



## CRIME AND CORRUPTION COMMISSION

### TRANSCRIPT OF INVESTIGATIVE HEARING

10 CONDUCTED AT LEVEL 2, NORTH TOWER, 515 ST PAULS TERRACE,  
FORTITUDE VALLEY WITH RESPECT TO

File No: CO-18-0360

TASKFORCE FLAXTON  
HEARING NO: 18/0003

20 DAY 12 – TUESDAY 29 MAY 2018  
(DURATION: 1 HR 27 MINS)

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#### LEGEND

30 PO Presiding Officer – ALAN MACSPORRAN QC  
CA Counsel Assisting – GLEN RICE QC  
INST Instructing – AMANDA BRIDGEMAN  
HRO Hearing Room Orderly – KEEGAN ENEVER  
W Witness – ALAN INGRAM  
PC Legal Representative – MS P CLOHESSY, Crown Law

PO Mr RICE?

CA Thank you, Commissioner. I call Alan INGRAM.

PO Mr INGRAM, would you prefer to take an oath or an affirmation?

W An affirmation, thank you.

HRO If you could repeat after me, please.

10 W I solemnly affirm and declare that the evidence given by me in these proceedings shall be the truth, the whole truth, and nothing but the truth.

PC Commissioner, I appear for Mr INGRAM.

PO Thanks, Ms CLOHESSY.

CA Is your name Alan Charles INGRAM?

20 W Charles William INGRAM, yes.

CA Mr INGRAM, are you presently occupying the position of acting general manager at Maryborough Correctional Centre?

W I am.

CA Did you get a notice to attend the inquiry?

W Yes, I did.

30 CA Can I show you this. Is that a copy of your attendance notice?

W It is.

CA Thank you. I tender that.

PO Exhibit 91.

ADMITTED AND MARKED EXHIBIT 91

40 CA For how long have you been acting as general manager at Maryborough, Mr INGRAM?

W On this occasion, since April, the start of April.

CA This year?

W This year.

50 CA What were the circumstances in which the acting position became available?

W The current substantive general manager has taken a contract variation due to family reasons.

CA And your substantive position?

- W Deputy general manager.
- CA At Maryborough?
- W At Maryborough.
- CA For how long have you been the deputy general manager there?
- 10 W I think it's about four and a half years now.
- CA And for how long have you been with corrective services overall?
- W Twenty-nine years.
- CA Have you had other general manager or acting general manager positions?
- W I've done acting general manager in a number of areas, recently Lotus Glen, Woodford, Palen Creek and Darling Downs when it was open.
- 20 CA What's the management structure at Maryborough?
- W Okay. So, Maryborough, after the base grade staff, there's a team of supervisors. We're just currently recruiting two more for that team. I think our current numbers are 12, plus a dog squad supervisor.
- CA That's correctional supervisor level?
- 30 W Correctional supervisor level. Then we have two accommodation managers. One looks after protection prisoners and one looks after mainstream. A centre services manager. A manager, offender development. A business services manager, centre services, and human resources, and an industries manager.
- CA Moving up, there's the acting general manager and then yourself?
- W Myself, yes.
- 40 CA Do I take it from what you've said that both mainstream and protection prisoners can be housed at Maryborough?
- W That's correct, yes.
- CA What is the built capacity of Maryborough?
- W Maryborough's built capacity is 500 cells, with 200 being a secure block that is housing protection prisoners. They're four 50-bed units. Two are what we term secure protection, and two are a progression or residential-style model for protection, because protection prisoners have no access to a true residential compound. Then we have another block of 120, which is four 30-bed cells, that's our secure mainstream, and a 180-bed residential complex, 30 six-man units.
- 50 CA Progress to residential, is that based on a reward or-

- W Yes.
- CA Good behaviour?
- W Good behaviour.
- CA What kind of a centre is Maryborough? Is it simply for placement?
- 10 W No, it's a regional centre. We have remand prisoners. We receive prisoners directly from court. We have prisoners transferring from other centres, and we also have youthfals as well.
- CA I beg your pardon?
- W We do have youthfals from time to time. We don't currently have any, but up until - I think it was two weeks ago, three weeks ago, we had a youthful on site.
- 20 CA Is there some special facility for a youthful prisoner?
- W No, no. If the assessment that's done - it's quite a stringent assessment done on youthfals coming into the centre. The general manager is the final delegate. But if everyone is confident that they can function normally in the centre, then they are just placed as a normal prisoner in the centre.
- CA They would be very few?
- 30 W Very few, yes. I think the most we've ever had would be sort of seven or eight. I do remember at one stage we had around about seven or eight, that was enough. We put a whole residential - one unit became a youthful unit for a very short period of time.
- CA To what extent, then, is Maryborough presently overcapacity or overstate?
- W Maryborough, in the last week or two, has been sitting around the 620, I think 622 today.
- 40 CA Has that been on an upwards trajectory, as most seem to have been for the last few years?
- W No. Maryborough is a little bit different, in that we hit 700 last year. We come back down - I don't really know why we dropped down into the high 600s, and then recently we noticed a drop when the Commonwealth Games were on. Our escort and security branch weren't doing as many escorts up to Maryborough. We get two road trips a week from prisoners transferring from the south-east corner. Due to pressures, that slowed down over the Commonwealth Games and we haven't picked back up from there, we haven't recovered from that yet.
- 50 CA Does the centre operate on the basis of placement from within a particular catchment or can prisoners be placed from a wide geographical spread?
- W We will take prisons directly from as far north as Bundaberg, the south is Gympie, and west, but we will get prisoners transferred from other

centres, like as far north as Lotus Glen or the southern centres.

CA I'm not quite sure I understood why there has been a reduction of perhaps 80 or so from what you had experienced. You mentioned the Commonwealth Games, but-

10 W Yes. I think before the Commonwealth Games, we were in the 650, 660 sort of area, and we just have not - we slowly dropped down then. I keep an eye - we are funded for what we call tranches. So every 50 prisoners, I get different funding levels and 621 is a trigger for one of those funding levels. I'm very aware that for the last couple of weeks we were under for the last - I think it was two and a half, three weeks, which triggered some discussions with the union about dropping a couple of the extra staff that were put on for the earlier higher numbers but luckily - because that's always a difficult time, losing half a dozen prisoners over a week or two, and then your funding changes. I don't jump into changing that straightaway. I ride that for a couple of weeks, but it didn't look like it was going to improve, so I had the discussion with the union. I think we took four FTE off, and then it was only about three days later that the numbers popped back up over the 621, so we've put those staff back on.

20

CA Who determines what numbers will be allocated to a centre?

W For staffing?

CA No, for the number of prisoners. If yours has been across a range, even in the recent past between 620 and maybe 700, if you're down to 620, someone might think you're due for a few more?

30 W They might, yes. There's a group that - I'm sorry, I don't know who is involved in it, but it's called something like SCEG systems. I'll have to get you the name of that.

CA Someone at QCS central?

W QCS central, yes.

CA Looks at the numbers and allocations?

40 W Yes, yes.

CA Do you have a say in that?

W I can definitely - I did make - we recently had an OLG. I think you've heard that term before, the operational leadership group. General managers get together quarterly, and I had some discussions; I just mentioned there that my numbers were hovering around - my tranche, but I was also aware from that meeting that Borallon was starting to ramp up areas as well, so that sort of made me think that I'm probably not going to get numbers from the south-east corner in a hurry.

50

CA Since you mentioned the operational leaders group, can I just ask you about typically the content and duration of a meeting of that kind?

W It's a full-day meeting. I've only been to about three. They can be wide and varied. It can be a training matter that someone has identified that

believes that the GMs will benefit from. It definitely always involves a discussion about what's happening at each centre and some general business-type things, where people get to ask general questions of the group or the Deputy Commissioner.

CA Does someone devise an agenda?

W Yes.

10 CA Are general managers invited to contribute agenda items, or how is it structured?

W I believe so. I've got more - although they only happen once a year, the deputy general managers get together, under the same format, once a year and I know from my role in that, and I've attended more of those, we can put in agenda items for that, and I've had a couple accepted over the years.

20 CA To come back to the state of the centre at 620, that's perhaps 120 more than the built capacity?

W Yes.

CA How are you accommodating that extra 120?

W I think the latest figure that we've got is that about 50 of those are protection prisoners, so that's 50 in the 200-bed block, which is four 50-man units, so that leaves you the sort of 70-odd with mainstream.

30 W The staff that we identified to take off with that discussion I had the other day with the union was one of the extra staff for residential, and, for that reason, we decided to lower our residential numbers. We didn't move prisoners back from residential straightaway, but we have a natural attrition rate through discharge, or poor behaviour, and we just let that drop down over a period of a couple of weeks.

CA Are the extra 120 doubled up?

W Yes.

40 CA So approximately 240 are sharing accommodation?

W Yes.

CA Is it on an individual cell basis or some other configuration?

50 W I think we're sitting at below 20, so in the teens in residential. They'll be on a mattress on the floor in the common room of the residential unit. The rest are in single cells in secure. I've got eight cells in each secure block that are purpose-built double-ups, so they have bunks in them. The rest have mattresses on the floor.

CA Is that in the residential areas, though?

W No. Residential units, mattress on the floor in the common area. Secure, it's a mattress on the floor in the cell, just in the cell.

- CA But you mentioned bunks in secure as well?
- W Yes. In each secure unit, there's two cells that has a bunk built in it. That was from commissioning, but we've had no bunks put in since the double-up started to affect the state, but we are approved to get some this year.
- 10 We had significant issues with our fire system. It didn't meet requirements for the bunks to go in. We've just gone through an upgrade of all our extraction systems in the units, and that has just been signed off as acceptable now for the double-ups to go in.
- CA Well, how is the extent of doubling up - or has it affected the temperature of the prison?
- W Yes, I would say it has.
- CA Can you explain in what way, in your assessment?
- 20 W We noticed in our secure units, including the protection units, although they're the same style unit, they operate quite differently. If I can just explain that. The protection units are four 50-man cells. Two of those, the prisoners have a day access key to their cell, so they can come and go from their cell all day. They have the same privileges with phone calls, buy-ups, visits, that residential mainstream prisoners get. The other two units are just a standard secure unit. Those two units of 50 in each, 50 beds in each, and the four 30-man units, that's where we sort of carried a large number of our double-ups. We saw a lot of competition for things like just being able to get in and make a cup of tea. When you unlocked in the morning, there's a rush for the toaster, a rush for the kettle. The phones are tied up straightaway.
- 30 Prisoners would be getting up, having to have breakfast, make a phone call, et cetera, and then go to work within sometimes 30 minutes, and they're just competing with a large group to do that, and a lot of that group weren't going to work.
- CA One of your colleagues suggested that competition for the availability of all kinds of services that-
- 40 W Yes, everything.
- CA -are required is potentially a source of conflict?
- W Yes.
- CA Do you find it so?
- 50 W Yes, yes. If prisoners miss out on something that they think is an entitlement or a right, they get upset, especially if it's a regular occurrence. If it's seen to be in some way further unfair - like, I'll use the example again of the prisoners getting up, trying to do all those things that they need to do before they can go and work in the workshop for four hours, and the prisoner who hasn't got to go to work, but he has pushed in in the line for the toaster, he's - that sort of thing.

CA Is there any way of regulating that to effect some kind of alleviation of potential conflict?

W Yes, so we brought in a modified unit routine at Maryborough where prisoners in the secure blocks are only out of cell for five and a half hours a day. They get out 50 per cent at a time. We let the first 50 per cent out in the morning, at the normal unlock time, with a normal structured day, and they have, obviously, much easier access to the nurse who's there giving medication, the toaster, the kettle, the phone, all that sort of thing.

10

In the protection blocks, the two units that have a modified unit routine, there are workers in that unit, so they come out, they're not subject to the modified routine if you're a worker. They get to do all those things before they go to work. But at the end of that hour, the ones that have been out and done everything, they get locked away. Then the other half get out. They then can have their breakfast, their medication, use the phones, all those facilities. They're out for four hours then until their lunch. They get their lunch, all that sort of stuff. Then they go back and the others come out, have their lunch, stay out for their four-hour block, or four and a half I think it is, have their dinner, their night medication, and then go to their cell and then the other group get out for their last hour.

20

CA Does that have the consequence that on that modified routine, that prisoners subject to it have not ten hours out of cell but-

W They get five and a half hours.

CA Five and a half, in total?

30

W In total.

CA Is that in itself a source of conflict, even though it's intended to alleviate some other problem?

W It is with some prisoners. My management team and myself do inspections weekly and talk to all the prisoners. Some prisoners don't like it, they want to be out the whole time. They want to be out making their phone calls. A lot of those prisoners, I know, are up to no good. Their phone calls are, you know, being used for purposes that aren't for the good of the centre, and they're not happy about it. My discussions with them are always about how quickly they can progress to residential if they behave themselves. We do have a high turnover at Maryborough, and a prisoner could progress to residential in four to six weeks at the most, behaviour warranting that.

40

CA Does that tend to work as an effective incentive?

W Not with all prisoners. There are some prisoners that just dig in and they don't care and they're still doing what they want to do, and they'll just accept the modified unit routine. Other prisoners have told me how refreshing it is to be able to use those facilities quite easily and speak to an officer when they need to and get all those things done, and they quickly progress to residential, anyway.

50

CA What about the impact on the delivery of services? You've mentioned basic things like access to toaster and phones.

W Yes.

CA Could you speak more generally about the impact on the delivery of services necessary to prisoners?

10 W Yes. One of the things we have to constantly monitor with service delivery - the danger of that modified unit routine is there's lots of groups that come round. I think someone before me has mentioned to you the shopfront process, where prisoners can put their name down to see - it can be anyone from the psych team, to the education team, to multiple people in the centre. Sentence management is another one.

20 If that prisoner is in his cell when they come round to provide that service to the unit, we need to be aware that we need to get those prisoners out for that. It's not a blanket rule, you know, "Your landing is now locked down; you can't come out". We do get individuals out, or should get individuals out. I do know of some occasions where that hasn't happened, but when that's brought to our attention, it's quickly rectified.

CA There are at least two areas, being secure and residential. I was going to ask you about the impact on dynamic security of the excess numbers. It may work slightly differently in respect of those two areas.

30 W Yes, it is slightly different. I would say it's detrimental, that the high numbers are detrimental to dynamic security in both of those areas. Every secure centre is a little bit different across Queensland. Ours has an officer station. Some centres do have officer stations, some don't; the officers are on the floor in the unit. We have an officer station which is about - oh, the counter is around about five foot, maybe six - yeah, probably about five or six foot high. For years the grilles were always up, because there's a shutter. The grille, with bars about that far apart, they were always up, only put down at the end of the day or for meal breaks, or something like that.

I have seen over the last couple of years a tendency for staff to lower those grilles, which indicates to me that they're not as comfortable as I would like them to be.

40 CA Is that a safety thing, to lower the grille?

W Yes, definitely a safety thing.

CA So that's an indicator to you, what the cause of it is?

50 W Yes, yes, and we have had some cases of objects being thrown through - thrown at officers. We haven't always been able to track down who threw them, but usually we can through CCTV footage, but it's after the fact, anyway. I can understand that when an officer starts to feel that the temperature of his or her unit isn't quite how it usually is, that they will lower that grille, but I try and reinforce with the staff, through my supervisors and managers, and directly talking with the staff as much as I can, that keeping that grille up and getting in on the floor and talking to your prisoners, and knowing your prisoners, is what's going to keep you the safest, but that's a battle in heightened numbers.

- CA Can you explain what's involved in being out on the floor?
- W Yes. The original staffing of Maryborough had a unit officer for each unit, so one single unit officer for each unit.
- CA Is that in the officer station?
- W In the officer station.
- 10 CA Yes.
- W There's four support officers for four units. That doesn't equate to a support officer for each unit. For instance, in secure 1, in the early stages we used to provide an officer from S1 and S6 down to DU, now we just supply them from S1 because we have a dedicated DU officer which has helped a lot down there. There's an officer required in the foyer for movements. There's an officer required to go upstairs and do programs. It really erodes those support officers to one per two units. So, for an officer to be able to go on the floor, they need another officer to go in with them, and they take that support officer.
- 20 CA So they have roving duties?
- W Yes. It means that, really, straight up, 50 per cent of the time, you can't be on your floor because - you know, if I take the support for the first - you know, for 50 per cent of the shift, the other unit officer is going to take support for the other 50 per cent.
- 30 CA What's the requirement, though? If there's one officer on the floor, does that require one to be also in the officer station?
- W Yes. That's a requirement of the staff, it is sort of self-imposed. I personally don't have a problem - if there's four staff in there, if two of them go into each unit, because they have duresses, they have radios, all those sorts of things. The officer in the officer station - the officer that we leave in the officer station is more about keeping an eye on the other prisoners.
- 40 CA What would an officer on the floor be doing?
- W They can go in there - they've got a daily number of cell searches they're required to do. They could be just seeing someone. There could be a prisoner up the back corner that just doesn't seem to be travelling as well as he normally is. They'll just be in there talking to prisoners.
- CA Are they mingling with prisoners?
- W Mingling with prisoners, yes.
- 50 CA Not on any segregated basis, so physically?
- W Just straight in the unit, yes.
- CA Is there a degree of danger attached to that kind of function, being obviously outnumbered, for one thing?

- W Yes. Look, obviously, it's a prison. It's got people that society has decided they're sort of the worst offenders in society in that area. The majority of units are quite controlled, organised, routine sorts of places. It's - yes. Up until - I'll definitely say up until the double-ups started to happen, staff at Maryborough were very comfortable to go on the floor. In fact, the Maryborough philosophy that the general manager opened up with - and I'm talking 15 years ago - was that if one staff member wanted to go on the floor on their own, they could. Obviously you would tell your peers, in the officer station, that you were going in on the floor and that was a regular occurrence.
- 10
- When things started to double up and staff perceptions changed a little bit, there were still some staff that were happy to go in on their own. Other staff weren't comfortable with that, for them, and for multiple reasons, so a direction was put out by the general manager about four or five years ago that all staff must go in in pairs.
- CA Why is it conducive to safety for an officer to be engaged in that kind of interactive duty on the floor?
- 20
- W Dynamic security, knowing your prisoners, knowing what's going on in your unit. Getting a rapport with the prisoners so that, if things change, they feel comfortable coming to talk to you, yes.
- CA Is it also more satisfying for a correctional officer to be able to know-
- W I believe so, yes.
- CA -the prisoners for whom he or she is responsible?
- 30
- W Yes.
- CA If the opportunities for that are reduced, for whatever reason, does that have a flow-on effect to job satisfaction for the correctional officers?
- W Definitely, yes. I think the best example for that was - I lose track of time, but a few years ago, it might have been seven or so years ago, the state went to a rotating roster where everyone had to move from area to area to area. It was mandated, and staff found that very - because you're only in an area for the length of the roster, it might be 22 weeks, and then you moved on to the next area, and I saw a drop in morale and job satisfaction as a direct result of that. That has since been undone.
- 40
- CA There are probably arguments for and against officers staying for extended periods in a particular unit.
- W Yes.
- CA What's your view about that?
- 50
- W My view is that there definitely should be some rotation throughout the centre, but it shouldn't be on such a mandated basis, like I just described. I've flagged with my LWCC, and my union guys, that I want to put a process in place where, once a year, I can call for expressions of interest to move. I know if I did that tomorrow, there would be certain areas that are very popular; staff want to go and work there, and there are other areas

that aren't so popular. For me to enable a rotation of people, I need to be able to move some people that don't want to be moved. I want to come up with a robust process with the union that's transparent. You know, it's not based on personalities or anything like that. It'll just be sort of a - in my head, I've got a bit of a model in mind.

- CA Any disinclination which might exist on the part of correctional officers to go out on the floor, but, instead, to stay in the officer station, perhaps with the grille down-
- 10 W Yes.
- CA -is that the product simply of increased numbers or is there more to it than that?
- W Look, I have seen it, pre double-up numbers. It's not a new phenomenon that has just occurred because of double-up, but I believe it has increased. That increase I put down to double-up.
- 20 The other thing that will from time to time - and I'm talking pre double-up, and it's something we still have to be aware of today - sometimes an officer might be just not feeling confident and needs some training or some mentoring or some support to be able to get in that head-space.
- CA Do you have an experienced complement of correctional officers?
- W Yes, we've got quite a few. We have been open 15 years now, and a lot of the original staff are still there. A lot of staff - and we have staff that transferred - like myself, I transferred to Maryborough when it opened - and brought experience already with them to Maryborough, right through. I think our spread of experience across the centre is probably similar to the rest of the state. It's probably a little bit lighter on now than it was three or four years ago, because our establishment I think pre double-up was 180 custodial. I think we're up to 220 now, or something, 230, and there has been a lot of recruiting in the last two or three years.
- 30 CA Is it the answer to this feature of perhaps some reluctance to go out on the floor, that there be increased staff so that they can, for example, go out in pairs?
- 40 W That definitely helps, yes.
- CA Is that available?
- W Yes. In all areas, we've put what we call overstate officers, and in the first instance they were - so I think we've got two in S1, one in S6, there's one down in the detention unit, which stops an officer from S6 being pulled down there, all those different things. All those extra people in those areas means there's more availability of a support officer. Of course, the workload has increased and the workload that takes staff away from the blocks, like going to the reception store, going to pick up meals that may have been forgotten or mixed up, there's a multitude of things that will take staff away from the unit, that does increase as well, so that eats a little bit of the extra staffing away.
- 50 CA This kind of function of being available for a range of different

duties - I think it may have been described earlier in the inquiry as a rover. Is that the correct term?

W Well, there's actually probably three terminologies used across Queensland. A couple of centres use "IP" or "internal patrol". A couple of centres use "rover", and we use "support officer".

CA To do the same kind of function?

10 W The same function.

CA But just different terminology?

W Different terminology, yes.

CA The increase in staff you're talking about is an increase in that function?

W Yes.

20 CA So that there is more likely to be someone there to-

W To go with the unit officer on to the floor, yes. And we did that - when I say ad hoc, a correctional centre is set up with rosters for each area. We have an S1, an S6, residential, centre services, health, DU, reception, visits rosters. They are permanently staffed. Someone owns each line on that line, et cetera, and then we have a reserve roster, and they're the newer staff that come in and they backfill. If there are two people from S6 on holidays and one person is acting up as the supervisor, three people will be taken off that reserve roster, but it might not necessarily be three for the whole period. It's sort of filled by HR to best fit their pattern of work, to do the least disruption to that officer.

30

What we did last year is that we brought in an overstate roster, and we've staffed that with all of the CERT team leaders and they provide now all the overstate posts across the centre.

40

Maryborough's emergency response model needs a minimum of two team leaders on a day-shift to operate; best practice is three. We did struggle sometimes having three, and occasionally we'd have to get in overtime just to get our two. This new roster gives us an average of seven a day in the centre.

CA Are they CERT team leaders?

W CERT team leaders.

CA What process is in place in Maryborough to identify suitable doubling-up arrangements?

50 W Maryborough sort of operates on two slightly different models. The protection manager still uses a double-up consent form, or at least the last time I was speaking with her, which was only a week or two ago, it was still in use, and it seems to be the best practice. That's a form that captures both prisoners - I don't know if you've seen a copy of that - and they consent, basically.

- CA Basically asked if they agree?
- W Yes.
- CA And they sign up to it?
- W Yes.
- 10 CA For a particular individual?
- W Yes, that's right. They identify who - you will be doubling up with this person.
- CA Are they allowed to identify a buddy, for example, that they might want to share with?
- W They can. Quite often prisoners will come up and say, look - because prisoners know they're going to be doubled up. If you know you're going to doubled up, it's better to be doubled up with someone you get on with. So, quite often prisoners will come up and say, "Can I double up with so-and-so?"
- 20 CA Do you have to be conscious of associations?
- W Yes. If two prisoners have an association issue with each other, they won't be in the same unit, let alone the same cell, because our IOMS - as soon as we go to move them, IOMS will flag up, "No, you can't put these guys together". Probably the bigger risk is - and it's still an association, but it's a criminal associate or someone that feed off each other and aren't really a good example to each other. That's something we are aware of.
- 30 CA So what's the driver? Is it centre identified or prisoner identified, a combination of both?
- W A combination of both, yes.
- CA What about the work opportunities at Maryborough, what do they amount to?
- 40 W Maryborough has woodwork and metalwork, and we have obviously the kitchen, landscaping. The numbers - I'm trying to think now. Industries.
- 50 We just had a meeting last week, and I think of the 210 prisoners in residential at that time over the last week, or two weeks ago, there was around about 180 employed, but it was actually causing us some issues because some of the programs were competing with work attendance. What raised it for me was I'd become aware that of something like 28 positions in a workshop, we were only having 14 prisoners turn up for work. So I started some dialogue with the industries manager and the accommodation manager for that area, saying, "What's the issue here? We need to be filling these posts."
- I think we got down to the bottom of it being two issues: the competing time, where some prisoners would be happy to come to work, but they've got a program on, so off they'd go to their program. The other one was some time ago industries was changed. Instead of a prisoner working all

day, a morning and an afternoon shift, they were given half a shift, so, you know, half the prisoners would work in the morning and half in the afternoon. I think that sort of made it of less value to the prisoners. It's only for a couple of hours, all that sort of thing. So we've just started trialling this week going back to a single-shift model. It will drop the number of prisoners that can actually attend work, but our prisoners off the compound, multiplied by hours in the workshop, will be a lot higher.

10 CA It has been some time since Maryborough had a full inspection from the Chief Inspector.

W Yes.

CA But on the last occasion, in terms of employment, the figures that were noted were a bit over 50 per cent in employment and a bit less than that unemployed.

W Yes.

20 CA Is it about the same?

W It's about the same, probably a touch higher. There's no employment in the secure block, in that S6 block, it has been pushed down to the residential block. That was another error where we just found they were just refusing to go to work. We'd have 21 that have turned up, said they're going to go to work, we've given them a job, and then when the TIs turn up in the morning to pick them up, they'd only get-

30 CA Are they entitled to refuse?

W Actually, no, a sentenced prisoner is not. A sentenced prisoner can be required to work and there are actions we take. We'll take their unemployment benefit off them and things like that. If you're legitimately trying to work, but we can't give you work, then there's some financial assistance you get in the form of an unemployment benefit from the department. But if you're refusing to work, you don't get that.

40 CA What would happen by way of a response to a prisoner, or a group of prisoners, who simply didn't turn up, so to speak?

W Yes, they should be followed up, and are followed up.

CA Is that a breach of discipline?

W No. It would have to be sort of a prolonged refusal and we'd take other - you know, as you know, there's not 100 per cent work for prisoners, so we'll just move on to someone who wants to work. It's much better having someone that is willing and able and ready to go to work.

50 CA For that proportion, perhaps it's 50 per cent, who are not in employment, how are they occupied during the day?

W They can still attend programs or the library, the gym, the oval. There's also an exercise yard that is part of the accommodation model. There's a dayroom with an adjoining - they can just walk through an open door out into an exercise yard that has some exercise bikes, basketball hoop,

dip bars, that sort of thing out there.

CA Has the availability of work been affected by increased numbers or have you been able to ramp up opportunities?

10 W The opportunities have been quite good for work over the last probably six, seven years. Industries has been fairly consistent, able to ramp up when we need it. A little bit of seasonal stuff around Christmas, we work some local mills, and there will be closure periods and things, but, apart from that, quite good.

CA Can you tell me if there have had to be an increased number of lockdowns arising from staff shortage?

20 W No, we do have a process where we - and we just, through a management meeting, finetuned that a couple of weeks ago, where we know what area to lock down that, sort of, minimises the risk the best, I suppose. But it's fairly rare, and the times that we seem to have to do that are school holidays, where it's basically if we can't get staff in on overtime. Maryborough's budget is tracking underbudget, and if we need staff, we call them in but then sometimes there will be - you know, just not able to get staff in, and school holidays is a good example of that because people have commitments with children over school holidays, Christmas; Easter is a big one.

30 I should clarify, we will sometimes lock down. If we have an emergency escort, say something has just happened, we need two or three staff for an escort, got to get the prisoner out in an ambulance, gone, we might lock a unit down, maybe, but usually it might be something like stopping one of the activities. We've doubled our activities officers with the overstate. Some of the overstate budget has gone into doubling our activities officers. We might stop one of those activities to enable the staff to go out in the ambulance, but they're usually one-hour or two-hour disruptions.

CA When prisoners arrive at the centre, either when they're first remanded or if they're first received post sentence, you have a process of screening?

40 W Yes.

CA Is it the same process as is applied in other centres?

W Yes, the same process I've heard described over the last couple of days, yes.

CA Including the HASI?

W Yes.

50 CA Do you have a view about whether, over the last several years, there has been an increased proportion of prisoners come into the system with some cognitive impairment or mental disability?

W I think it's always been an issue for corrections, personally. Maybe the centres I've worked in have exposed me to that more, but, yes, it has definitely always been an issue.

- CA It raises a question of training also.
- W Yes.
- CA Is there any training in dealing with prisoners who may be affected in that way, beyond the pre-service training that we've heard about?
- 10 W We have had - and I couldn't sort of rattle off the name of it, but we've had Queensland Mental Health staff come in and do some training for staff. Our senior psychologist is very proactive in looking at those sorts of things for us, but not a lot of that. When you talk of in any one day, you may only have 20, 25 per cent of your staff on duty, there are staff that will miss that sort of thing.
- CA What would be the frequency and duration of some kind of training of that kind?
- 20 W Something like that would only happen once or twice a year, yes. Very rare; not the rule. What we tend to more do is - and the senior psychologist is very, very good at this - if we have a particularly difficult prisoner that's demonstrating a lot of mental health issues and behaviours that staff may not be experienced at handling and know what the triggers are, and those sorts of things, he will actually do up a management plan for that prisoner that outlines the dos and don'ts of triggers and things, what to be aware of, what behaviours from the prisoner might be part of his mental condition as opposed to just being, say, arrogant. So staff could go in there and go, "Oh, well, when he just grunts at me, that's because he's got this condition and he doesn't, you know, relate to people well", as opposed to "he just doesn't want to talk to me".
- 30 We've had a lot of success over the years - I can think of numerous prisoners that have come to Maryborough with very difficult pasts and have been managed quite successfully with that process.
- CA In terms of use of force and assault rates at Maryborough, do you agree that, by comparison with an average across the state, you have a relatively higher prisoner-on-prisoner assault rate?
- 40 W Yes.
- CA Is there some reason for that that you could assess?
- W I believe that a very high percentage of our assaults is related to drugs.
- CA Can you elaborate in what way they're related?
- W Whether it's someone hasn't paid for their drugs-
- 50 CA On the black market?
- W On the black market, yes. The way it tends to work is prisoners will be provided drugs, they'll get into some sort of debt. They will then be blackmailed into getting members of their families to smuggle the drugs into the centre.

- CA As payment?
- W As payment, yes.
- CA I see.
- W Yes. The rise in Subutex or Buprenorphine is the drug of choice. It is very, very cheap and readily available and not even illegal to have in your possession in the community - very lucrative inside correctional centres.
- 10 CA Is that the major cause that you would attribute?
- W Yes.
- CA How would that compare against such friction as may be caused through doubling up and other competition for services?
- W I've thought about this quite a bit. We have done a lot of work - and I know a lot of centres have done a lot of work - trying to mitigate the risk from double-ups. In this industry, you never know if you're successful or not, because although our assault rates are high, if we didn't do anything, they might be astronomical. But I think the rise of Buprenorphine and Subutex has run pretty parallel with the doubling up. It's just coincidence, but it has become more and more of an issue over the last three or four years, as double-ups have. So which one is contributing the most to the issues is hard to tell.
- 20 CA Is it a paradox that good detection might prevent more drugs coming into the centre, but, on the other hand, at the same time, raise the value of that which does come into the centre?
- 30 W Yes.
- CA Is that a feature you're aware of?
- W Yes. Intel, from time to time, will get an update on the value of Subutex, and it can go up and down.
- CA Are you able to say?
- 40 W My last - it comes in a strip. I think it's an 8mg strip, which is a couple of bucks in the community. They cut them up into 1mg pieces, and what they inject is that 1mg, and they're \$50 a milligram last I heard, but that can go up or down \$10 or \$20, depending on the supply. It's such a small - because it's wafer thin, I've seen little packages like the size of a Vicks inhaler contain 80 strips. Multiply that by 8mg and \$50, you get an idea.
- CA Do you know where your figures on prisoner-on-staff assaults are trending?
- 50 W I've just got a new violence prevention coordinator. He just did some figures for me over the last three years. I only had a quick review of those before I left for Brisbane last week to come down for some training. They appeared to be sort of on par for the last three years. They weren't going up much more than you would expect for the rise in prisoner numbers.

He put a graph over that of the prisoner state as well.

CA What violence reduction or prevention strategy is in place?

10 W We've done a multitude of things and picked up things from other centres over the last year and a half or so that it has been going. The focus that we've taken for the last couple of months is drug detection, sanctioning, looking at the sanctions for drug users. Looking at consistency in staff practice is another. From time to time, I've seen evidence that some of the staff assaults are caused by conflict between staff that could have been - possibly just that one officer was doing his job better than someone has for the last couple of weeks, and, all of a sudden, the prisoner gets upset because it's, "How come you're doing that?"

20 If we can get staff working more consistently and remove that rub, that might have an effect on staff assault. Also, looking at how contraband is moved around the centre and trying to limit that. That's the focus that we've got on at the moment. A little bit different, I think, to what other centres have done.

CA. Yes. It's interesting you identify that. You referred to sanctions for drug users. Are you aware of the regime that Mr COLLINS from Woodford uses of having a general manager's response, as he calls it?

W Yes.

CA With a published set of indiscretions?

30 W Yes.

CA Accompanied by defined responses?

W Yes.

CA Is there any model like that in place at Maryborough?

40 W We do have a model or a standard. So, first offence of either providing a positive urine test or refusing to provide a urine sample will get the three months non-contact visits. You will be tested again in that three months, and for prisoners who provide a second positive response go on to seven phone calls.

50 The reasoning behind the seven phone calls is my intel team, who used to be a team of two, it is now a team of four, because we put double-up funding in there as well, they need to monitor phone calls. They need to monitor the phone calls of the people who are using drugs and trying to import the drugs, and they just don't have the time to monitor thousands and thousands of calls. If I know you're actively involved in that, then I am going to limit your calls so that my intel team can listen to them and know what's going on.

CA This example you gave of a positive urine test result or failing to undergo a test can bring about the sanction that you mentioned?

W Yes.

CA Does that exist outside the system of breaches?  
W Yes.  
CA If you're familiar with the Woodford example-  
W Yes.  
CA -there is a two-page list of indiscretions and consequences.  
10 W Yes.  
CA Is it the same or similar at Maryborough, or is it more select?  
W What do you mean?  
CA More select - so is it limited to a few things?  
W Yes. Ours only really works on drug use.  
20 CA I see.  
W Identified drug use, and it has three levels. The first being the non-contact visits. The second being the phone calls; and the third being no employment. I've actually terminated a couple of prisoners' employment just recently because they had given that third positive test in under three months. The logic behind that is that if prisoners are using drugs to that extent, I don't want them in a workshop with saws, you know, lots of machinery in our workshops, even in our kitchen, boiling water, knives, all that sort of thing. It's not a safe environment for them.  
30  
W There's a lot of industries in the community that, you know, drug testing is part of your employment, and if you fail, you're terminated.  
CA These assaults of different kinds, they're supposed to result in an incident report, are they not?  
W Yes.  
40 CA Are you confident that's occurring?  
W I'm confident that every assault staff witness, or is reported to staff, is reported. I would be naive to think that prisoners don't get assaulted that's not seen by staff and cover it up.  
CA Is the opportunity less these days for staff to notice an assault, harking back to what you mentioned earlier about the configuration of the officer station, et cetera?  
50 W Yes. I'd have to say, yes.  
CA It is. Okay.  
W My brief pause was thinking previous years, that I've worked in areas where there was no CCTV, and things like that. We've got a lot of stuff that helps us nowadays, but if you don't first of all have an inkling - all

the CCTV footage in the world doesn't help you if you don't, first of all, know that there is something to look for.

CA That really depends, doesn't it, on either observation or complaint?

W Yes.

CA Observation by an officer-

10 W Yes.

CA -so as to be able to report something?

W Yes.

CA Or complaint by a prisoner about an incident?

20 W Yes. So part of our unlock and lock away process is what we call welfare checks. I couldn't hazard to count the amount of assaults we have picked up by doing that, where we'll be locking prisoners away and we'll go, "You've got a black eye in there", or a split lip, or something like that. Staff take that seriously. They check the prisoners' welfare. Young prisoners will turn up and stand there for lock away with sunglasses on, or looking away, or whatever, and staff will challenge them on that and they do a great job of picking those up.

CA In that scenario, then, the prisoner is obviously not minded to make a report.

30 W That's correct.

CA Through observation of that kind, correctional officers can detect what looks like there may have been an assault?

W Yes.

CA And make inquiry?

W Yes.

40 CA And the prisoner may still be reluctant to report the cause, or give you a false explanation?

W Yes.

CA Is that where it rests? Is there anything else that can be done beyond asking the prisoner and receiving his denial?

50 W No, there can't be much more done than that, because, like - let's say we know the prisoner was fine at 7.30 in the morning and it's now 5.30 at night. The man hours in watching every bit of DVR footage that that prisoner could have been under for that period of time, if it was under camera footage, is great.

CA It's not practicable.

- W No. It's still reported. It's still recorded as an assault.
- CA If something like that is noticed?
- W Yes.
- CA If someone has a black eye and wearing sunglasses, that would be put down as an assault?
- 10 W Yes.
- CA By way of an incident report?
- W Yes, yes. It used to be if the prisoner was in denial - was saying, "I slipped in the shower" or - you know, the dip bars are very dangerous things, I should have removed them years ago, but if prisoners reported that, then the COPD said that that got recorded as an injury but that changed, I think it was a year or two ago, and now if there's enough suspicion it's an assault, it goes down as an assault.
- 20 CA There's a practice direction to that effect?
- W Yes.
- CA Incidents have to be reviewed, don't they?
- W Yes.
- CA What's the process in Maryborough?
- 30 W At Maryborough, I hold a weekly management meeting. I usually hold it Tuesday afternoon at 1 o'clock. My deputy general manager is running it for me today. A standing agenda item in that is that each functional manager reports on all level 1 and 2 incidents and all uses of force. They will review those usually as they occur, but there are times - I will admit there's times where the centre has been very busy and they may sit on the management as an agenda item for two weeks before they do get reviewed by the manager, as far as digging up the CCTV footage and checking every aspect of it.
- 40 CA Is that what's involved in an incident review, that you need to look at the report and then go back to the CCTV?
- W Back to the footage and find it, go and find where it is.
- CA It's onerous enough in itself, isn't it, to find the film - or is it? No?
- W No, if we know the area and we know the time, it's quite easy.
- 50 CA Can it be accessed on a computer?
- W On a computer. We have a central - in our conference room, our computer is set up there. It used to be in the intel section, but everyone had to go in and disrupt intel and it was really affecting their workload, so it was moved to a more central location. Any supervisor, or manager, can go and draw the keys to that area and look for DVR footage.

CA What is the manager looking for in terms of a-

W They're looking at, (a), if there's footage available, because there won't always be. Sometimes if an incident happens inside a prisoner's cell, there will be no footage of that, because we only have half a dozen cells. But if there's footage available, they'll look to see that the footage is consistent with the reports. I'll use use of force - if there was a use of force, that it was warranted, justified, and in line with the training that staff are provided.

10

The main reason we're looking at that is staff safety. If staff have to use force, it puts them in a less than ideal position. So, was it the best option at the time? Was it the only option? Were there other options? If there are some learnings to be had from the use of force - we might see a use of force, that there is some justification there for it, it was all legal and everything was good, but it may not have been the best option. The manager will then involve the CERT team leader trainers and get them to view it, because they're content experts, to see if they offer any other information that may change the manager's mind, or inform their decision better, or, which is normally the case, they'll agree that there are some learnings to be had and therefore they aid the officer or officers involved and; (b), the centre as a whole. They'll speak to those officers involved and they'll also use that as part of their subject matter for the next team leader training.

20

CA Could I just go to a scenario that we have, just-

W Before you do, can I clarify one thing?

30

CA Yes.

W On all occasions that I can think of, that concern has been raised by the manager that the use of force wasn't justified or wasn't lawful, they don't wait till Tuesday to come to the meeting. They report that to me straightaway.

CA What I was going to ask you was, short of a complaint by a prisoner, is the incident review process likely to throw up an occasion where the manager thinks the use of force is not justified by reference to the CCTV as against the officer's report?

40

W Yes.

CA And escalate the matter?

W Yes. That occurred as recently as four weeks ago.

CA Could that result in a referral to ESU?

50

W It did.

CA Just on that basis?

W Yes. I suppose the buck stops with me, as general manager, of what gets referred out. I can't think of a time where a manager would have concerns

and - you know, we all know what's justified and what's lawful. On this occasion the supervisor came to me, quite early in the morning, "I think you need to have a look at this footage, it doesn't look quite right." I went and had a look and agreed. All our referrals go through the GM Statewide Operations, Tamara BAMBRICK. I referred that off by midday. Tamara did an assessment I think the next day, or the day after, and it was referred to Ethical Standards.

10 CA Just before I go to that incident I was talking about, you might recall, it might have been 2015, 2016, there was an incident at Maryborough where a number of prisoners climbed on the roof.

W I do, yes.

CA And stayed there for a long time.

W Yes.

20 CA Three shifts, I think it was.

W Yes.

CA The Chief Inspector came, or one of his inspectors, some of them-

W Yes.

CA -came and did a report on it. Are you familiar with that report?

W I am.

30 CA We don't need to go to it, I don't think.

W Yes.

CA One of the upshots of it was that although there was quite a large number of officers involved, only quite a small number of them had included any incident report about their involvement in it.

W Yes.

40 CA Just taking that as an example, could you tell me what use is made, as a management tool, of an incident report like that?

W Yes. That actual specific report from the Chief Inspector was used - all managers were taken through that at the next available management meeting, or it could have been - actually, I might be getting my meetings mixed up. We also have a monthly risk, governance and compliance meeting, and there's a section in that for external reports. The Chief Inspector's one, for instance - when we get told we have an inspection coming up, and that's usually a couple of months in advance, that will go in the minutes and it will stay there until the visit has finished, so any preparation for the visit gets spoken about.

50

Then afterwards, when the report comes back, which is the question you asked, it is then tabled and all the points are gone through with the management team.

CA Is that the healthy prison report you're talking about?

W Yes - no, no, the rooftop one, the rooftop one. So we'll go through that with the management team. That question of how many reports is the right amount is the trickiest question to answer.

CA There seemed to be some confusion about it. Hence the comment in the report.

10

W The rooftop incident is a very good incident to use as an example. We set up perimeters around every roof, because Maryborough, like a lot of the gaols, once you're on the roof, you can go anywhere you like. So we set up perimeters around multiple buildings. You could have a dozen, 20 or more staff just standing there looking at a roof for two or three shifts, like you mentioned, and seeing and doing absolutely nothing except standing and looking at a roof. Then adding a report is not going to add any value to the incident report, when people go through that. It's actually going to be almost like white noise. It's going to clutter up what you need to know about.

20

What I think the trick is, and what the general manager put in place as a result of that report, is more in-depth questioning at the debrief process. That's not about filtering what people put in, because any officer can write a report at any time and that will be processed. It's more about identifying people that did see something that we need to know about.

30

On this occasion, everything was fine. That was the incident where - it was a bit unusual - prisoners tried to break into the roof space, cavity. If you get up into that cavity, it's a maze of data cables and all the infrastructure that runs that block for the cells and the comms for the electric doors. If they had got in there and damaged it, it would have been millions of dollars and put a block offline for probably 12 months. So because of that risk, officers with gas were deployed in the roof space as a barrier for the prisoners.

40

We were aware that one officer had used gas a couple of times. We weren't aware that a second officer deployed gas, and that came out later and that drew the criticism of the reports, not enough reports. Hence, the general manager was saying what we need to do is not just get blanket reports off everyone in the gaol, because there were people just sitting in S2 watching that unit for the day, because they were all locked down - they're not going to add anything. We need to have some way of identifying who will value add to the incident.

CA Could I just take you to this example and use it to ask you a question or two. In this one, what's involved is a scenario I think occurring at Maryborough in May 2016, and this is a memo dated 21 June 2016?

50

W Yes.

CA To a decision-maker concerning disciplinary action?

W Yes.

CA I tender that memorandum of 21 June 2016.

PO Exhibit 92.

## ADMITTED AND MARKED EXHIBIT 92

CA We see from the first paragraph under "Background" that in this instance there was a complaint, apparently, by a prisoner that he had been pushed by a correctional officer?

10 W Yes.

CA This is not the most serious incident in the world, but there was a contradiction between the prisoner and the prison officer. I think we see that in the third dot point below that, where the officer has reported that the prisoner had threatened staff and that may have provided some provocation to the incident.

W Yes.

20 CA The conclusion was reached by reference to the CCTV that the prisoner's version seemed to be the more accurate one. What flowed from that was that the officer was at least potentially open to some disciplinary action for making an inadequate report.

Just from a management point of view, irrespective of the outcome of this, we have an incident between a correctional officer and a prisoner which has escalated to a complaint to ESU. Presumably it's not pleasant for an officer to be the subject of such a complaint; do you agree?

30 W Yes, I agree.

CA And then it's resolved in some way. The outcome, as I say, doesn't matter very much. What I was going to ask you was, from a future management point of view, when you have a prisoner and a prison officer who have been involved in an incident of use of force-

W Yes.

40 CA -how do you manage the two of them for the future? Do you know what I mean?

Who, so if I get your question right, the prisoner remaining in the centre and having to deal with-

CA Yes, given that a prison officer could be forgiven for feeling miffed if he had a particular view of what caused an incident?

50 W Yes, yes, and there's also a risk that the prisoner can feel that he hasn't had his pound of flesh and decide to take that himself.

CA That could happen, too, yes. So there might be some ill feeling.

W Yes.

CA How is that managed?

- W Definitely a case-by-case assessment. I usually talk to the officer involved. And we do the same for staff that are assaulted by prisoners. If a prisoner has assaulted a staff member, no matter how minor, we speak to the officer about how comfortable they are with the prisoner remaining in the centre and the likelihood of them having to come across that prisoner again. What seems to be a big factor on staff's mind is if they're pressing charges, they tend to prefer that the prisoner is moved to another centre or they don't have any further dealings with the prisoner, as little as possible.
- 10 CA So in terms of process, do you get an outcome from this kind of ESU proceeding?
- W Yes, yes.
- CA Let's say the outcome is adverse to the correctional officer. Does that trigger you, or someone, to engage in some dialogue with the officer about his or her future?
- 20 W Yes, usually because ESU matters can take some time, we've dealt with that process first, because we've got to manage the officer, the staff member, straightaway. So it's not a-
- CA You don't wait?
- W Yes. It can if the prisoner - sometimes prisoners will make allegations against staff, and staff aren't aware straightaway, and the advice from ethical standards might be that they will alert the subject officer when the time is right. Sometimes it can be seen to hinder their investigation. So it might not be an urgent thing that we have to deal with, and obviously can't deal with, if we can't speak to the officer about there being a complaint, but as soon as the officer is aware - but I also have to gauge the prisoner's response and what his actions are likely to be going forward.
- 30 CA You're speaking in the first person, but is it something that you actually do or does it go down to a manager level?
- W It could be myself or - usually myself or the DGM would do that, yes.
- 40 CA One thing that you don't have a lot of at Maryborough is safety orders; is that right?
- Who, I thought we had a - I thought we did. But comparatively - yes.
- CA On the information I have, it's about average for the state.
- W Yes, yes.
- CA Whereas some centres are markedly higher.
- 50 W Yes.
- CA Is that by coincidence or do you have some strategy to try to deal with situations without resorting to safety orders?
- W We try to link the safety order to the risk. What I mean by that is that as

soon as we can be assured that the risk is no longer present, we will cancel the safety order. And I don't know what sorts of figures - are you looking at number of safety orders or time on safety orders?

CA No, just numbers, just raw data.

W Just number of safety orders, yes.

CA But you're telling us that you have a process of review?

10

W Yes. We're actually required to review - or the deputy general manager, general manager, is required to have a process review of safety orders weekly.

CA They typically last for 28 days, don't they?

W They do. We have a meeting every Wednesday morning where the deputy general manager keeps the supervisors, managers and the senior site back after the morning briefing and reviews all the safety orders for the centre. That's a good safety net and it meets the procedural requirement and it helps us to meet some other reporting requirements, like the seven-day medical check. Q Health work with us very closely to make sure that's done. So that covers that off.

20

30

But we actually review safety orders at least daily, and in fact sometimes they might get reviewed a couple of times a day. What I mean by that is if we've got competing - we've only got a six-cell DU, with two safety cells, so eight cells all up, so not a lot of resource there. A manager may have a look at the prisoners in the DU and go, "All right, they're all good. I'm happy with them down there today. I still want a bit of time to look at a couple of other things. I'm going to leave them there." But then two hours later, an incident happens and they need a DU cell. They're sort of at the point now - it's like triaging. Who's the - you know, that one's got to go down. Who can come out and where can they go? Are they best still on a safety order in the unit, or is there something we can change?

40

An example of that might be that the person going down to the DU might have been the reason that a couple of people were down for their own safety, and that has come to light now that all of this has carried on. So they're just reviewing them all the time.

CA Does that review involve any monitoring of numbers or trends of safety orders that might be issued for risk of harm, on the one hand, and good order of the prison, on the other? Do you know the distinction I'm referring to?

W I do, yes. I think monitoring of numbers is good for me and my DGM to sort of just get a sense of how the centre's tracking. But if I start putting pressures on managers to think, "Oh, how many have you had this month? Do you want another one?", they're not going to make the best decision. Whether I've had five this month or five today, if it's the right decision to put that person on a safety order, it's the right decision.

50

CA Do you and your deputy nonetheless keep an overview of the proportions of safety orders that might be issued for harm-related circumstances as opposed to good order circumstances?

- W Yes, they're easily identifiable when we pull our trend reports. They come up. And the risk of harm from others or from themselves can be both at risk or a prisoner that just, for whatever - because he's got a drug debt, is not safe. He's not on any at-risk obs, but he's just not safe in that centre. And they tend to be the - I get a lot of protection prisoners that end up in that boat. They wear their welcome out. They get their drug debts and everything down south. They move up to us for a fresh start. They don't take the fresh start. They end up in the same, or close enough, for the information to follow up, and they'll end up on a safety order because they're just not safe in any of my units and I've got to get them to another gaol.
- 10
- CA Because a safety order is not anything more than a short-term measure, is it?
- W Well, it can be. I've had prisoners on safety orders for three to four months, and that's where the consecutive safety orders come in, because they're just not safe in our - and I would have to use force to take them - to take them out of the DU and put them in the block, I would have to use force, because they're saying, "No. If you put me in there, they're going to kill me."
- 20
- So then they need transfer to another centre. Usually, by that stage, the only centres that are suitable for them to go to are far-northern centres, and then we're at the mercy of the Police Air Wing for transport, which - we tend to get bumped down the line and it can take two to three months.
- 30 CA It sounds like that transfer is a problem from one prison to another?
- W No, because as you get further north, the tentacles of the drug networks and things aren't there. We've had some very difficult prisoners to place because the other prisoners are not happy with them, and they get up to - it's usually got to be Townsville or Lotus, and then they settle down and they do all right.
- 40
- At Maryborough, especially in protection, because we've got that progression model where we've only got four units, to start with, but two of them are for privileged, well-behaved prisoners, so that gets me down to two units - or the accommodation manager that manages that area, she only has two units, and if she has groups of prisoners that shouldn't be accommodated together, whether they are going to be an association issue with each other or team up with each other, it gets very limited.
- CA In terms of restricting inflow of contraband, inflow through staff is hypothetically one avenue of that. Do you follow the practice direction requirement of staff inspections quarterly?
- 50 W We do, but I believe there were at least two years in the last, I don't know, five or six that we missed one.
- CA Missed one?
- W Yes, I believe so.

CA Was that somebody's oversight or what?

W Yes, just oversight. They're the sorts of things that tend to - there's no excuse for it. I'm not making excuses. But those activities, when everyone is just so busy - all of my managers lose banked time every month. They work above their hours to get done everything that needs to get done. So from time to time, those things get missed. But the buck stops with me. I'm responsible to make sure they all get done.

10 CA Do you have an intelligence capability at the centre?

W Yes, yes.

CA That has the capacity to bring to light things like developing inappropriate relationships?

W Yes.

20 CA Inappropriate use of IOMS?

W Yes.

CA That kind of thing?

W Yes. They've actually been proactive in that area.

CA I'm sorry, can you tell us what you mean by "proactive"?

W Well, they've turned up some cases of both of those.

30 CA That's intelligence based?

W Yes.

CA Thank you.

PO That's, Mr RICE. Ms CLOHESSY?

PC I have no questions, thanks.

40 PO Mr INGRAM, thanks for coming. You are excused.

CA Would you adjourn until 10 am, Commissioner?

PO Thanks, Mr RICE.

END OF SESSION

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