemplifies the unwavering commitment of QCS to keeping Queenslanders safe. It is a credit to QCS as a whole that our officers undertake such incredibly challenging roles in front line public safety, and still step up to help when their community needs it. Thank you.



ESU Complaints Assessment Group, Annie McNeil, Susan Heitman, Lota Aguipo and Lisa Muller with ESU Director Andrew Ballantyne.

Director, Ethical Standards Unit

Andrew Ballantyne

In my last article I advised a Complaints Assessment Group (CAG) would be established in ESU to improve complaints management. Complaints assessment is critical for ethics investigations and Recommendation 30 of the Taskforce Flaxton report identifies this as a key capability of the ESU.

I'm pleased to report the CAG commenced in January 2019 under the management of Ethics Consultant Susan Heitman.

The team have worked tirelessly to improve the processes for complaint handling, management, administration and reporting.

The group has processed a large number of matters which have been referred to the Crime and Corruption Commission, the Corrective Services Investigations Unit and for divisional action, resulting in more appropriate and timely outcomes.

This significant achievement is a positive step forward for QCS and the benefits include:

- complainants are notified of receipt of their complaint;
- matters referred are assessed within 72 hours;
- minor matters are managed in a timely manner (e.g. Divisional Action and Management Action); and
- the Crime and Corruption Commission and Queensland Police Service are advised of significant matters in a timely manner.

The development of an online complaints submission process which staff can access through the QCS intranet is the next step for CAG. This will provide an efficient, timely and secure process for submitting a complaint relating to corrupt conduct.

More information on this will follow. If you have any questions please do not hesitate to contact the Ethical Standards Unit at ESU@corrections.qld.gov.au.

Better, Safer Prisons for Queensland

A project to identify improvements in staffing, resourcing and effectiveness is underway at the Woodford Correctional Centre.

The Better, Safer Prisons project led by General Manager Peter Henderson will:

- review current resourcing principles and practices at the Woodford Correctional Centre to assess their appropriateness given the current prisoner numbers;
- explore all options for the realignment of staff resources and changes to practices and or procedures that will achieve enhanced staff safety and security whilst ensuring service delivery is maintained for prisoners; and
- trial identified staffing, resourcing and procedural change options to maximise efficiency and effectiveness.

Like many of our prisons, Woodford has grown significantly in recent years from 588 prisoners in 2012 to 1,430 in 2018.

Each tranche of prisoners has brought additional staff, however, due to the vagaries of the 'double up' funding model, the management team has not been able to embed the staff in a coherent way to maximise the opportunity to engage prisoners in purposeful activity, a fundamental principle for safety in prisons.

Moreover, the mix of prisoners has become ever more complex, which has compounded the pressures on officers.

For the prison to operate successfully and be able to realise



our vision, we need to unpack what has evolved over time and develop a new operating model.

Security and rehabilitation need to be in balance and prisoners need to be engaged in meaningful activity where respect, decency and safety are assured. When this is achieved, Woodford will become a safer place for all.

To improve safety in the short term, the team has redeployed existing resources to bolster staffing on the secure units to ensure staff numbers better reflect the number of prisoners on each unit.

In addition, all staff have been issued with load-bearing vests, additional body-worn cameras have been deployed (with more on order) and a trial of personal issue OC spray will commence shortly.

As the Commissioner has rightly stated, staff safety is a top priority with the Use of Force Review now underway under the direction of General Manager Tamara Bambrick.

However, the provision of these and other accoutrements alone will not ensure safety.



There is extensive research into what makes prisons safe, and the evidence is clear – fundamentally what underpins safety and security in prisons is the quality of the relationships that exist between prisoners and staff, otherwise known as dynamic security.

The aim of the Better, Safer Prisons project is to analyse the current situation, define the desired state and develop a plan to guide the transition.

The team is operating under a set of guiding principles:

- work collectively in the interests of officer safety and the security of the centre;
- provide a safe and secure environment for officers and prisoners;
- maximise the use of current available officer resources;
- identify opportunities for continuous improvement and the introduction of innovative practices to reduce officer workloads;
- enhance safety by maximising officer engagement with prisoners through the application of dynamic security principals;
- reduce the levels of violence across the centre;
- ensure prisoners can actively engage in work, education, training, programs, recreational and visits;
- ensure prisoners' health and safety needs are met; and
- maintain public confidence in Queensland Corrective Services.

The Better, Safer Prisons project will result in a better resourced prison which delivers on the QCS vision and is safe for staff and prisoners. By refocusing our efforts on dynamic security, we can not only make the prison safer for everyone, but we can better achieve our vision of reducing crime through preventing reoffending.



QCS trainers, Kasey Kellett, Chantelle Clarke, Melinda Aldons and Liam Harrison-Yeates.

Sharing our expertise on the specialised management of sexual offenders

QCS is committed to proactively engaging and working with our law-enforcement colleagues across the country to identify and share appropriate information and prevent and disrupt crime.

As recognised leaders in specialised sexual offending clinical services, QCS was invited to deliver a suite of training to our colleagues from New South Wales Corrective Services.

The 'Static, Stable and Acute' suite of sex offenders tools is a niche suite of training materials, with only 100 accredited trainers worldwide – a number of these trainers are employed by QCS.

Four QCS officers travelled to New South Wales to deliver multiple training sessions to around 120 staff at the Brush Farm Academy in Sydney.

QCS is at the forefront of cutting-edge accredited tools to triage, treat and case manage sexual offenders.

Our organisation is dedicated to ensuring community safety, and partnering with other key public safety agencies is crucial to providing a safe and sustainable correctional system Australia-wide.

We're Working for Queensland

As a forward-thinking, top tier public safety agency, Queensland Corrective Services is committed to empowering a professional workforce, and establishing the organisation as an employer of choice.

As a learning organisation, the State Government *Working for Queensland Employee Opinion Survey* is a crucial benchmarking tool for QCS. It affords our officers with an opportunity to provide meaningful input on how we can build an engaging and rewarding workplace.

We are committed to addressing areas QCS officers have raised as requiring improvement. In order to get meaningful analysis of the 2018 survey, QCS has engaged a human resources consulting firm to provide additional insight and analysis.

The 2018 results indicate satisfaction with our individual jobs and ability to contribute to our shared mission to protect the community and curb reoffending.

The results provided real insight on

where we need to focus our attention, including improving fairness, performance management, mental health and wellbeing, and culture.

We also recognise that some officers raised concerns in the areas of diversity, inclusion, gender opportunity and leadership.

Consequently, five key focus areas have been established as priorities for QCS:

Fairness of recruitment and promotion decisions

QCS is committed to demonstrating open and transparent recruitment and selection processes, free from conflict of interest.

We are also dedicated to supporting our officers to pursue development opportunities through our Academy, and externally to ensure we are investing in officers who will deliver world class corrective services.

In addition to 380 new custodial officers, in 2018 we trained:

- 329 people in management and leadership;
- 227 people in community corrections specific training;
- 707 people in training delivered by through the Murrumbidgee Cultural Centre; and
- 123 people in correctional practice competency.

QCS has also provided increased management training opportunities including our new leadership program, masterclass programs, as well as the QPS Leadership in Action Program, through the Australian Institute of Police Management in Sydney.

Our workforce is vital to QCS achieving its purpose, with almost 5,000 officers working every day to protect Queensland by dealing directly with some of the most complex and dangerous people in our society.

We have a responsibility to invest in our officers to ensure a competent and confident workforce, supported by strong and ethical leadership. QCS is committed to a workplace where staff feel valued and respected, and are motivated to pursue satisfying careers in the correctional system.

Improving mental health and wellbeing

Our commitment to protecting the community and the wellbeing of those in our custody will only be achieved if we embed a commitment to our own safety and wellbeing.

Bullying and harassment has no place within QCS and we embrace workplace diversity. Diversity and inclusion provides a depth and richness to our

workplace, and enhances our capability and our professionalism, which is why we have identified it as a priority in our strategic plan QCS officers deal with the most complex and challenging people in society and we acknowledge the unique stresses and impacts on mental health which can accompany many of the roles they undertake. We are working closely with our Employee Assistance provider, SMG Health to deliver confidential counselling support to officers.

Agency led, locally owned

Our front-line officers are the face of corrections, dedicated to upholding and ensuring community safety, and it is only appropriate for us to consult with them about how to improve our workplaces.

We are working with our managers to co-create specific action plans for targeted areas and involve our front-line officers in decision-making processes. This includes providing strengthened centralised functions in a diverse range of organisational capability areas to ensure best practice is adopted across our agency.

Leadership and culture by design

There is no place for corrupt or inappropriate conduct within QCS. We expect and reward professional and ethical behaviour, and act to address inappropriate or unethical behaviour.

We expect our officers not only to model the appropriate behaviour, but to call out inappropriate behaviour for the safety of everyone in our centres, and our organisation will stand behind and support officers who take a stand against unethical or corrupt behaviour.

Effectiveness of performance management processes

Harnessing our individual ability and motivation to deliver more effective team performance is a significant opportunity for us. Knowing that each and every team member is performing against clearly defined and measured expectations is critical to satisfaction in the workplace. We must be clear about what good performance looks like and support each team member to achieve it. QCS is currently developing a new Human Capital Management system, incorporating performance assessments, to actively manage staff performance.

We have also taken measures to formally recognise high performance through:

- the establishment of the Commissioners Awards for Excellence in 2018;
- nominations for the Australian Corrections Medal and other national and state awards;
- the establishment of an Honours and Awards Committee; and
- the appointment of an officer within the Organisational Capability division to oversee our Honours, Awards and Protocol function.

Queensland Parole System Reform

Since 2017, when the Queensland Government supported 89 of the recommendations contained in the Queensland Parole System Review, more than a third of those recommendations have been completed, with more changes to come.

Deputy Commissioner, Community Corrections and Specialist Operations, Paul Stewart said the work of the Queensland Parole System Reform (QPSR) program will continue to improve the treatment, care and services available to people in custody and the community.

“The management and support of people in our system can have a profound effect on their ability to reintegrate into their communities and reduce rates of recidivism,” DC Stewart said.

“Our officers are dedicated professionals who work hard to deliver great outcomes. By persisting to improve services, systems and processes, we will transform our standalone department into a top-tier public safety agency.

“There has already been considerable work on the establishment of the independent Parole Board Queensland and specialised clinical services, the development of systems and processes to support parole applications and enhancements to rehabilitation programs and electronic monitoring.

“This year, QCS will build on this program by engaging staff and stakeholders in implementing the ongoing reform required to meet the growing complexity of Queensland’s criminal justice system,” he said.

DC Stewart said the work of the QPSR team will focus closer to home and many QCS officers will be involved in consultation for projects that will help shift the way we think about our roles individually with a focus on becoming one QCS. Another priority will aim to ensure service delivery between custody and community continues to become more integrated.

Other initiatives will focus on reviewing processes to reconnect how people flow through the correctional system, including assessments, rehabilitation, programs and parole readiness as well as training to support our officers with the implementation of these revised practices.

“We will also look at enhancing our ‘culturally safe practices’ and establish strategic and operational frameworks to support the important work of our Cultural Liaison Officer network,” he said.

DC Stewart said that while there was still a considerable body of work to complete, previous work in the area of housing and re-entry services had already seen positive developments.

“I was recently made aware of a case which illustrates how we are supporting people to successfully reintegrate into the community,” he said.

“A prisoner with anxiety issues was released last year at short notice and QCS officers sprang swiftly into action to support him.”

“He was provided with transport and accommodation which had been sourced for him, connected to a service which completed a re-entry plan for him on the day of release, and referred to employment, health and other support services,” DC Stewart said.

“This man was quite distressed on his release, but within a few days he felt strong enough to offer his assistance to other prisoners being released in similar circumstances.”

The updated QPSR microsite is available on the intranet with an overview of the work that will be occurring in 2019. Officers are encouraged to join the newly created Yammer page for program updates throughout the year.

If you have any questions or suggestions, contact QPSR@corrections.qld.gov.au.

Operation Certitude

Transferring Queensland’s privately run prisons to public operation

On Monday March 26, the Government announced its decision to transition the two privately operated Queensland prisons – Arthur Gorrie Correctional Centre and Southern Queensland Correctional Centre – back to public operation.

This is a vast logistical process which will be staged over many months, commencing imminently.

Queensland Corrective Services (QCS) has started a planning process to ensure the transitions occur smoothly and in a timely manner. There will be significant implications for our business, and QCS is presently working through these at the highest levels.

Maintaining the safety and security of the correctional centres during the transfer process is an absolute priority for QCS.

These transitions are incredibly complex undertakings. To this end, QCS is setting up a workforce committee, and will be consulting widely with the staffing groups and relevant industrial representatives to ensure a smooth transition.

One of the significant issues QCS is carefully working through is the issue of staffing, and, where appropriate and possible, the transitioning of the workforce from the private providers to QCS.

This will be subject to standard Government vetting processes which currently apply to QCS.

Deputy Commissioner James Koulouris will be leading the transition efforts, and we are presently finalising governance processes. As planning progresses, staff will be provided updates through a range of channels, including the intranet, newsletters and face-to-face meetings.

Staff members who have specific questions can email OperationCertitude@corrections.qld.gov.au



Capricornia Correctional Centre expansion works

Since its announcement in 2017, work on Capricornia Correctional Centre's major expansion is underway and progressing well.

Approximately 193,000 hours have been completed on the project as at mid-March. Nearly 90 per cent (more than 172,000 hours) of these hours have been completed by local workers, which is great for local industry in Rockhampton.

In 2017, \$200 million was allocated to Queensland Corrective Services towards the project, with another \$41 million allotted last year. This funding

means a total of 348 cells and 396 beds will be delivered, bringing the centre's future secure bed capacity to 824.

Queensland Corrective Services Deputy Commissioner Organisational Capability, James Koulouris said expanding the centre would help to provide a safer environment for Queensland Corrective Services' highly trained officers.

"The effort being undertaken towards the project goes a long way to further establishing Queensland Corrective Services as a forward-thinking, sustainable, front line public safety

agency that plays a vital role in keeping Queensland safe.

"The safety of the community, our officers and prisoners is of utmost importance, and the team is working towards providing world class correctional infrastructure.

"I want to thank the team for their continued efforts as we all work towards delivering the expansion of the Capricornia Correctional Centre," DC Koulouris said.

Capricornia expansion Project Director, Shane Hopgood and Deputy Commissioner Koulouris overseeing the construction of the centre's new secure block.



Residential compound expansion, construction of the first three concrete slabs.



Capricornia expansion Project Director, Shane Hopgood and Deputy Commissioner Koulouris examined the progress so far.



The construction of the new two-storey 50-cell secure block is well underway.

QCS officers lend a hand in flood clean-up

In the face of adversity, it's reassuring to know that the Queensland Corrective Services family rallies together to support those in need. This was never more evident than in February when Townsville and surrounding areas experienced one of the worst flooding events in history.

A number of QCS officers were directly impacted by the natural disaster and are slowly rebuilding their lives following the devastation.

Despite this and due to the nature of our business, we are a 24-hour, seven-day-a-week operation and must continue to push on despite the circumstances to ensure public safety is never jeopardised.

Commissioner Peter Martin praised the work of Townsville Correctional Complex General Manager Peter Hall, Northern Community Corrections Regional Manager Teena Ingram and their officers for their outstanding response and leadership in providing support to ensure operational capability during this time.

"I commend all of the officers who demonstrated leadership throughout the course of this event by making themselves available, doing what was asked of them, supporting management, recognising the significance of the event and getting on with the job," Commissioner Martin said.

"This is what a top tier public safety agency does in times of crisis and I have never been more proud to be part of such a dedicated team. Thank you for looking after our communities and for all your assistance in helping keep Queenslanders safe."



Offenders giving back amongst the Townsville community recovery

In addition to the officers from across Queensland who were deployed to assist with the clean-up after the recent devastating flooding throughout the Townsville region, Townsville Community Corrections have created a dedicated community service project to allow offenders to give back in a meaningful way.

Seven offenders subject to community service orders completed in excess of 200 hours of flood clean-up work including boat ramps, beaches, the Murray Netball Complex and along the coastline, under the supervision of a Community Corrections officer.

Commissioner Martin said community service provided an opportunity for individuals to make amends to the community they had offended against.





Alexis Livingstone with reservist officers from the Capricornia Correctional Centre, CCO Harley Davenport, CCO Todd Martin, Intelligence Analyst Steve Gross, Assistant Manager, Sentence Management Services Matthew Solis, and CCO Wayne Drage.



Learning how to support our reservists

QCS is proud to recognise, support and employ men and women who have served in the armed services and reserves.

For Alexis Livingstone, Deputy General Manager (DGM), Capricornia Correctional Centre, the invitation to spend a day as an army reservist was one she couldn't turn down.

Under the Australian Defence Force (ADF) Employer Familiarisation Activity, managers and senior leaders were invited to attend a day with their staff who are members of the army reserves and experience first-hand what it's really like on the other side.

It was also an opportunity for the ADF personnel to thank employers for the valuable role they play in supporting their staff as reservists.

DGM Livingstone spent the day with 50-60 army reservists, including seven of her own officers, at Shoalwater Bay – one of the largest military training reserves in Queensland.

“QCS is proud to employ reservists and the training they undertake and the challenges they face equip them with highly transferrable skills which are extremely valuable for their roles within QCS,” DGM Livingstone said.

“Supporting the valuable work of our armed services is something that's close to my heart. My husband is an ex-army reservist and my father was in the British Armed Forces. I really valued the opportunity to witness first-hand some of the challenges of being a reservist which our officers face.”

The day started with an extensive briefing at the barracks in Rockhampton, followed by a morning of training

exercises in weaponry, including live-firing, and a lesson in ration packs designed to last a soldier 24 hours.

“The training is undertaken to fulfil the reservist's annual qualifications for particular exercises and it was an honour to be there in uniform representing QCS,” she said.

Commissioner Martin said the partnership QCS shares with the Australian Defence Force is an important one.

“As an organisation, we are very supportive of our officers being part of the reserves given many of the qualities, attributes, values and work ethic of a reservist mirror the valuable skills of what is expected as an officer within QCS,” Commissioner Martin said.

“Our recruitment process for custodial correctional officers is ongoing and we welcome the opportunity to employ more reservists.”

Leadership, communications skills and teamwork are just some of the skills that defence personnel bring to our workplace, and they are highly valued when managing some of the most difficult and complex people in society.



Women's Estate

Improving outcomes for incarcerated women

“The story of women’s struggle for equality belongs to no single feminist nor to any one organization but to the collective efforts of all who care about human rights.” Gloria Steinem

87% of women in custody have been victims of child sexual abuse, physical violence or domestic violence

66% of whom have been victims to all three types of abuse.

Incarcerated women are amongst the most vulnerable people in our society. Almost without fail, women who are in prison come from lives characterised by poverty, sexual, emotional and physical abuse, domestic violence, substance addiction and lack of education.

Their path into prison is very different from male prisoners, but because they make up only about 10 percent of the prison population, their unique needs and challenges are often not addressed in a system designed to manage men.

QCS is looking to change this by adopting a gender-appropriate, trauma-informed approach to managing women prisoners with the goal of offering them the chance to truly rehabilitate and escape the cycle which led them to prison.

It is our singular purpose to prevent those who come into contact with corrective services from returning to crime.

We know the complex needs, risks, and root causes of incarceration of female offenders differ greatly to those of male offenders.

We are committed to implementing evidence-based best practices, and breaking the cycle of reoffending is at the core of our business.

Research tells us the odds of successful community re-entry for women are maximised when interventions are specifically designed to treat their needs.

The Women's Estate is a new project designed to revolutionise the way we work with female offenders to

address the causes of their offending behaviour and drive positive change and long-term results.

The incarceration of women, who often have the strongest ties to their families and communities, can cause intergenerational disruption. We know that having one parent in prison makes children nine times more likely to become incarcerated themselves.

Turning around the life of one woman in our care has the potential to create a flow-on effect with a much bigger impact on the whole of society.

QCS is focused on changing the way we manage women – empowering them to break the cycle of abuse, poverty and crime that led them to the correctional system so they can prevent their children – and future generations – from taking the same path.

This work is already underway – it began with Operation Elevate, recommissioning the Southern Queensland Correctional Centre and solving overcrowding in female correctional centres in Queensland. This is an extraordinary first step, but we still have a long way to go.

Building from the learnings of Operation Elevate, we are now working on a complete refresh of the women's estate, focusing on a trauma-informed, gender-specific approach to managing women in prison to improve their chances of successfully reintegrating into the community upon their release.





International Women's Day

Celebrating the women leading the way in corrections

QCS participated in a joint public safety agency event to celebrate International Women's Day. More than 800 guests attended the event on March 8 at the Royal International Convention Centre.

Commissioner Martin said it was a unique opportunity for QCS to celebrate its diversity and recognise the many wonderful women who made up nearly half of our workforce.

"Celebrating International Women's Day is a wonderful way to acknowledge the positive difference made by women in corrections and I am so proud to work alongside these women in our organisation who all make valuable contributions in keeping our communities safe," Commissioner Martin said.

It was also a special day for five of our senior and emerging leaders who received International Women's Day awards.

Congratulations to Tamara Bambrick, Kate Petrie, Nadine Robinson, Rebecca Bates and Sandra Tully.

Commissioner Martin said as a top tier, public safety agency, the women epitomise leadership and were excellent role models not only for female officers, but everyone in the organisation.



Commissioner Peter Martin, Deputy Commissioners Andrew Beck, James Koulouris, Paul Stewart, and our five award winners attended the Queensland Public Safety International Women's Day awards event at the RNA Showgrounds in Brisbane.



Five outstanding officers received International Women's Day awards.



Rebecca Bates, Custodial Corrections Officer, Numinbah Correctional Centre

Excellence in performance in Custodial Operations



Tamara Bambrick, General Manager, Custodial Operations
Outstanding Female Leader



Kate Petrie, Director, Policy and Legislation
Outstanding Emerging Female Leader



Nadine Robinson, District Manager, Redcliffe Community Corrections
Excellence in performance in Community Corrections and Specialist Operations



Sandra Tully, Manager, Contract Management
Excellence in Performance in Organisational Capability

Nadine Robinson

From volunteer to District Manager

As a recipient of this year’s International Women’s Day award, Nadine Robinson talks about her career with Queensland Corrective Services.

Like many before her, Nadine donned a backpack and left the shores of England. Her destination was Sydney, but fate had other plans and the temptation of sunny Townsville sounded like the perfect place to study a double degree in psychology and criminology at James Cook University.

As a second year university student, Nadine was introduced to corrections when she applied for a volunteer position at the Townsville Correctional Centre (TCC), but walked away with a full-time, paid role as Program Delivery Officer. In this role, she ran programs for the general offender population, including cognitive skills, anger management and making choices.

Nadine moved into other roles within TCC, including Counsellor, Education Officer and Sex Offender Programs Facilitator, which was a newly established unit within TCC. Her involvement in the establishment of the unit goes down as a career highlight.

She then joined the probation and parole office in Thuringowa before going to the Townsville District Office to case manage high risk offenders under the *Dangerous Prisoners Sexual Offenders Act (DPSOA)*.

From there, she moved to Brisbane in 2008 to take up a three month secondment in the High Risk Offender Management Unit headquarters, before securing a permanent role as Senior Advisor in the team shortly after. She held a variety of roles in that unit, including Principal Advisor (HROMU) and Clinical Supervisor assisting case managers with DPSOA offenders.

In 2010, she worked briefly in the Office of the Chief Inspector and in 2011, she played a key role in the establishment of the clinical support unit. Her role involved travelling throughout the state assisting case managers with offender assessments to provide the best possible management options.

“Although transitioning throughout the many roles I’ve held was rewarding, it was also challenging and scary at times given I would not know the role and needing to have the confidence to put myself in uncomfortable situations,” Ms Robinson said.

Today, Nadine is the District Manager at Redcliffe Community Corrections where she and her team are responsible for almost 500 offenders in the community.

“I am driven by the passion I have for my work and as a leader to ensure my team are happy and inspired in their work.”

Nadine’s advice to other women in the workforce is to challenge yourself, experience all the agency has to offer, find a mentor, explore flexible work arrangements and don’t be afraid to speak to your manager about them, and most importantly, do what you are passionate about.

Nadine Robinson, District Manager, Redcliffe Community Corrections



QCS hosts fourth group of Solomon Islands correctional officers

Nicole Meakins and Lisa Dalmau-Swann from the QCS Academy with the officers from the Correctional Services of the Solomon Islands

Queensland Corrective Services is proud of its close relationship with the Correctional Services of the Solomon Islands (CSSI) and regularly hosts senior correctional officers at the QCS Academy to undertake the Early Manager Development Program (EMDP).

Last year, Commissioner Martin signed an international Memorandum of Understanding with Commissioner Francis Haisoma of the CSSI, facilitating understanding and learning from global trends and

allowing CSSI officers to access best-practice training developed through the QCS Academy.

The latest cohort of officers recently completed Block One of the training program in Brisbane and spent time visiting correctional centres while continuing their diploma assessment work before returning home to the Solomon Islands.

As a component of the program, officers from the QCS Academy will visit the Solomon Islands in May to continue work with the six officers

on their diploma assessments for Block One. The CSSI officers will then return to the Academy in early June to undertake Block Two of the EMDP.

Upon successful completion of the EMDP and associated assessment requirements, officers are awarded the Diploma of Correctional Administration.

Farewelling long-serving officers



Gerry Lewis retires after a 35 year career within Corrections

Mr Gerry Lewis, Numinbah Correctional Centre Food Services Supervisor retired in February after dedicating a 35-year career to corrections with a focus on prisoner rehabilitation. Mr Lewis joined the prisons department as a trade instructor and baker in 1985 at Wacol, before moving into various roles at different centres. He joined Numinbah as Food Services Supervisor in 2004 where he continued until retirement. Mr Lewis' role in helping prisoners learn new skills while in custody provided a better opportunity of employment and a lower risk of reoffending once released from prison.



Left: Peter Copland when he joined Corrections in 1977. Right: Peter received recognition for his exceptional service on National Corrections Day, 2018, with General Manager, Darryll Fleming.

Mr Peter Copland, Staying Safe Coordinator at the Brisbane Women's Correctional Centre retired in March after 42 years in corrections. He is one of four generations of Coplands who have enjoyed a long and meritorious career with QCS. His father Tom started out at the Old Brisbane Gaol, also known as Boggo Road. Peter, his brother Ross and nephew Mark followed in his footsteps to become custodial correctional officers. Peter has a long history in the areas of training, assessment and mentoring during his time with QCS and has provided support and guidance to his fellow officers throughout his career.

It is with sincere regret we advise of the passing of the following officers. We recognise their dedication to upholding and ensuring community safety and their honourable service to Queensland.

Linda Anderson
Custodial Correctional Officer
Brisbane Correctional Centre

Ms Anderson exhibited professionalism and pride throughout her long and distinguished career.

Ms Anderson commenced her career in corrections on 29 April 1996 at the Woodford Correctional Centre before moving to the Sir David Longland (SDL) Correctional Centre. When SDL was closed for redevelopment in 2005, Ms Anderson transferred to the Brisbane Women's Correctional Centre and was redeployed to the newly commissioned Brisbane Correctional Centre in 2008, where she dedicated herself to protecting the community until late last year.

Ms Anderson was highly respected by her colleagues, with many officers sharing the privilege of her mentorship as recruits. She was admired by her peers, with whom she shared her vast experience and knowledge.

Sebastiano "Jamie" Gaggiano
Custodial Correctional Officer
Lotus Glen Correctional Centre

Mr Gaggiano was dedicated to protecting the community throughout his exceptional career and served Queensland for over a decade.

Employed at the Lotus Glen Correctional Centre since 2009 and the Low Custody Farm since 2011, Mr Gaggiano was a skilled officer, and a valued member of our organisation.

Mr Gaggiano was highly regarded amongst his colleagues, and as a qualified motor mechanic and Trade Instructor, he was committed to making a difference to the lives of prisoners, giving them the opportunity to gain vital life skills and assist in their rehabilitation.

Gail Mostert
Manager, Business Services
Lotus Glen Correctional Centre

Ms Mostert was an icon at the Lotus Glen Correctional Centre, and had dedicated the last 20 years to serving Queensland.

Ms Mostert commenced her career at Lotus Glen in 1998 as an Administrative Officer, and in 2002 was appointed as a Trade Officer before quickly being promoted to Industries Manager. She commenced as the Manager of Business Services in 2010.

A strong and determined leader, Ms Mostert committed her career to empowering her colleagues. Ms Mostert was dedicated to upholding and ensuring community safety in every role she undertook, and will be greatly missed.

Grief is a natural reaction when we lose those closest to us, but you need not go through it alone. If you are experiencing distress with the loss of a friend, family member or colleague, or if you are experiencing any other personal concerns, confidential counselling and support is available through SMG Heath. This service is available to all Queensland Corrective Services officers and their families, 24 hours a day, seven days per week by calling 1800 273 865 or areuok@smghealth.com.au.





A round of ap-paws for our newest Smart Pups!

So far this year, eight assistance dogs from the Maryborough and Borallon Training and correctional centres have graduated from the Smart Pups program.

The newest Smart Pups – Ghan, Hazel, Harper, Honey, Hunter, Jerry, Mac and Murphy have completed the first step of the training program, enabling them to become assistance dogs for children with disabilities in Australia and New Zealand.

The established partnership between Smart Pups and Queensland Corrective Services began in Maryborough and expanded last year to the Borallon Training and Correctional Centre.

The program gives suitable prisoners the opportunity to be trained to look after the dogs and teach them to carry out important assistance tasks such as opening and closing cupboards, picking up items and raising alarm when/if their owner collapses.

It not only provides the prisoners with a sense of purpose, it in turn teaches them valuable new skills to get them job-ready for release and increase their chances of success in the community while decreasing their risk of reoffending.

“Our role is to successfully rehabilitate prisoners while they’re in our custody and to try and break the cycle of reoffending, and this program is another way we are doing that,” said John Owens, Deputy General Manager, Maryborough Correctional Centre.

Mr Owens said officers had recognised the improvement in prisoner behavior since the assistance dogs arrived.

“International research proves that dog handling programs are effective in helping improve prisoner behavior while in custody, with prisoners involved in the program less likely to reoffend when compared to those not involved in a dog handling program,” he said.

Prisoners at Maryborough and Borallon are busy training the next group of Smart Pups which are due to graduate in July.

Breaking the cycle of reoffending with career counselling

Prisoners from the Brisbane Women’s Correctional Centre recently were given the opportunity to take part in a career counselling workshop hosted by the Careers Outreach Program at Griffith University.

The True Colours counselling was focused on establishing an understanding of how to apply the prisoners’ strengths to future work and study, which has been proven to reduce the likelihood of reoffending.

This is the first time a True Colours session has been offered in a correctional centre and Brisbane Women’s Correctional Centre Deputy General Manager Eloise Hamlett said as a learning organisation, QCS supports evidence-based best practice.

“By partnering with organisations such as Griffith University and investing in our prisoners as part of their rehabilitation while in our custody, we are helping to equip them with the necessary skills, life and technical, to offer the best chance for them to succeed outside of prison,” DGM Hamlett said.





Welcome new custodial correctional officers of 2019

Congratulations to the first 104 custodial correctional officers to join the ranks so far this year.

Commissioner Martin congratulated the recruits on successfully completing the intensive Custodial Officer Entry Program (COEP).

The new officers will report to duty at the Borallon, Lotus Glen, Capricornia, Townsville, Brisbane, Woodford, Wolston, and Maryborough correctional centres and the

Escort and Security Branch.

They will be responsible for the humane containment and rehabilitation of some of the most challenging and dangerous people in society.

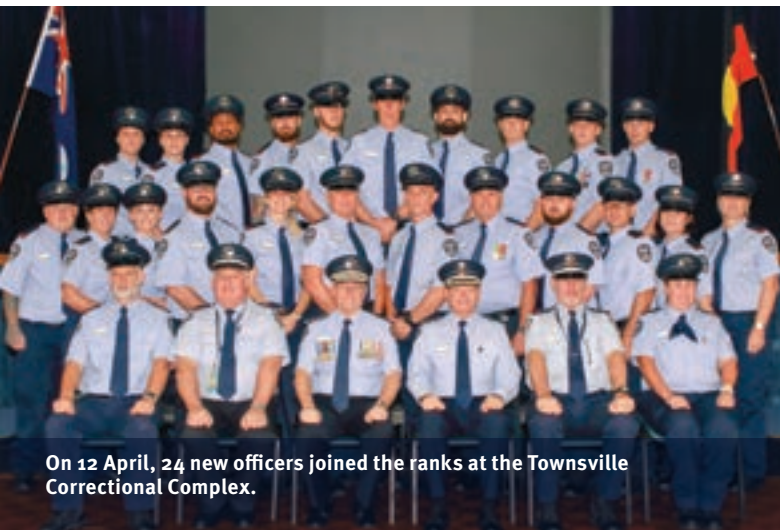
“It is without a doubt our communities are safer because of their continued efforts to ensure public safety,” said Commissioner Martin.



On 10 April, 27 graduates were deployed to the Maryborough, Brisbane, Woodford, Borallon and Wolston correctional centres after a ceremony at the QCS Academy.



On 29 March, 14 new custodial correctional officer graduates were deployed to the Lotus Glen Correctional Centre.



On 12 April, 24 new officers joined the ranks at the Townsville Correctional Complex.



On 6 March, the first 28 officers of 2019 graduated from the QCS Academy to join the ranks at Borallon, Brisbane, Woodford, Wolston and Maryborough correctional centres, as well as the Escort and Security Branch.



On 11 April, 11 custodial officer graduates joined the ranks at the Capricornia Correctional Centre.

Congratulations to the first Practitioner Development Program graduates of 2019

Minister Mark Ryan MP and Commissioner Martin were proud to congratulate the first 22 Community Corrections officers to graduate from the Practitioner Development Program (PDP) this year.

Community Corrections officers deal with the most challenging people in society and the PDP is a professional development opportunity to expand their skills in interviewing, offender management, pro-social modelling, cultural awareness, effective decision-making and stakeholder engagement.

Minister Ryan said it was wonderful to acknowledge the great work being carried out by dedicated Community Corrections officers throughout Queensland.

“I commend the officers for the essential work they do in keeping our community safe – it is because of them that Queensland is, and continues to be, a safe place,” Minister Ryan said.

Commissioner Martin said these highly skilled officers act as agents

of change and play a vital role in keeping Queensland safe by supervising offenders in communities across the State.

“Our community corrections officers are a core component of the correctional system, working tirelessly to reconnect offenders with their community in an attempt to break the cycle of reoffending,” Commissioner Martin said.





Opioid Substitution Treatment stage one complete

The Opioid Substitution Treatment (OST) program has been rolled out to correctional centres to help break the cycle of drug-related re-offending, and increase officer and prisoner safety.

OST is the legal administration of an opioid substitution medication under medical supervision to treat opioid dependency, which is a recognised chronic disease.

The OST program was implemented at the Lotus Glen Correctional Centre and Southern Queensland Correctional Centre in 2018, and further expanded to the Brisbane Women's and Numinbah correctional centres, as well as the low security Helana Jones Centre, servicing in excess of 100 opioid-dependent prisoners.

The OST program will be implemented in a staged rollout to all Queensland correctional facilities, with Townsville Correctional Centre last to receive the program in stage one.

OST helps to safely minimise and manage prisoner cravings and withdrawals associated with opioid dependency.

The expansion of rehabilitation services for prisoners, including the OST program, was identified in the Queensland Parole System Review (QPSR) report as a key factor in increasing offenders' successful completion of parole and reintegration into the community.

Vale General Purpose Dog, Tyson **Wolston Correctional Centre**

We were heartbroken to learn of the sudden passing of CS Dog Tyson.

Many of you would know Tyson's handler Scott Morris from our public events with PADD dog Thommo. They participated in demonstrations at the Ekka and most recently in the Puppy Love event on Valentine's Day in the Queen Street Mall.

Most of our handlers have both a PADD dog and a general purpose dog, and Tyson was Mr Morris' other partner.

As a loyal and fearless friend, Tyson played a vital role in ensuring the safety and security of the Brisbane Women's and Wolston correctional centres since he graduated in 2013.

We do not often get to publicly acknowledge the work GP dogs do because of their nature and training,

but they help our officers every day by just being there.

Tyson assisted staff to resolve volatile protest situations many times, including just two days before his passing by helping to resolve an incident in a secure unit.

This message from Mr Morris sums it all up:

"The life of a Dog Handler has many highs and lows. Thommo and I had the highest of days on Thursday at the fundraising event for Hummingbird House to the lowest of days on Friday with the very sad passing of our best mate GP dog Tyson.

You will be missed by us all. RIP MATE."

Our deepest condolences to Mr Morris and his family at this very sad time. Rest easy, Tyson. We'll hold the line from here.

Your shift is covered. Good dog.



Officers recognised for keeping the community safe on National Corrections Day

National Corrections Day is an opportunity to recognise the efforts of corrective services officers across Australia.

The theme for this year's National Corrections Day was Working Corrections with local events held across Queensland this week to recognise the vital work QCS officers perform to keep our community safe.

Every day, QCS officers serve Queensland with pride, managing some of the most challenging and complex people in society to ensure community safety.

Around 5,000 QCS officers provide a vital public service in managing nearly 30,000 prisoners and offenders across Queensland, using evidence-based approaches to rehabilitate and reduce recidivism.

Commissioner Martin said all officers were positive agents of change.

"These officers are on the front line of public safety, working in highly dynamic and challenging

environments every day to give prisoners and offenders a chance at a more productive life when they leave our custody and supervision," Commissioner Martin said.

"They do an outstanding job of improving the behaviour and attitudes of prisoners and offenders to reduce their chances of reoffending, and I thank them for their service.

"Congratulations to today's award recipients for being exemplars of the high standard of values and ethics expected of QCS officers – they are outstanding ambassadors for the department."

Roberta Embrey, Community Corrections and Specialist Operations; Robyn Gregory, Organisational Capability and Andrew Wright, Custodial Operations received Commissioner's Awards for exceptional service at a National Corrections Day event held at the State Library of Queensland.

Australian National Corrections Day

Working to keep

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