



OCTOBER 2019

Corrections News



Corrections 2030

Our transformational
roadmap for the future

2019 Commissioner's
Awards for Excellence

Brisbane Pride Festival

Front cover:
Commissioner Peter Martin APM presented Central
Community Corrections Regional Manager, Louise
Kneeshaw with the Corrections 2030 citation at the
August Operational Leadership Group Meeting

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**Message from
the Minister**
for Corrective Services



**Message from
the Commissioner**
Queensland
Corrective Services

I'm grateful for the work that you do.

You keep our community safe and you discharge your duties as public servants professionally, selflessly and courageously.

The work that you all collectively contribute is, without doubt, some of the most challenging and complex work performed in government.

What's more, your combined efforts have driven significant transformation in Queensland Corrective Services (QCS) since QCS became a stand-alone department less than two years ago.

And certainly 2019 has been a busy year for QCS.

Major milestones include:

1. Completed the installation of 1,000 bunk beds with another 1,000 bunk beds to be installed.
2. Continued progress on the construction of the 348 cell and 398 bed expansion at Capricornia Correctional Centre, with commissioning to begin next year.
3. Announced a new 1,000 bed prison at the Southern Queensland Correctional Precinct, with construction starting next year.
4. Announced the conversion of Arthur Gorrie Correctional Centre and Southern Queensland Correctional Centre from private to public operation by QCS.
5. Improved the double-up funding arrangements to provide more staff.
6. Provided funding to support the implementation of the recommendations of Taskforce Flaxton.
7. Launched Corrections 2030.
8. Boosted infrastructure and maintenance funding to improve facilities, including the laundry at Brisbane Correctional Centre and the PAHSU.

This year's record QCS budget means that by there will be an extra 4,000 beds since 2015.

The ACS budget also means that up to 700 new staff will be employed in QCS over the next 12 months.

In conclusion, can I say to all of you that I know the work you do is difficult, challenging and complex.

And I know too that your incredibly important work doesn't always get the public recognition it deserves.

But I know the enormously valuable contribution you all make to community safety.

Thank you all for your hard work.

We recently reached a foundational milestone with the introduction of Corrections 2030 – our new blue print for the future which will help us transform into a forward thinking, top-tier, public safety agency.

Corrections 2030 is based on five basic principles of safety, excellence, empowerment, accountability and respect. It is a high level strategic document which will act as a roadmap for every one of us to follow on our journey to delivering community safety.

Corrections 2030 was a long time in the making and would not have happened without your input and deep understanding of our business.

I would like to thank all of our officers who have contributed to the development of this milestone strategy and encourage you all to take the time to read the full Corrections 2030 on the intranet or our website.

Commissioner's Awards for Excellence

I would like to congratulate the winners of this year's Commissioner's Awards for Excellence, which were announced in July. I am constantly impressed by the quality and scope of the work being conducted across QCS. The winners will progress to the Premiers' Awards for excellence later in the year. You can read more about the winners on page 8.

State Budget

As you are probably aware, the Queensland State Budget handed down in June included a significant focus on the criminal justice system, including a number of significant announcements relating to QCS.

Of particular note was the approval to develop a procurement plan for a new men's prison, Stage two of Southern Queensland Correctional Centre. Upon completion in 2022-23, this 1,004-bed prison will allow us to better manage the current and future demand in prisoner numbers.

It will also improve officer safety by reducing overcrowding and allowing a greater emphasis on rehabilitation and addressing offending behaviour.

This, along with the announcement of 232 new positions to operate the Capricornia Correctional Centre expansion and the revised double-up funding means that the 2019-20 budget, is nothing short of transformational for our organisation.



Deputy Commissioner
Custodial Operations

Andrew Beck

Better Safer Prisons - the importance of prisoner health

Recently I joined Dr John Wakefield, Deputy Director General, Queensland Health, in the development of a short video about prisoner health.

This opportunity reaffirmed for me just how vital the collaboration and relationship we have with Queensland Health is to the successful management of individuals in our care. Statistics tell us that prisoners are more likely than the general public to require public health services both upon entry to and exit from our system.

Prisoner health is one of the keys to Better Safer Prisons. We know that prisoners who have their mental and physical health needs addressed are far more likely to engage in the prison structured day and are far less likely to show violence towards each other and very importantly, officers.

You all play a critical role in improving prisoner health outcomes and success depends on our ability to work with hospital and health service providers at every level. We are seeing improvements in this area and with the recent appointment of Mr Graham Kraak as the Director of Offender Health and Wellbeing, we have the beginnings of a dedicated unit with Queensland Health to assist in resolving prisoner health related issues.

The creation of the Offender Health Unit was one of the key recommendations of the Offender Health Review that was tabled in the CCC Flaxton hearings. If you haven't had the opportunity to, I encourage you to have a look to better understand the importance that our government and Queensland Health have placed on the health of prisoners.

Double-up funding

One of the crucial pieces of the 2019-20 budget for Custodial Operations is the change to how double funding is provided to correctional centres. This change to the Stage two funding modelling means that, as our centres grow, we will be able to take a broader view on what services are provided to prisoners and seek to increase levels of engagement and meaningful activity, to create a safer environment for all.

Further information will be provided as we work our way through the finer details of the modelling and identify the best way to maximise the use of the resources.



Deputy Commissioner
Community Corrections and Specialist Operations

Paul Stewart APM

Since the last publication, I have had the pleasure of visiting our community corrections colleagues working in some of our remote reporting locations in the Northern Region.

What was consistent during these site visits, which included Mount Isa, Cloncurry, Doomadgee, Mornington Island, Camooweal and Normanton, was the commitment from our officers in their engagement with the community to ensure the best possible outcomes for the people under our supervision and for their successful reintegration into the community.

This was particularly evident with respect to the range of strategies and events our Mount Isa District and Northern Region colleagues are engaged in around domestic and family violence (DFV) and I thank you all for the work you do in this important area.

As a White Ribbon accredited workplace, I am always impressed to hear about the efforts of our officers in supporting victims of domestic and family violence, and holding perpetrators accountable.

I attended the Southern Region Police Headquarters in Surfers Paradise earlier this year, where members from the Queensland Police Service and officers from Southport and Burleigh Heads Community Corrections were presented awards by Assistant Commissioner Brian Wilkins in recognition of their contribution in developing the police and partner triage system on the Gold Coast and in recognition of their dedication to supporting our community and protecting victims of DFV.

The support and positive impact QCS can have on victims of DFV was also acknowledged during the Queensland Homicide Victim's Support Group Awareness Day, where a number of government and non-government agencies, including the QCS Victims Register, were recognised.

Attending events such as these is a reminder of the valuable work all of our people do on a daily basis and makes me proud to be part of QCS as we continue to raise community awareness of DFV and send a clear message that violence of this nature will not be tolerated, Not Now, Not Ever.



Deputy Commissioner
Organisational Capability

James Koulouris

This is an exciting period of change for QCS with the 2019-20 budget providing a record level of investment in corrections. The Organisational Capability Division will be responsible for leading many of the significant reforms and initiatives announced by the Government to position QCS as a top-tier, forward thinking public safety agency.

This includes delivery of the \$620 million Stage two expansion of the Southern Queensland Correctional Precinct. This brand new 1,004 bed male facility at Gatton will provide much needed capacity to ease prisoner overcrowding.

The expansion will introduce an innovative, therapeutic health-centred operating model focused on addressing drug addiction and its link to violent and property crime. It will also deliver more than 450 construction jobs and about 500 full-time positions once commissioned in 2022-23.

Organisational Capability Division will also lead the implementation of over \$22.10 million in additional high priority capital works that will enhance the safety and security of our correctional system. You can read more about the budget on page 7.

As you would be aware, the Government's response to Taskforce Flaxton was recently released and supports or supports-in-principle all 33 recommendations. Government has committed \$25.2 million over four years to support the implementation of the recommendations. Organisational Capability will play a vital role in implementing these recommendations to ensure that as an agency, we are best-placed to respond to corruption risks in our prisons.

Work is also well underway to review over 150 policies, procedures and practice directives in line with the *Human Rights Act 2019* and ensure that QCS can fully comply with our obligations under this legislation.

I am pleased to announce that a Multicultural Reference Group will be established in QCS in the near future, which will enhance and foster diversity and multiculturalism within all facets of our business. I look forward to keeping you updated on this important work as it progresses towards delivery.



Assistant Commissioner
Women and Safer Custody

Tamara Bambrick

The Officer Safety (Use of Force) is well underway and we have completed consultation in nearly all of our correctional centres. We appreciate the time our officers have taken to provide honest feedback which is proving to be consistent across the board.

Some of the feedback we have received includes the desire for:

- simplified control and restraint techniques, more training and dynamic assessment
- training to include the repetition required to build muscle memory
- additional in-service training on communication and de-escalation techniques to decrease use of force incidents when managing prisoners
- a single model of emergency response for the state.

We will post the summaries of each site consultation on the intranet microsite when consultation has been completed. Until then, we will continue making ground in developing the model of control and restraint going forward, and are about to embark on the work that will result in a defined, singular model of emergency response for our secure correctional centres.

Once final consultation has been completed, we will base the outcome and our decision on the research, expert input and applicability. We are narrowing down the preferred models and look forward to submitting this to the Project Board and our consultation committees soon.

The project is moving forward, with significant background work taking place. Once finalised, this will provide us with the valuable information we need to develop a practical, useable Officer Safety (Use of Force) model that addresses all of your concerns raised and ultimately a safer working correctional environment for our officers, prisoners and offenders.

I would like to extend my gratitude to the Project Board, which consists of our Deputy Commissioners and our guest from Queensland Police Service (QPS), Inspector Corey Allen. His experience in QPS and his expertise in the field of use of force is very beneficial to the work we are doing. We will benefit from his input and the governance of this experienced Project Board.

Welcome Assistant Commissioners

Organisational Capability



Patsy Jones, Assistant Commissioner
People Capability Command

Ms Jones has been appointed to the position of Assistant Commissioner, People Capability Command (Chief Human Resources Officer). Ms Jones comes to us from the Public Safety Business Agency (PSBA), where she was the Executive Director, Business Safety Improvement and Innovation working with the Queensland Police Service (QPS) and Queensland Fire and Emergency Service (QFES), to identify opportunities to enhance operational capability and performance. She is a highly experienced and accomplished senior executive and is well placed to provide the strategic leadership and oversight of the QCS People Capability Command.



Richard Wittmack, Assistant Commissioner
Infrastructure, Technology and Asset Services Command

Mr Wittmack comes to QCS from the Department of Justice and Community Safety in Victoria where he performed the roles of Executive Director, Assets, Infrastructure and Major Projects (AIMP) and Chief Executive Officer, Emergency Services Infrastructure Authority. His experience will be invaluable to QCS and the significant program of work that the Infrastructure, Technology and Asset Services Command is driving including the Capricornia expansion project, the Southern Queensland Correctional Precinct Stage two project and the modernisation of our ICT environment.



Kim Papalia, Assistant Commissioner
Integrity and Professional Standards Command

Mr Papalia comes to us from Western Australia (WA) where he most recently worked with Innovation IQ and led organisational responses to the findings of the Royal Commission into Institutional Responses to Child Sexual Abuse. Prior to this, Mr Papalia was the Commissioner for Road Safety in WA where he oversaw a \$630 million programme of works and coordinated multiple projects. This appointment represents a significant milestone in the restructure of the Organisational Capability Division and will assist QCS in realising the strategic and operational opportunities highlighted in Taskforce Flaxton.



Philip Barrett, Assistant Commissioner
Strategic Futures

Mr Barrett comes to QCS from a long and distinguished career in the Queensland Police Service (QPS) and he brings a wealth of experience that will benefit QCS. Most recently, Mr Barrett was the Chief Superintendent of the Inclusion and Diversity Program in the People Capability Command at QPS where he led the implementation of the Inclusion and Diversity Restorative Engagement and Cultural Reform Program to address workplace bullying, unlawful discrimination, sexual harassment and predator behaviour. This appointment represents a significant milestone in the restructure of Organisational Capability as Strategic Futures will have oversight of many of our flagship initiatives.

Enhancing community and officer safety is at the heart of the State Budget

As a top-tier public safety agency, we take responsibility for everyone interacting with the correctional system – particularly our officers who work tirelessly to keep Queensland safe.

This year's State Budget, which was announced in June, has brought good news to QCS with a strong focus on reforming the criminal justice system. This includes some major investments in our organisation.

Safety, new male correctional centre, jobs

In the 2019-20 financial year, up to 700 jobs will be created, a majority of which will be front line custodial correctional officers, but roles such as community corrections case managers, trade instructors, probation services officers and correctional psychologists are also in demand.

Commissioner Peter Martin APM said the Government's investment to deliver Stage two of the Southern Queensland Correctional Precinct, which will involve building a new stand-alone facility near Gatton, is significant.

"The Stage two correctional centre will deliver about 1,004 beds for male prisoners by 2023, helping to address overcrowding across the correctional system and improving the safety of officers and prisoners," Commissioner Martin said.

Planning is already underway and will support safer communities through enhanced mental health, drug and alcohol rehabilitation services.

Capricornia Correctional Centre expansion operation

Rockhampton will also benefit from the budget, with \$142.954m over four years to fund the extra 232 jobs needed to operate the expanded Capricornia Correctional Centre with \$43.718m ongoing funding for the positions.

Double-up funding

Officer safety will be further boosted statewide with extra funding of

\$14.480m in 2019-20 to provide for increased staffing levels to reflect prisoner numbers.

This funding will be maintained from 2020-21 onwards at \$77.258m in line with prisoner numbers.

Commissioner Martin said double-up funding, which will be triggered when prisoner numbers average 9,200 across the state, will help us better respond to the increased numbers and recognise the importance of appropriate staffing levels in keeping our correctional centre safe.

"These measures are a part of the most significant reform of corrections in a generation, including the Government's response to Taskforce Flaxton and the decision to transfer Queensland's two privately-operated prisons to public operation in a world-first push to improve community safety and reduce recidivism," he said.

Other measures include:

- \$22.100m over four years for minor capital works including:
 - o Woodford Correctional Centre intercom upgrade
 - o The lock replacement program
 - o Refurbishment of the Princess Alexandra Hospital Secure Unit
 - o Brisbane Correctional Centre laundry upgrade.
- \$2.862m and eight FTEs to continue providing improved service delivery for prisoners with a disability or mental illness.
- \$2.541m over four years, \$0.646m ongoing and three FTEs to continue the successful Aurukun Prisoner Reintegration Program.
- \$1.183m in 2019-20 for the Tackling Alcohol-Fuelled Violence initiative and an additional \$1m in 2019-20 for the continuation and evaluation of the Opioid Substitution Treatment Program.

Funding allocation at a glance:



Creation of up to 700 permanent jobs



Lock replacement program



Capricornia Correctional Centre expansion



Southern Queensland Correctional Centre Stage two. 1004 extra beds for male prisoners



Laundry and intercom upgrades



Enhanced mental health, drug and alcohol rehabilitation Aurukun prisoner reintegration program



2019 Commissioner's Awards for Excellence

The second annual Commissioner's Awards for Excellence recently took place in recognition and appreciation of the diverse and often difficult work of every corrective services officer in the organisation.

Commissioner Peter Martin APM congratulated all award winners at the ceremony, commending them for the actions and services they perform beyond normal expectations to keep our communities safe.

"Some of the innovative programs and services that our officers are involved in are changing the lives of prisoners and offenders, and I want to thank them for their service and for helping to keep us all safe,"



Commissioner Martin said.

He also acknowledged all nominees for their dedication to keeping Queenslanders safe and assisting those in our care to rehabilitate and reduce their chances of reoffending.

Commissioner Martin presented eight officers with the Commonwealth Games Citation in recognition of their

role in the successful joint security services provided by the Queensland Police Service during the 21st Commonwealth Games.

The awards presented yet another memorable celebration of achievement across our organisation – congratulations to everyone!



Commonwealth Games Citation

The Commonwealth Games citation has been presented to representatives of government agencies who worked a minimum of three days providing direct security services in Queensland during the 2018 XXI Commonwealth Games. A number of QCS officers were eligible for the citation and have been recognised at the 2019 Commissioner's Awards for Excellence for their efforts to keep our community safe during the Games.

Andrew Ballantyne
Jonathan Gardiner
Troy Gibbs
Thomas Krause
David McDonald
Anthony Hearn
John Eagleton
Andrew Lynch



Sustainability
Brisbane North Community Service Team
Continued efforts to improve environmental sustainability, repurposing and upcycling garments, toys and
Chermside Creators
Leadership
Operation Elevate
Shared co

Team winners



Customer Focus

Aboriginal and Torres Strait Islander Mental Health

First-Aid training for the delivery of a culturally responsive approach to support the mental health and wellbeing of first nations people in the correctional system in Queensland

Media and Communications Unit

Efforts to deliver customer service, innovation and response capability for the 24/7 media demands of a top-tier public service agency

Innovation

QCS Contracts Management Unit

State-wide Prisoner Menu Program delivering centralised prisoner menu purchasing and significant savings for food procurement

Performance

Flood Recovery Response Team

Performance and support to Townsville residents in flood recovery efforts

Sustainability

Brisbane North Community Service Team

Continued efforts to improve environmental sustainability, repurposing and upcycling garments, toys and bags with the Chermside Creators

Leadership

Operation Elevate

Shared commitment to better outcomes for female prisoners



Individual winners

Customer Focus



Peter Coyne, General Manager, Escort and Security Branch (ESB)

In recognition of Peter's customer focus to develop innovative and practical solutions to meet the increasing demands on the Escort and Security Branch.

Peter has been instrumental in the successful implementation of Operation Elevate and the preparations for the QCS operational response to G20 and Commonwealth Games logistics, as well as building and maintaining effective working relationships with key stakeholders.

On a daily basis, Peter works to develop innovative and practical solutions to meet the increasing demands on ESB and the complexities and challenges stemming from the rapidly increasing prisoner population.

Innovation



Lynne McNairn, Violence Prevention Coordinator, Wolston Correctional Centre (collected by General Manager, Steven Simmons)

In recognition of Lynne's commitment to innovation through the introduction of the Prisoner Voicemail Trial.

Lynne has been instrumental in the implementation of the Prisoner Voicemail Trial at Wolston, which aims to improve the communication channels and relationships between prisoners and their families which may reduce the risk of self-harm, violence and recidivism.

Lynne has also led the way in developing innovative practices at Wolston to improve staff and prisoner safety, with many solutions requiring Lynne to work across multiple areas of the centre to implement.

Key strategies include interviews with violent and disruptive prisoners to identify future risk management strategies, and engaging difficult prisoners in employment to reduce their future risk of exhibiting violent behaviour.

Performance



Yi Chen, Acting Director, Legal Services, Right to Information and Privacy, Organisational Capability

In recognition of Yi's sustained high performance in the delivery of legal services.

An exceptional performer, Yi leads a small legal team that deals with a range of significant and highly sensitive matters of Ministerial and departmental importance. She is ultimately responsible for the oversight and review of a vast array of legal matters for QCS, and also leads the team of officers responsible for the administration of Right to Information and investigation of matters concerning privacy legislation.

Most recently, Yi has taken the lead on legal services and support for complex negotiations to give effect to the Government's decision to move the Arthur Gorrie and Southern Queensland correctional centres to public operation.

Sustainability



Russell Stanford, Custodial Correctional Officer, Palen Creek Correctional Centre

In recognition of Russell's continued efforts to improve environmental sustainability through support for the cultivation of native bees.

This is Russell's second consecutive win in the Commissioner's Awards as he continues working to create an environment conducive to ongoing sustainability by nurturing native bee populations.

Russell is working to achieve this by working with low security prisoners at Palen Creek to construct bee motels from recycled timber and fallen tree branches to house native bees.

The bee motels are sold to local gift shops and demand is increasing. This project will increase and sustain native bees in the local area and is another great sustainability innovation worthy of reward.

In 2018, Russell was the winning recipient once again in the sustainability category both in the Commissioner's Awards and in the Premier's Awards for innovation in establishing an environmentally sustainable native orchard at the prison farm facility at Rathdowney.

Leadership



Ashley House, Acting Correctional Supervisor, Woodford Correctional Centre

In recognition of high standards and professional conduct as a front-line operational leader.

As an Acting Correctional Supervisor at Woodford Correctional Centre, Ashley is to be commended as a true leader befitting of his award.

Through Ashley's management and professional conduct of an incident by a prisoner in the Maximum Security Unit, Ashley was able to model to staff the high standards of professional conduct expected of them during every prisoner-staff interaction, irrelevant of the situation, to ensure the humane management of prisoners and offenders.

Ashley's engagement with the prisoner in a calm, decent and caring manner, despite the prisoner's deteriorated condition, enabled the cell extraction and medical assessment to be undertaken without the requirement for use of force.



Congratulations Veronica Little

Australian National Medal recipient



colleagues and prisoners alike and was recently awarded the Australian National Medal for 15 years diligent service at QCS.

Veronica's career at QCS actually spans more than 15 years and her experience in the organisation is broad.

She joined QCS in 2000, trained at the Academy, worked in the old women's jail, taught female prisoners how to sew in the 'Tailor Shop' and assisted students with CERT III training at TCC.

Earning the respect of prisoners has been a highlight of Ronnie's career and her advice for new recruits is not to overpromise and always follow through because prisoners need that discipline.

TCC General Manager Peter Hall said he has always found Ronnie to be polite, respectful and able to communicate her breadth of experience in the custodial setting extremely well.

At 75 years young, Veronica Little ('Ronnie'), Custodial Correctional Officer at Townsville Correctional Complex (TCC) claims she is the eldest of the bunch. Maybe so, but this experienced officer is held in very high regard with



Numinbah safely evacuated

Officers from Numinbah and Brisbane Women's correctional centres have been praised after managing the full evacuation of Numinbah Correctional Centre (NCC) during the recent bushfire crisis.

On September 7, the decision was made to evacuate prisoners from the low security women's farm due to the bushfires burning in Sarabah and Numinbah Valley. This relieved some of the pressure and allowed the Rural Fire Brigades fighting the fires to use the centre as a staging base and focus on community safety. The women were transferred to Brisbane Women's Correctional Centre.

The farm's livestock was moved to a safe area of the property with access to food and water, where they were cared for by centre staff and the three Defence Community Dogs being trained at the centre were evacuated with their prisoner handlers.

On September 21, prisoners were transferred back to NCC from BWCC in a single coordinated effort.

Commissioner Peter Martin APM praised the professional efforts of every officer involved in the significant feats during the unprecedented situation.

"The operation to move the women prisoners out of Numinbah and back again was well planned and executed, with minimal disruption, and maintained the safety and security of the centres.

"The Rural Fire Brigade worked tirelessly to preserve life and property in Numinbah and the surrounding areas.

"As a result of the combined effort, officers and prisoners remained safe and our centre remained untouched by fire. I thank all involved for their efforts towards protecting the community," Commissioner Martin said.



Corrections 2030

Keeping the community safe

Contributing to a safer Queensland through innovative and effective corrective services



Message from the Commissioner

To meet the challenges of the next decade, QCS must transform into a forward-thinking, top tier public safety agency. Forward-thinking means we are strategic, innovative and evidence-based. Top tier means we are trusted, respected and valued for our expertise as a public safety agency.

Every day, more than 5,000 corrective services officers work to make Queensland a safer place through the humane containment, supervision and rehabilitation of offenders. Across Queensland, more than 8,800 prisoners and 21,000 offenders are supervised or supported by the efforts of our highly trained and committed corrective services officers. We deal with the most challenging cohort of society—ethically and respectfully—ensuring offenders abide by the sentence handed down by the court, and are supported by rehabilitation, supervision and reintegration to reduce reoffending. That is arguably the singular purpose for our business: to ensure those who come into contact with the corrective services system are less likely to return to crime.

Our business has a complexity unmatched by many other areas of public administration. Challenges faced in the community—problematic substance use, poor mental health, physical ailments and social disadvantage—are experienced in a greater proportion in the correctional population.

I am committed to ensuring all corrective services officers are supported through the challenges of an occupation in corrections—both when at work and in their personal lives. The stress and impact of the work QCS officers perform deserves more attention than it receives.

To deliver corrective services to the highest standard, we must embrace every opportunity to meet these challenges head on and harness the best evidence-based practices to reduce crime. Corrections 2030 comes at a critical juncture for our organisation, as QCS has become an agency

in its own right. We are embracing this once-in-a-generation opportunity to transform the business of correctional service in Queensland.

A generational shift is already happening, as work continues to implement the fundamental changes brought about by the Queensland Parole System Review (QPSR). QCS is growing services, building best practice and working with non-government and government partners to build a safer Queensland. Sweeping changes to increase the delivery of rehabilitation, build capability in the parole system, and deliver sustained and effective re-entry services are already under way. We are developing new initiatives and focusing on the needs of specific groups of prisoners and offenders such as Aboriginal and Torres Strait Islander people, women and people with disabilities.

Corrections 2030 now takes this work to another level by embedding structural and operational reforms.

QCS is forging its own future and a policy platform that is sensitive to whole-of-system reform, grounded in best correctional practice.

I firmly believe this plan provides the foundation to deliver our services through innovation, capability, accountability, leadership and collaboration. We will embed evidence-based practice in every facet of the business and improve the safety and security of our staff, prisoners, offenders and, most importantly of all, Queenslanders.

Corrections 2030 is our commitment to contributing to a safer Queensland.

Peter Martin APM

Commissioner

Queensland Corrective Services

Vision:

by 2030 Queensland communities will be safer and there will be fewer victims of crime



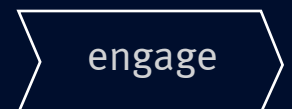
The Corrections 2030 vision and strategic intent

The Queensland Government is committed to *Our Future State—Advancing Queensland’s Priorities* by keeping our communities safe. This includes the Government’s target of reducing the rate of Queenslanders who are victims of personal and property crime.

QCS will be vital to realising this objective—working to minimise the likelihood of those prisoners and offenders who come into contact with the corrective services system from returning to crime.

To deliver on these commitments, QCS must continue to transform into a forward-thinking public safety agency.

Queensland Corrective Services will help deliver this vision by transforming into a forward-thinking top tier public safety organisation



Principles	Safety	Excellence
Directions	<p>1. Promote safety</p> <p>Providing safer environments for our workforce, communities, visitors, prisoners and offenders through concerted action to address and prevent the causes of violence in correctional environments and the community.</p>	<p>2. Strengthen partnering and collaboration</p> <p>Delivering on our commitment to community safety through collaboration with our government and non-government partners. Building and fortifying partnerships with our key stakeholders to provide a safe and sustainable correctional system.</p>
Voices	<p><i>“Should go without saying, nothing else is more important.”</i></p>	<p><i>“It would be good if we were able to communicate by creating more public awareness of the good results we do achieve.”</i></p>
Focus Areas	<ul style="list-style-type: none"> • Safety is QCS’ business • Preventing and responding • Humane containment and supervision 	<ul style="list-style-type: none"> • Criminal justice and human services • Community • Education and awareness

By 2030 Queensland Corrective Services will:

1. Promote Safety

Reduce the assault rate by prisoners and offenders in correctional environments.

2. Strengthen partnerships and collaboration

Increase the quantity and quality of our partnerships across the government and non-government sectors including with Aboriginal and Torres Strait Islander organisations.

Raise community awareness of QCS and what we do (measured through our media profile, social media interactions and recruitment as an employer of choice).

3. Reduce Crime

Contribute to reducing the number of Queenslanders who are victims of personal and property crime by 2030.

4. Empower a professional workforce

Rank in the top one and two quintile positions against individual factors in the *Working for Queensland Survey*.

5. Drive Innovation

Raise the number of collaborative partnerships with universities and non-government Institutions.

Increase the number of innovative and evidence-based practices implemented across the department.



transform

measure

Delivering corrective services within an integrated criminal justice system 24 hours per day, seven days per week, 365 days per year

Empowerment	Respect	Accountability
<p>3. Reduce crime</p> <p>Our system will focus on stopping crime. Every interaction between a corrective services professional and a prisoner or offender is an opportunity to promote change and build a stronger community.</p>	<p>4. Empower a professional workforce</p> <p>We will deliver professional corrective services through a competent and confident workforce supported by strong and ethical leadership. QCS is committed to being a top-tier public safety agency and an employer of choice.</p>	<p>5. Drive innovation</p> <p>We will innovate and challenge our way of doing business to enhance organisational capability and focus on building a sustainable correctional system that is effective, agile and flexible.</p>
<p><i>“We have the opportunity to make a significant difference to people’s lives.”</i></p>	<p><i>“Our officers are our most valuable resource.”</i></p>	<p><i>“Innovation drives success, and all officers should be encouraged to contribute ideas.”</i></p>
<ul style="list-style-type: none"> • Keeping victims safe • Prisoner and offender centred corrections • Rehabilitation and reintegration 	<ul style="list-style-type: none"> • Justice leaders • Our people matter • QCS proud 	<ul style="list-style-type: none"> • Research into practice • Smart technology and infrastructure • Integrated justice

Corrections 2030 in action

Corrections 2030's vision and strategic intent for the future has started taking shape as part of the transformation into a top-tier, forward-thinking, public safety agency. Here is an update on our progress to date on the implementation of the plan.

Safety

promote safety

- **Safety is our business** – we have initiated key departmental reviews and programs, including the Use of Force (Officer Safety) Review, Better Safer Prisons Project, the Women's Estate and Community Corrections recruitment and training, and completed Operation Elevate, to deliver better outcomes for the safety and security of the correctional system.
- We **prevent and respond** to safety by engaging our Workplace Health and Safety partners, and engage senior operational leaders in development through partnerships with the Australian Correctional Leadership Program, the Queensland Police Service, the Public Service Commission, the Australian Institute of Police Management and ANZSOG.
- We remain focused on our **responsibility to deliver humane containment** and supervision, working diligently to review our legislation and practices and operational frameworks in anticipation of the enactment of the Human Rights Act.

Excellence

through partnering and collaboration

- We are focused on **our community** by proactively engaging with our community and broader criminal justice stakeholders through social media, proactive media relations and meaningful engagement across the state.
- We are changing the conversation about **criminal justice and human services** – as an employer of choice, we are committed to reducing recidivism and improving the understanding in our community about corrections.
- We promote **education and awareness** by harnessing opportunities for responsible community engagement at all levels of the organisation.

Empowerment

to reduce crime

- We are focused on our key responsibility to reduce recidivism through **rehabilitation and reintegration** – with 46 recommendations of QPSR completed to 31 August 2019, significant increases to the delivery of prison-based offender programs and Opioid Substitution Treatment delivery as part of QPSR.
- We are **keeping victims safe** by closely integrating our work with the Queensland Police Service, the Courts and through our Victims Register with key advocacy groups and through sustained community awareness.
- We are delivering **prisoner and offender centred corrections** through the implementation of standardised best practice assessment and commencement of end-to-end case management trials as part of QPSR.

Respect

by empowering a professional workforce

- We are **justice leaders** committed to walking the walk as a top-tier, forward thinking, public safety agency – our organisational restructure and establishment of Organisational Capability Division; Executive Leadership Team and alignment of the Divisions will support Corrections 2030, Taskforce Flaxton implementation, Operation Certitude and the QPSR reforms.
- We are promoting **ethical leadership** to drive the development of a mature, corruption-resistant culture to support continuous improvement and response to the CCC's Taskforce Flaxton recommendations and reforms.
- We are **QCS proud**, recognising and promoting the best QCS officers in the workforce through our QCS Honours system, Commissioner's Awards for Excellence, International Women's Day, Corrections Day and nominations for the Australian Corrections Medal.
- We are committed to the development of an **our people matter** strategy and listening and hearing the responses to Working for Queensland by forging partnerships with our EAP providers, QBank, QSuper and other organisations to train and support our staff in and outside work.
- We are **proud of our gender balance** in the workforce with women occupying 50% of senior leadership roles and a total of 44% female officers and we are actively working to increase the recruitment of Aboriginal and Torres Strait Islander people and celebrate all abilities across QCS.

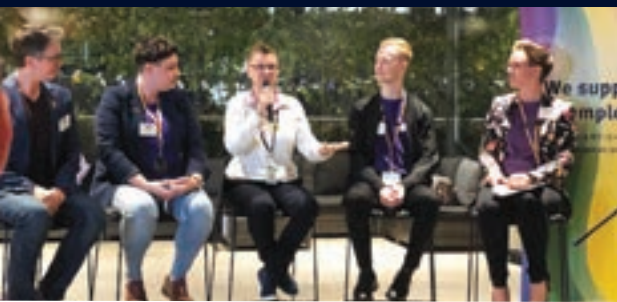
Accountability

drive innovation

- We are putting **research into practice** by holding our second annual QCS Research Symposium in partnership with the Griffith Criminology Institute while strengthening partnerships with UQ and other tertiary institutions and researchers by investing in multiple research partnerships
- We are investing in **smart technology and infrastructure** to improve prison safety and security through body worn vests and high definition body worn cameras and investigating technological solutions to increase efficiency and better outcomes for rehabilitation and throughcare with prisoners.
- We are **integrating justice** by empowering our senior operational leaders across all regions to proactively engage with government and forge lasting partnerships with NGO stakeholders and our local communities.



Proud to support Pride



Top: Commissioner Peter Martin with QCS officers at the 2019 Pride March in Brisbane

Left: Central Community Corrections Regional Manager Louise Kneeshaw representing QCS on the Wear it Purple panel discussion

of this strategy by incorporating and sharing lived experiences of working at QCS.

Commissioner Peter Martin APM said by taking a collaborative approach to the development of the strategy, will result in a document which is both relevant and meaningful.

Wear it Purple

Wear it Purple day is an international day for everyone to celebrate and recognise the young LGBTIQ+ community.

It is also a chance to raise awareness of some of the big issues they face, encourage them to be proud of who they are and celebrate the rich diversity they contribute to our national culture.

Central Community Corrections Regional Manager Louise Kneeshaw said Wear it Purple is about supporting our LGBTIQ+ youth by raising awareness and inclusion across schools, universities and workplaces.

“It’s about letting them know it is safe to be their whole self, be proud of who they are and to create inclusion for all,” said Ms Kneeshaw.

“Our youth are our future and this movement was established to show them that there is hope and that they are supported and accepted. It also has the potential to save lives.”

Ms Kneeshaw also represented QCS as a special guest panel member at

the Wear it Purple panel discussion and networking event hosted by Queensland Public Sector LGBTIQ+ steering committee, in partnership with the University of Queensland. The discussion was focused on ‘being out at work’ and how organisations can better support young LGBTIQ+ people joining the public sector.

The inaugural LGBTIQ+ roundtable event – sharing experiences of working at QCS

The first LGBTIQ+ community roundtable took place on 20 September.

The information gathered from this event will help inform the development of the QCS Diversity Strategy, an important part of the work being done by the People Capability Command, to ensure we are supporting our officers to bring ‘their whole selves to work’.

The participation and input from officers in this event is very valuable to accelerate the success and usefulness

“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,” Commissioner Martin said.

“QCS is committed to a workplace where all officers feel valued and respected.”

Brisbane Pride March

Commissioner Martin marched with a contingent of dedicated and enthusiastic QCS officers in the Brisbane Pride March on 21 September.

The Commissioner and the team marched alongside fellow public safety partners from QPS, QAS, QFES, SES, PSBA and AFP to recognise and support our LGBTIQ+ officers.

Honouring two decades of service protecting Queensland at the Wolston Correctional Centre



Officers of the new Wolston Correctional Centre 1999

A celebration was held in July with over 400 of Wolston Correctional Centre's officers family and friends as the guests of honour.

It has been 20 years since the commissioning of the Wolston Correctional Centre and to commemorate this special day, officers hosted a family open day, a first for the centre, to show their families what happens when their loved ones go to work.

The day included demonstrations from the ERG Unit, dog squad, virtual tours of the centre, security equipment displays, industries and bulk stores tours, vehicle displays, programs and education displays.

Kids attending the event had the opportunity to try on a load bearing vest fitted with accoutrements, test out a working PA in an escort vehicle, throw batons at the ERG members and kit up with ear plugs and safety goggles to feel part of the industries team.





Officers who were there when the centre received its first prisoners still work at Wolston Correctional Centre



Acting Deputy General Manager Niclaire Byrne welcomes guests and acknowledges officers for their long and meritorious service to the centre at the Wolston anniversary open day

Acting Deputy General Manager Niclaire Byrne said the family day was a wonderful celebration of the centre.

“It really was an amazing opportunity to showcase to our families what we do when we go to work each day, which is usually unseen by the public eye,” DGM Byrne said.

“I could not be prouder of our team and our family day was a fabulous demonstration of why. Well done to all those that were involved in the lead up and also on the day.”

We acknowledge all of the officers who have protected Queensland with honour through the management and rehabilitation of prisoners at this centre for two decades.



Wolston ERG officers and the Delta Unit demonstrated formations and drills for the crowd



Wolston Delta Unit demonstrated a passive alert drug detection search for the crowd at the Wolston anniversary open day

Below from left: over 400 friends and family visited the centre for the Wolston anniversary open day

Wolston ERG officers and the Delta Unit demonstrated formations and drills for the crowd with audience participation





Congratulations Community Corrections Officers

29 August Graduates

23 May Graduates



Community Corrections officers graduate from the QCS Academy and will be joining our Community Corrections Offices throughout Queensland.

Congratulations to the 41 Community Corrections officers so far who have completed the Practitioner Development Program (PDP).

Commissioner Peter Martin APM said our officers were equipped with extensive, evidence-based training to enable them to think on their feet and be fully supported in an unpredictable and challenging workplace.

“Community Corrections officers deal with the most challenging people in society and this professional

development opportunity allows them to expand and strengthen their skills to help reconnect offenders with their communities and stop the cycle of reoffending,” Commissioner Martin said.

These highly-skilled officers play a vital role in keeping Queensland safe by supervising more than 20,000 offenders in communities across the State.



On June 5, custodial officers graduated from the QCS Academy to join the ranks at Borallon Training and Correctional Centre, Escort and Security, Wolston and Woodford correctional centres.



On June 5, officers from Fiji Correctional Services graduated with a Diploma of Correctional Administration from QCS Academy.

Hats off to the 2019 COEP graduates

Congratulations to all custodial correctional officers who have completed the Custodial Officer Entry Program (COEP) so far this year.

More than 189 officers have joined the ranks at correctional centres around the state since the start of the year.

Our officers provide essential front-line services to serve Queensland with pride in a challenging and dynamic work environment.

Commissioner Peter Martin expressed his gratitude and appreciation towards the new recruits and thanked them for choosing a career in corrective services.

“The challenge of working to manage prisoners safely and securely and acting as agents of change to help prevent reoffending is a unique but vital public service,” said Commissioner Martin.

“We are very proud to have these officers on board and know they will enjoy a long and rewarding career with QCS.”

This year also marked the first presentation of a Diploma of Correctional Administration to an officer from Fiji Correctional Services, through training at the QCS Academy. This partnership further enhances our collaboration and offering to our south pacific neighbours.



On August 7 2019, 18 Officers graduated from the QCS Academy to join the ranks at Borallon Training and Correctional Centre, Brisbane and Brisbane Women’s correctional centres.



On July 18, 14 new custodial correctional officer graduates were deployed to the Lotus Glen Correctional Centre.



On August 29, 18 custodial correctional officers graduated from the QCS Academy to join the ranks at Borallon Training and Correctional Centre, Woodford and Wolston correctional centres.

End to End Case Management improving outcomes for offenders

Delivering community safety is QCS' purpose and we work diligently and passionately to ensure that individuals who come in contact with the correctional system are less likely to return to crime.

We do this by maximising the chances for offenders to rehabilitate, reintegrate and lead pro-social and crime-free lives.

End to end case management (E2E) is one way we are working towards improving the management and support for people to achieve behavioural change.

The E2E project was initiated in February 2019 as a means of implementing a new evidence-based case management framework within QCS. The project addresses a number of recommendations outlined in the 2016 Queensland Parole System Review and follows a substantial amount of research work undertaken by the Offender Management Renewal Program (OMR) in 2017 and 2018.

The E2E project aims to transform the way people are managed as they move through our correctional system with continuity of service delivery between custody and community at the centre of planned reforms.

Key deliverables include the:

- establishment of Case Management Units in each correctional centre
- development of a revised parole application process
- implementation of a 'living' whole of journey offender planning tool
- improved processes to transition a person between custody and community.

Case Management Units will facilitate access to programs and services within the structured day, which is vital to improving an individual's

readiness for parole and the safety and security of correctional centres. They will improve information sharing internally within QCS and with Parole Board Queensland. Case Management Units will also provide case co-ordination and a consistent contact point for individuals on their journey to release.

The first Case Management Units in Queensland will be delivered in early 2020. The new suite of assessment and planning tools and a revised report for parole suitability will be deployed at Townsville Correctional Complex with a broader roll-out of Case Management Units and other system changes currently under consideration.

Tygh Field is leading this body of work as Project Director, with Nicole Booth, Deborah Lindner and Stacey Ireland supporting as Project Managers.

Achievements to date

In a short space of time, the team have worked to complete extensive consultation on proposed assessment pathways, parole application process gaps and determining project

interdependencies. The team has been involved in a number of jurisdictional engagements and site visits including visits to correctional colleagues in New South Wales and New Zealand.

Mr Field said that while a significant portion of our workforce has already had the opportunity to contribute ideas and feedback, consultation is certainly not over.

"Further working groups, individual and team forums will be used to enable testing of specific concepts and designs going forward. Involvement of front line officers from all areas will be critical as we progress, as it is our officers that are key to enabling end to end case management across the system. I encourage and welcome ideas, input and comments at any time to myself or any of the project team," Mr Field said.

For more information about each phase and project updates, visit the QPSR microsite on the intranet.

Below: some of the E2E project team with NSW Corrections Staff on a recent jurisdictional visit from left to right: Christina Hill (NSW Corrections), Deb Lindner, Nicole Booth, Ross Feenan (NSW Corrections) and Tygh Field



Queensland Parole System Reform

Mid-year program update

In the past three years of the program's operation, QCS has completed and delivered one third of the recommendations in the Sofronoff 2016 final report, including conducting critical research and engaging with external partners.

The program remains focused on strengthening the parole system to deliver effective rehabilitation, reintegration and supervision of prisoners and offenders. It will also continue to contribute to QCS' goals of improving community safety, improving confidence in corrective services and more effectively using our most valuable resources – our people.

Milestones achieved across the agency:

- establishment of an independent Parole Board Queensland
- expansion of GPS monitoring capability to include parolees
- review of Community Corrections training
- external expert advice on validated assessment tools and management pathways
- Housing Taskforce – including the Next Step Home – Women on Parole program and post release housing options for prisoners
- introduction of the Opioid Substitution Program in Townsville, Lotus Glen and expansion to all women's correctional centres
- specialised clinical services for high harm and complex needs prisoners and offenders
- expansion of access to alcohol and other drugs rehabilitation programs to increase the number and availability of programs for prisoners and offenders including those on remand and subject to short term sentences

- Offender Management Reform research undertaken between 2017 and 2018 to inform the End to End Case Management Project
- expansion of re-entry services to enable increased servicing of prisoners serving short sentences and those on remand.
- The Walk with Us project which has examined Aboriginal and Torres Strait Islander cultural capability across QCS.

Up and coming changes that will be rolled out over the remainder of the program include:

- Community Corrections training including the redesign and delivery of up front training and professional development for front line staff
- End to End Case Management including the roll out of validated assessment tools and shared service pathways between custody and community. End to End Case Management will allow for:
 - o a more streamlined offender experience
 - o validated front end assessments for custody and community
 - o reduced duplication in assessment processes
 - o early identification of risk, needs and intervention requirements.
- new QCS housing initiatives that will provide readily available long and short term accommodation for prisoners post release
- finalisation of new expanded alcohol and other drugs rehabilitation programs and services to increase the number and availability of programs for prisoners and offenders including those on remand, and programs specifically for women and Aboriginal and Torres Strait Islander people.

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



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.

Our deepest condolences go out to families, friends, loved ones and work colleagues. They will be sadly missed.

Mr David Hepburn, former officer from Moreton Correctional Centre. Mr Hepburn provided a great service to Queensland over his 24 year career in corrections and was very highly regarded amongst all officers whom he worked with.

Mr Bruce Smith, former Trade Instructor from Maryborough Correctional Centre. Mr Smith was a respected work colleague with a calm and gentle nature who was renowned for his office full of spare parts and his knowledge of when everything was due for a service.

Mr Stephen (Steve) O'Connor, Correctional Supervisor at Southern Queensland Correctional Centre. Mr O'Connor was highly regarded amongst his colleagues and exhibited professionalism and pride in his work.

Ms Sue North, commenced working in Corrections in Victoria in 1986. Ms North moved to Townsville to continue her career in corrections and made a significant contribution to the team for more than 25 years.

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 Health. 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

Officers step up in support of ending domestic and family violence

Our officers often go above and beyond the call of duty, but participating in the River to Rooftop challenge at the iconic One One One Eagle Street skyscraper took their dedication to new heights.

A team of enthusiastic QCS officers climbed 1,040 steps in Brisbane's biggest stair climb to raise much-needed funds for the Women's Legal Service, who assist women and children impacted by domestic violence through free legal and welfare work. The team climbed under the Women's Estate name which promotes the work and intention of the

Women's Estate project.

QCS's Women's Estate proudly raised \$700, which included donations and the sale of cupcakes to officers, women and their visitors at the Helana Jones Centre.

Assistant Commissioner Women and Safer Custody, Tamara Bambrick said it was a fantastic effort in supporting a very worthwhile organisation which has a long history of supporting women in custody.

"Thanks so much to the team for your willingness to participate in this charitable event and engaging in an activity that promotes QCS in the light that we deserve – doing good things every day to help complex people to make and take opportunities to change for the better," Assistant Commissioner Bambrick said.

Assistant Commissioner Bambrick also thanked the wider QCS community for their financial support and the encouragement from all the officers at the Helana Jones Centre.



Prisoners get timely lesson on the dangers of ice

Recovered addicts made a visit to Wolston Correctional Centre and shared their experiences to an audience of prisoners about the slippery slope of crystal methamphetamine, or ice.

Australian Anti Ice Campaign (AAIC), a charitable, not-for-profit organisation, provides education and awareness workshops to participants using a proven role model program that has been implemented with outstanding results, decreasing ice use in more than eight states in the United States by 80%.

Wolston Correctional Centre General Manager Scott Collins said AAIC facilitators were recovering ice addicts, so they have walked the walk, and the prisoners found them very credible.

The workshops provide important information about what ice is, ingredients used in ice, how it affects users in the form of psychosis and paranoia and how it affects families and communities.

"Many prisoners are incarcerated as a result of drug taking, but they have no idea of what they have been putting in their bodies and the long-term consequences of using ice, which is devastating to users and those around them," Mr Collins said.

In 2017-18, prisoners completed more than 3,600 rehabilitation programs, of which more than 2,200 were directed to addressing substance misuse.





QCS establishes the Aboriginal and Torres Strait Islander Reference Group



Tackling issues relevant to Aboriginal and Torres Strait Islander prisoners and increasing recruitment and support of Aboriginal and Torres Strait Islander officers within QCS are top of the agenda for the new Aboriginal and Torres Strait Islander Reference group.

The group met for the first time in July and feedback from the inaugural session has been very positive. Officers from remote areas of the state and the southeast are among 12 members of the organisation who have volunteered to be part of this new committee.

Currently there are almost 3,000 Aboriginal and Torres Strait Islander prisoners in QCS custody and approximately 5,000 offenders being supervised by community corrections.

Organisational Capability Deputy Commissioner James Koulouris said the issue of over representation of Aboriginal and Torres Strait Islander people in our criminal justice system was a difficult and complex one to address.

“I believe that by drawing on the wealth of experience and knowledge of our members, we can start to find new solutions for the future,” Deputy Commissioner Koulouris said.

The reference group will look at

addressing the unique needs of Aboriginal and Torres Strait Islander prisoners and examine the factors that lead to their incarceration – how we can best support them while in our care and once released back into the community.

It will also support recommendations from the Queensland Parole System Reform, which includes exploring the role of Cultural Liaison Officers and cultural safety within the organisation, and the review into sexual offending by Aboriginal and Torres Strait Islander prisoners that was undertaken by James Cook University. The study concluded that more needed to be done to address the issues that bring Aboriginal and Torres Strait Islander people into contact with the correctional system.

Deputy Commissioner Koulouris said one of the key outcomes of the recently-launched Corrections 2030 is that QCS remains responsive to the needs of each person in custody and supervision and provide programs and services that are culturally-appropriate, trauma

informed and targeted to each of their needs.

Over the next few months, the group will look at developing and implementing a QCS Reconciliation Action Plan, a Cultural Capability Action Plan and the recruitment of more Aboriginal and Torres Strait Islander officers.

“We have managed to bring together a group of Aboriginal and Torres Strait Islander people from all over Queensland. They bring a wealth of experience and skills, and a dedication to community safety – qualities necessary to make a real difference,” Deputy Commissioner Koulouris said.





Proudly Working for Queensland

Every QCS officer has a role to play in driving positive change and the Working for Queensland Survey encourages each officer to make their opinion count.

This year, more than 60% of officers responded to the survey - an impressive increase on last year's 42%. Thank you for taking the time to make the results of this survey meaningful and representative. Such a significant response provides us with a valuable insight into what we should be focusing on as an employer.

We have been working diligently throughout the year to address concerns you raised in the Working for Queensland Survey last year.

In the last issue of Corrections News, we identified key

focus areas that were established as priority areas and we highlighted some of the great work that was already taking place to address your feedback.

This remains an ongoing focus for us and we will continue putting plans into action and implementing measures to bring about and reinforce positive change. We will also advocate on your behalf to ensure QCS continues to foster a culture that encourages and drives an empowering workforce.

“We are committed to developing strategies that assist every officer – through leadership, education, training, professional or personal support, fiscal responsibility and wellness,” said Deputy Commissioner Organisational Capability, James Koulouris.

You said

Fairness of recruitment and promotion decisions, including professional development opportunities

We did

Developed clear and transparent processes to identify future acting supervisors to encourage more applicants (MCC)

Proactively identified officers for succession planning and career advancement opportunities (BCC)

Provided training to managers and supervisors to assist in facilitating effective staff engagement (BWCC)

Large scale recruitment conducted at AO6, AO5 and AO4 levels which is currently being finalised (Sentence Management Services/Specialist Operations)

Improved job security by recruiting to all vacant positions and converted a significant number of temporary staff to permanent (Sentence Management Services/Specialist Operations)

Improved transparency with acting opportunities (Sentence Management Services/Specialist Operations)

Work has progressed on a succession plan framework and some EOIs to develop a clear and transparent pool for ARL relief (Sentence

Management Services/Specialist Operations)

Delivered a number of training sessions/workshops to staff, including specific Parole Board Assessment Report (PBAR) writing for authors and Leadership workshops for AO6 Managers (Sentence Management Services/Specialist Operations)

Organised an external provider to deliver Administrative Decision Training to 154 officers to help inform sound decision-making in a statutory context. The training was conducted to officers from Specialist Operations, Community Corrections, Custodial Operations, HROMU, E2E Project and Public Service Representatives from Parole Board Queensland (Specialist Operations)

Introduced scholarship programs, management development programs, leadership for women, scholarships for Aboriginal and Torres Strait Islander officers, attendance at leadership conferences and participation in leadership programs run by our public safety counterparts in other states (QCS Academy)

You said

Improving mental health and wellbeing

We did

Implemented a 'prisoner centric service model' and a focus on lost-time injuries and return to work strategies (BCC)

Implemented a 'Safe Work – Home Safe' health and wellbeing action plan (BWCC)

Developed processes to facilitate officers requesting roster changes (MCC)

Introduced centre BBQs where food is cooked and served by the centre's management team to raise funds for staff welfare fund (BTCC)

You said

Effectiveness of performance management

We did

Introduced positive performance management framework to encourage all officers to engage in and provide feedback on the centre's performance, including making proactive suggestions (BWCC)

Implemented 'We discussed – We actioned' achievement certificates (BWCC)

Celebrated individual and group success, including award presentations for attainment of certificates, e.g. Cert 3 and 4, Pups in Prison, Low custody greyhound blog, Banks Creek Retreat bake sale (BTCC)

You said

Leadership and culture by design

We did

Implemented an Honours and Awards system and a new governance system that support nominations for Australian awards. The Honours and Awards Committee within QCS will celebrate the work of every corrective services officer, reward contributions, conduct and service, raise awareness and ensure our system of recognition instils pride in our organisation (Office of the Commissioner)

Established the Aboriginal and Torres Strait Islander Reference Group to support our officers, increase recruitment and address the unique needs of our Aboriginal and Torres Strait Islander prisoner population (Organisational Capability)

Established the first LGBTIQ+ community roundtable event to gather input and feedback to help inform the development of the QCS Diversity Strategy Office of the (Commissioner/People Capability Command).

CORRECTIONS News

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