

# About QCS

QCS strategic objectives are:

- safer correctional environments
- humane management of prisoners and offenders
- partnering and community collaboration
- stop crime

During 2019–20, QCS provided correctional services in custody and through community supervision in accordance with the *Corrective Services Act 2006* (CS Act), *Penalties and Sentences Act 1992*, *Dangerous Prisoners (Sexual Offenders) Act 2003* and *Parole Orders (Transfer) Act 1984*. QCS is responsible to the people of Queensland and is answerable to the community through the Minister for Police and Minister for Corrective Services and the Queensland Parliament.

## Vision

Enhance the safety of Queenslanders through modern, sustainable and evidence-based corrective services to maximise rehabilitation and reduce recidivism.

## Purpose

To provide safe, modern and responsive correctional services which rehabilitate prisoners and offenders and prevent crime, making Queensland safer.

## Values

### Professionalism

QCS is a responsive criminal justice agency providing the highest standards of service delivery through diligence, efficiency, collaboration, sharing of knowledge and supporting our co-workers, stakeholders, the community, prisoners and offenders.

### Integrity

QCS inspires trust by acting ethically at all times, acting with honesty and truthfulness and treating prisoners and offenders with dignity and respect.

### Accountability

QCS is publicly accountable for the provision of community safety through our actions and preparedness to justify our decisions.

### Innovation

QCS seeks to continually improve through innovation, evidence-based best practice and research to improve correctional services.

QCS shares the Queensland Public Service values. Our values underpin everything we do and are the building blocks for our workplace culture. They guide our behaviour and decision-making and support us in being a high-performing, top-tier public safety agency.



## **QCS' contribution to Queensland Government objectives**

QCS contributes to the government's *Our Future State: Advancing Queensland's Priorities*:

### **Keep communities safe**

By working with our partners in criminal justice and human services agencies like the Queensland Police Service, Department of Justice and Attorney-General (DJAG) and the Department of Child Safety, Youth and Women to ensure safer communities for Queensland.

### **Keep Queenslanders healthy**

By working with Queensland Health to improve prisoners and offenders general and mental health wellbeing.

### **Be a responsive government**

By advancing the digitisation of services for visitors to prisoners and increasing the use of videoconferencing visits through the pandemic, we are making it faster and more efficient to access services across the State.



## Operating environment

The Queensland Government recognises the vital public safety role of QCS in managing society's most complex and challenging people to keep our communities safe.

The main environmental factor impacting on the department in 2019–20 was the continued growth in prisoner and offender populations, with over 54 per cent and 16 per cent growth respectively since 2012.

As part of the implementation of the QPSR, there has been a commitment to increase custodial staffing numbers in line with prisoner numbers, as well as continue to provide additional resources to bolster community supervision.

Demand on correctional capacity is a national and global issue for correctional authorities, and Queensland is no different. The Queensland Government is investing in a range of short, medium and longer-term infrastructure strategies to keep communities safe and address the growth in prisoners and offenders.

In 2019–20, QCS:

- finalised Phase One of Operation Certitude with the transition of the Arthur Gorrie Correctional Centre (AGCC) to public operations, effective from 1 July 2020
- completed the second stage of the perimeter security system upgrade, which resulted in all remaining high security correctional centres in Queensland coming up to the current QCS standards for design and reliability, by upgrading and/or replacing the systems with current modern technology
- completed the replacement of obsolete locks within the Maryborough Correctional Centre
- completed refurbishment and relocation of the Inala Community Corrections office. The new office incorporates urinalysis testing facilities and allows for future growth of the office
- completed upgrades at Wolston, Brisbane Women's, Woodford and Maryborough correctional centres
- finalised the first stage of the workforce review and the development and approval of a new organisational structure as part of implementation of the Taskforce Flaxton recommendations. This new structure includes an empowered professional standards capability and enhanced integrity and governance functions to proactively monitor, investigate, detect and prevent corruption and risk of corruption in Queensland prisons.

In 2020–21, QCS will:

- undertake Phase Two of Operation Certitude, with the transition of Southern Queensland Correctional Centre (SQCC) from private operations to public operations, effective from 1 July 2021
- continue construction of a new 1000-bed men's correctional centre with a therapeutic focus at the Southern Queensland Correctional Precinct (SQCP)
- commission the expanded Capricornia Correctional Centre, providing an additional 348 cells with 398 beds for male prisoners
- finalise the upgrade of the Princess Alexandra Hospital secure unit
- continue the installation of the 1000 purpose-built bunk beds at correctional centres across the state, bringing the total additional beds delivered since 2015 to more than 4000 by 2023.



## COVID-19 impacts and QCS' response

The COVID-19 pandemic has impacted day-to-day life in Queensland, including the operation of Queensland's correctional facilities.

QCS responded to the COVID-19 pandemic quickly and effectively to protect the health and wellbeing of QCS officers, visitors and the people in QCS' care. Significant planning was undertaken to maintain business continuity and ensure the security of Queensland's prisons and supervision of offenders. QCS also adapted its operations to detect and prevent COVID-19 entering correctional facilities.

In March 2020, QCS established a dedicated COVID-19 Taskforce and established the State Corrections Operation Centre (SCOC) to coordinate an agency-wide response to the management of the emerging threat of COVID-19 in Queensland's correctional system. The SCOC focused on the planning necessary for the continued safe and secure operations of the correctional system and worked closely with Queensland Health to deliver an evidence-based and coordinated response.

A four-stage approach was adopted to implementing restrictions, with the support of the Chief Health Officer, Queensland Health to prevent and manage the potential introduction and spread of COVID-19 in Queensland's correctional facilities. The restrictions significantly reduced the number of visitors entering Queensland prisons. There were also significant restrictions and adaptations made to operations within QCS' community corrections offices including remote supervision. As at 30 June 2020, no prisoners in Queensland correctional centres had tested positive to COVID-19 and there were no QCS staff with COVID-19.

During the restrictions, QCS ensured the rights of people in its care were upheld to the greatest extent possible. Several actions and initiatives were fast-tracked to support staff, prisoners, their families and legal representatives, offenders under QCS' supervision in the community, and stakeholders including the courts. For example, QCS:

- progressed urgent legislative amendments to ensure QCS and the Parole Board Queensland (PBQ) had the powers necessary to lawfully maintain security and good order in prisons and ensure the health and safety of prisoners and offenders for the duration of the pandemic
- implemented health screening of everyone who entered Queensland correctional facilities to detect, prevent and respond to suspected cases of COVID-19, in cooperation with Queensland Health
- deployed thermal cameras to correctional centres, in partnership with Queensland Health, to assist with the detection of potential COVID-19 cases amongst officers and visitors
- provided personal protective equipment and other supplies to support the health and safety of staff, prisoners and offenders
- continued daily activities related to prison industries and rehabilitation programs wherever possible through alternative delivery models and provided additional in-cell activities to prisoners required to isolate
- allowed virtual prisoner visits with family through fixed screens and digital devices for prisoners at nine of the 11 high security correctional centres
- introduced a manual email system and voicemail to support prisoner contact with family, and access to cordless phones as an extension of the prisoner phone system for isolated prisoners
- introduced a secure online prisoner trust account service to allow the secure transfer of funds to prisoners, removing the need to attend a centre to deposit cash or to post a money order
- increased the use of technology or adopted alternative methods – including video and teleconferencing – to conduct court appearances and stakeholder meetings and deliver programs and case management practices to support the continuity of supervision
- assisted Aboriginal and Torres Strait Islander prisoners and offenders to safely return to their home communities affected by the Biosecurity Act declarations and Chief Health Officer directions restricting travel, with COVID Safe plans, health screening, and assistance to quarantine if required
- increased the security of the QCS Information and Communication Technology (ICT) environment by fast-tracking several initiatives to enhance network security and monitoring capabilities to respond to the increased threat of cyber security during COVID-19



- QCS Community Corrections has continued in-person supervision as required with high-risk offenders, including those subject to supervision under the Dangerous Prisoners (Sexual Offenders) Act 2003.

## Legislation that QCS administers

Queensland Corrective Services administers the following legislation:

- *Corrective Services Act 2006*
- *Community Based Sentences (Interstate Transfer) Act 2020*
- *Parole Orders (Transfer) Act 1984*

### Community Based Sentences (Interstate Transfer) Act 2020

On 20 February 2020, the *Community Based Sentences (Interstate Transfer) Act 2020* was passed by the Legislative Assembly. The Act will commence on proclamation.

## Amendments to QCS legislation in response to the impact of COVID-19 on QCS operations

### Corrective Services (COVID-19 Emergency Response) Regulation 2020

On 5 June 2020, the *Corrective Services (COVID-19 Emergency Response) Regulation 2020* (Emergency Response Regulation) was notified. The regulation applied retrospectively from 23 April 2020 and expires on 31 December 2020.

### Justice and Other Legislation (COVID-19 Emergency Response) Amendment Act 2020

On 25 May 2020, amendments to the *Corrective Services Act 2006* included in the *Justice and Other Legislation (COVID-19 Emergency Response) Amendment Act 2020* commenced.

These amendments are temporary and apply for the duration of the COVID-19 emergency period. They expire on 31 December 2020.

## Other amendments to the Corrective Services Act 2006

### Health Transparency Act 2019

On 5 December 2019, amendments to the *Corrective Services Act 2006* included in the *Health Transparency Act 2019* commenced.

### Justice and Other Legislation Amendment Act 2020

On 25 May 2020, amendments to the *Corrective Services Act 2006* included in the *Justice and Other Legislation Amendment Act 2020* (JOLA Act) commenced.

### Corrective Services and Other Legislation Amendment Bill 2020

On 17 March 2020, the Minister for Police and Minister for Corrective Services introduced the Corrective Services and Other Legislation Amendment Bill 2020 into the Legislative Assembly and referred it to the Legal Affairs and Community Safety Committee.

Note: Amendments to the legislation can be accessed by visiting the Queensland Government's Legislation website.



# Board of Management

The Board of Management (BoM) authorises strategic, budget and operational decisions affecting QCS and provides the Commissioner with advice on issues relating to strategic policy, strategic planning, corporate governance, performance management, service delivery, culture and values.

Membership of the BoM comprises:

## Peter Martin APM Commissioner

Commissioner Peter Martin APM joined Queensland Corrective Services (QCS) in November 2017 after serving the people of Queensland, Australia, for 38 years in the Queensland Police Service (QPS).

He is a Doctor of Philosophy (PhD) in the Faculty of Health, School of Psychology and Counselling at Queensland University of Technology (QUT). His doctoral thesis was focused on the police role in reducing alcohol-related harm inside and outside licensed premises. Peter is an Adjunct Professor at the University of Queensland. He also has an Executive Master of Public Administration through the Australian and New Zealand School of Government and Griffith University. He has a Bachelor of Arts in Justice Administration as well as other tertiary qualifications. He is a graduate of the Leadership in Counter-Terrorism (LinCT) Pacific Program.

In 2010, Peter was inducted into the Evidence-Based Policing Hall of Fame at the George Mason University, Virginia, US. He was awarded the Australian Police Medal on Australia Day 2008 for his contribution to policing and the community of Queensland.

He is also the recipient of the Emergency Services Medal, National Police Service Medal, National Medal, the Queensland Police Meritorious Service Medal, the Queensland Police Exemplary Conduct Medal and the Queensland Police Service Medal.

Prior to his commencement as Commissioner, QCS, he was Deputy Commissioner, Regional Operations, at the QPS, with responsibility for the strategic direction, leadership, overview and review of the delivery of policing services across all five regions in Queensland.

Prior to his role as Deputy Commissioner, QPS, he held roles as Assistant Commissioner responsible for the Brisbane Region; Assistant Commissioner responsible for Operations Support Command, that included the statewide tactical and specialist elements of the Queensland Police Service; Assistant Commissioner responsible for Metropolitan North Region; and Assistant Commissioner, Ethical Standards Command.



James Koulouris  
**Deputy Commissioner**  
**Organisational Capability**

Deputy Commissioner James Koulouris is responsible for QCS' Organisational Capability Division, which comprises the People Capability Command, Information Technology and Asset Services Command, Financial Services and Strategic Sourcing Command, Professional Standards and Governance Command, Policy and Legal Command, Ministerial and Executive Services Command, Strategic Futures Command and the Office of the Chief Inspector.

During the reporting year, James led the delivery of phase one of Operation Certitude, Australia's first concurrent transition of two privately managed prisons to public operation; a significant capital works and infrastructure program including the \$241 million Capricornia Correctional Centre expansion project, the ongoing construction of a new \$668 million 1000-bed prison at Gatton and installation of perimeter security upgrades across multiple correctional centres; and implementation of the HR Act and key recommendations from the Crime and Corruption Commission's *Taskforce Flaxton* report, which examined corruption risks and corruption in Queensland prisons.

James has extensive senior leadership experience, gained in both Commonwealth and state jurisdictions. He began his career in the Commonwealth Public Service, where he held several senior executive positions in the Department of Families, Housing, Community Services and Indigenous Affairs, Australian Federal Police, Australian Protective Services and the Australian Transaction Reports and Analysis Centre.

In 2009, he became the Director of Strategic Initiatives and Performance with the New South Wales (NSW) Department of Premier and Cabinet. In this role, he led public sector wide reform initiatives at the request of the NSW Premier, including major components of the largest reform program in the NSW public sector. This involved the amalgamation of 180 agencies into nine new super departments with more than 400,000 staff and a combined operating budget of \$73 billion. Immediately prior to joining QCS, he was the Assistant Commissioner, Governance and Continuous Improvement in Corrective Services NSW.

He holds a Master of Public Administration and Bachelor of Economics (Social Science) from the University of Sydney, Bachelor of Laws (Honours) from Macquarie University and a Diploma of Government (Investigations). He has served on a number of public sector boards, including the NSW Commissioning and Contestability Advisory Board and the South Australian Government's Better Prisons Advisory Board.

Paul Stewart APM  
**Deputy Commissioner**  
**Community Corrections and Specialist Operations**

Deputy Commissioner Paul Stewart APM is responsible for QCS's Community Corrections including the High Risk Offender Management Unit and Specialist Operations including Sentence Management Services, Victims Register, Specialised Clinical Services, Offender Rehabilitation and Management Services, and Intelligence and Investigation Branch and is the senior responsible officer for a number of transformational bodies of work for QCS including the Queensland Parole System Reform and the QCS Intelligence Review.

Before joining QCS, he had a 35-year career in the QPS, holding positions including the Assistant Commissioner of People Capability Command and Community Contact Command and as the Chief Information Officer and the Director of Media and Public Affairs.

Paul's main background within the QPS was in the forensic science field, working throughout the State as a scientific officer and crime scene investigator, culminating in his role as the Superintendent, Forensic Services Branch.



He holds a Master of Technology Management and a Bachelor of Science and is a graduate of the Federal Bureau of Investigation (FBI) National Academy in Quantico, Virginia with studies in police leadership and management, human behaviour, criminal profiling and crime analysis.

During his policing career he was involved in the 1982 Commonwealth Games as a newly graduated constable, and in more recent times at the 2018 Commonwealth Games as one of three Commanders for the policing operation during the Games.

Paul is a Graduate of the Australian Institute of Company Directors and is currently a Director on the Board of the Queensland Police Citizen's Youth Welfare Association (QPCYWA) governing Police Citizens Youth Clubs (PCYC). He has also held board positions on the Prostitution Licensing Authority, Crime Stoppers Australia and Neighbourhood Watch Australasia, and leadership positions with the Australian and New Zealand Forensic Science Society and the Senior Managers of Australia and New Zealand Forensic Laboratories.

He is the recipient of the Australian Police Medal, Queensland Police Service Medal, National Police Service Medal, National Medal and the Queensland Police Meritorious Services Medal.

**Gary McCahon**  
**Deputy Commissioner**  
**Custodial Operations**

Deputy Commissioner Gary McCahon is responsible for Custodial Operations who manage over 8000 of the most challenging and complex people from our society within secure environments.

Gary has been in the correctional industry for 36 years after commencing as a prison officer in Townsville. From there he rose to the role of General Manager where, for more than 25 years, he managed correctional centres across Queensland and New South Wales. This experience has given him a deep understanding of custodial operations having been responsible for emergency response units, dog squad, women's prisons, open custody and prison farms.

Prior to rejoining QCS, he held senior positions within Corrective Services NSW including Director of Custodial Operations with responsibility for up to 12 correctional centres across the state and, most recently, he was the Director of the Corrective Services Academy.

Upon taking up the Deputy Commissioner position on 1 June 2020, he was tasked by the Commissioner with implementing the recommendations of the recently completed Officer Safety (Use of Force) review which will position QCS as the best trained and equipped correctional jurisdiction in Australia. On 3 July 2020, he stood up the Officer Safety Committee which will steward and implement the recommendations from the review.

In the coming financial year, Gary will oversee critical bodies of work including the commissioning of the redeveloped Capricornia Correctional Centre, and the operationalisation of the Southern Queensland Correctional Centre when it transitions to public operations. These works are complex and multi-faceted, requiring a One-QCS approach through significant collaboration and cooperation with the Organisational Capability Division to ensure outcomes are achieved.

Gary brings with him a focus on core business – working with the leadership of the organisation, collaborating with agency and external partners, and driving operational leaders to achieve the outcomes expected of Custodial Operations now and into the future.

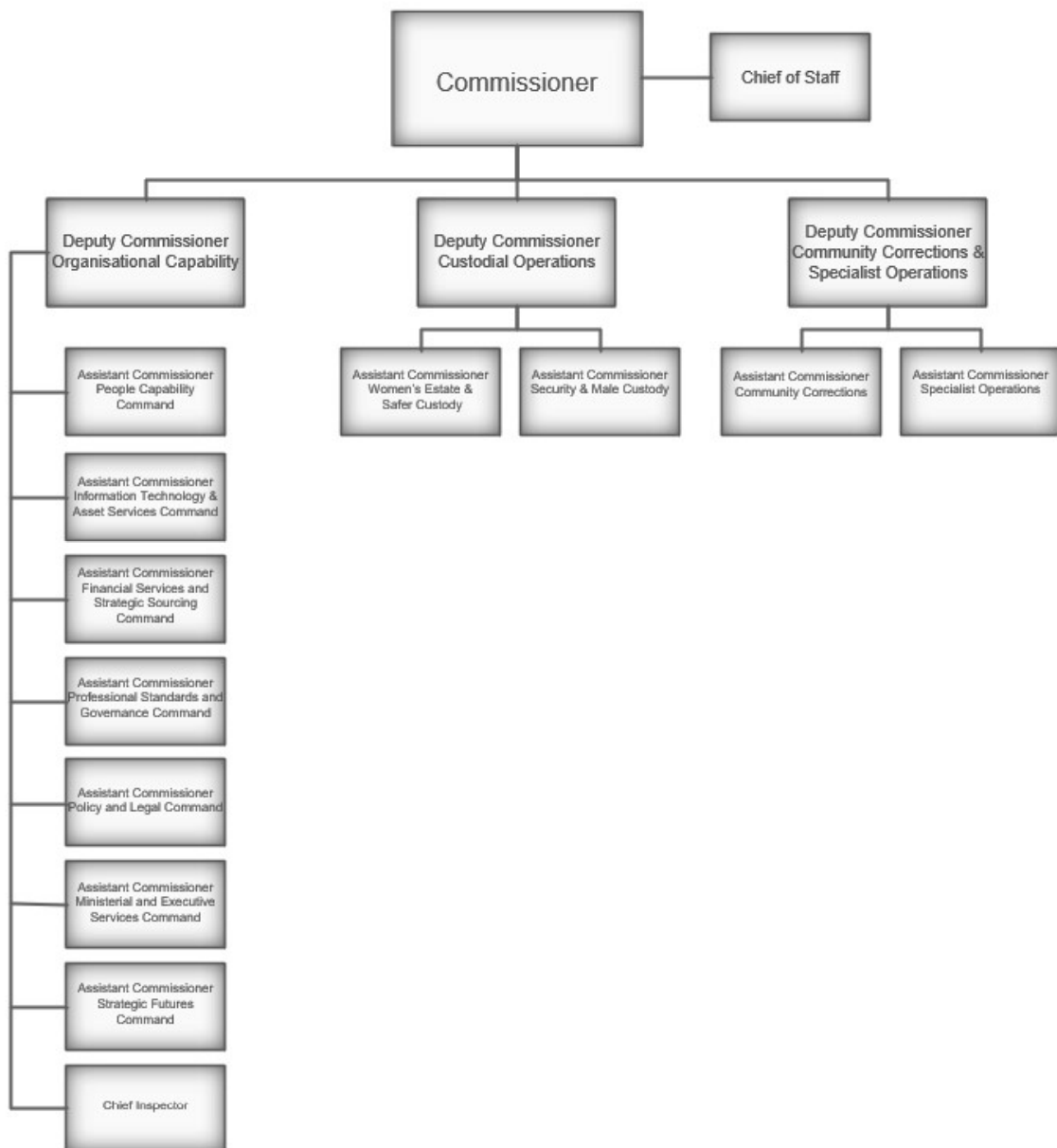




# Organisational structure

Following the machinery-of-government changes in December 2017, and the December 2018 recommendations from the CCC's Taskforce Flaxton, QCS reviewed its organisational structure and started to implement a new structure.

The following diagram reflects the QCS organisational structure as at June 2020.



# 2020–21 outlook

QCS will continue to progress its delivery on the objectives of the 2020–2024 QCS Strategic Plan.

## COVID-19 response and recovery

QCS will continue to respond to government decisions to support economic recovery post-COVID-19. A three-stage QCS Recovery Commencement Plan was developed that aligned the lifting of restrictions within QCS operations with the Queensland Government's *Roadmap to easing restrictions in the community*.

QCS will continue to closely monitor and be responsive to COVID-19 to protect the health and wellbeing of QCS officers and people in QCS' care whilst keeping the community safe. This may include continuing with the health screening of all persons and offenders entering correctional facilities, using alternative service delivery methods, and implementing restrictions in corrective services facilities as required.

QCS will continue to work closely with key stakeholders, including external service providers, Queensland Health, PBQ, QPS and the Courts, to ensure service continuity to the greatest extent possible throughout the pandemic.

Many of the initiatives implemented in response to COVID-19 will be continued as part of normal QCS operations to support the correctional system into the future.

## Corrections 2030

The 10-year strategic plan, *Corrections 2030*, continues to provide all levels of QCS with a roadmap for decision-making and identifies what success looks like for a modern, evidence-based corrections department. It represents a shared commitment, from all corners of the state, to build a new future for QCS. The plan aligns with the Queensland Government's objectives for the community and guides the development of strategic and operational plans.

The vision of *Corrections 2030* is to contribute to a safer Queensland through innovative and effective corrective services. To this end, by 2030, Queensland communities will be safer and there will be fewer victims of crime.

## Advancing Queensland's Priorities

QCS will continue contributing to the *Our Future State: Advancing Queensland's Priorities*: keeping communities safe, keeping Queenslanders healthy and be a responsive government. QCS is participating in a number of initiatives that aim to contribute to the target of a 10 per cent reduction over 10 years in the rate of Queenslanders who are victims of personal and property crime.

