



CRIME AND CORRUPTION COMMISSION

TRANSCRIPT OF INVESTIGATIVE HEARING

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FORTITUDE VALLEY WITH RESPECT TO

File No: CO-18-0360

TASKFORCE FLAXTON
HEARING NO: 18/0003

20 DAY 6 – MONDAY 21 MAY 2018
(DURATION: 58 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 – KELLY ANDERSON
W Witness – ANTHONY JAMES VOSS
EG Legal Representative – MR E J GOODWIN, Counsel (Serco)
CM CHRISTOPHER MURDOCH, Crown Law (QCS)
AS A J SMITH, GEO Group Legal (GEO Group)

PO Mr RICE?

CA Thank you, Commissioner. I call Anthony James VOSS.
Commissioner, Mr VOSS is an officer of Serco Australia. Serco Australia will seek to be represented by Mr GOODWIN of counsel.

10 PO Thank you.
Do you prefer to take an oath or an affirmation?

W An oath is fine, sir.

HRO Will you take the Bible in your right hand and repeat after me, please.

W The evidence which I shall give in these proceedings shall be the truth, the whole truth, and nothing but the truth, so help me God.

20 CA I might just ask Mr GOODWIN to announce his appearance.

PO Yes, certainly.

EG Mr Commissioner, my name is GOODWIN, initials EJ, of counsel, instructed by Herbert Smith Freehills, and I seek to appear on behalf of Serco Asia Pacific Limited.

PO Thank you. You have leave, Mr GOODWIN.

30 EG Thank you, Commissioner.

CA Is your name Anthony James VOSS?

W Yes.

CA Mr VOSS, you're an officer of Serco Australia Pty Ltd; is that right?

W That's correct.

40 CA Were you given a notice to attend today?

W I was.

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

W Yes, it is.

CA I tender that.

50 PO Exhibit 51.

ADMITTED AND MARKED EXHIBIT 51

CA Serco Australia, under the letterhead of Serco, which I'll hereafter call it, has made a submission to this inquiry. You're aware of that?

- W I am.
- CA Could I show you this copy, please, Mr VOSS. Is that a copy of Serco's submission, with some redactions?
- W Yes, it is.
- CA I tender that submission.
- 10 PO Exhibit 52.
- ADMITTED AND MARKED EXHIBIT 52
- CA We'll leave that in front of you, Mr VOSS, and feel free to refer to it as we speak.
- Serco Australia is owned and operated by a parent group, am I right, Serco Group?
- 20 W That's correct.
- CA It operates internationally?
- W Yes.
- CA It has a variety of services, I understand, but to narrow it down, what correctional facilities services are offered by Serco in Australia?
- 30 W Management of South Queensland Correctional Centre in Queensland, the Acacia prison in Western Australia, and Auckland South Corrections Facility in New Zealand.
- CA So far as the Southern Queensland Correctional Centre is concerned, is that operated by Serco under contract to Queensland Corrective Services?
- W Yes, it is.
- CA For the provision of what services?
- 40 W For the provision of inmate services and health services. So security and health.
- CA Your position as executive officer - can you explain what's involved with that?
- W Yes. My position is the director of operations for the justice component. My role is general oversight of all our contracts in the justice sector.
- 50 CA Are you involved in the day-to-day management in any way of Southern Queensland or any of the other correctional centres?
- W Not the day-to-day management, no.
- CA Do you have a working knowledge of the operation, particularly of Southern Queensland, since that is where we are?

- W I have a working knowledge, yes.
- CA If you get to a point where you are unable to assist with detail by virtue of the content of your particular role, just say so.
- Could you explain, in terms of the contract that exists between Serco and Queensland Corrective Services, are there measures built in to enable Serco's performance in the management of that centre to be measured?
- 10 W Yes, there are. There are a number of key performance indicators and contract standards.
- CA Does that operate on some system of incentives and penalties?
- W Yes, it does. It's an incentivised regime, but there's also an abatement regime attached as well for non-performance.
- CA In terms of the incentives, how would you earn those?
- 20 W By delivering against all the requirements. For example, in industries, by delivering against an agreed frame of hours to be attributed by prisoners, so if we achieved all those hours, or surpassed those hours, there could be an incentive payment there.
- CA There are, I think, perhaps 11 key performance indicators in all?
- W I believe so, yes.
- 30 CA Tell me this: are you aware of whether the performance indicators that apply to Serco are any different to those that apply to GEO, or you're not privy to that?
- W I'm not aware, sorry.
- CA What if a performance indicator was not met?
- W Depending on the performance indicator, if it was not met, there could actually be an abatement regime attached to that indicator. For example, if there was an escape from the facility, then there would be a financial abatement attached to that.
- 40 CA A reduction in payment, in other words?
- W A reduction in payment, yes.
- CA What form of reporting is there, in the duration of a contract to corrective services, to monitor the progress of the carrying out of the contract and measurement of KPIs in particular?
- 50 W Certainly. Corrective services have a contract management unit, who are on site five of ten days. There is also a monthly reporting framework. I attend, actually, a quarterly reporting framework, which is an overview of the previous quarter's performance.
- CA Taking those in turn, the contract management unit, is that located at Southern Queensland?

- W They actually come to the site five days out of every ten, so they're basically on site for those five days.
- CA What does the unit consist of? You mentioned "they". Is it plural?
- W Yes. To my knowledge there are two monitors who do regular monitoring work at South Queensland.
- 10 CA Are you able to explain what that monitoring work involves?
- W Not in finite detail. Broad strokes, they look at all our performance regimes. They review our performance against KPIs. They look at our program, industry attendance hours, they review incident reporting regimes, and that sort of arrangement.
- CA And report back to whom?
- 20 W They report back to the contract management unit with corrective services.
- CA Are they employees of corrective services?
- W Yes, they are.
- CA You mentioned both monthly and quarterly reporting. What does the monthly reporting, firstly, consist of it?
- 30 W I don't attend the monthly reporting. My understanding of the monthly reporting is that it is simply a review of the previous month's operational performance.
- CA Is that for internal purposes or as part of a reporting mechanism to QCS?
- W No, it's part of a reporting mechanism to QCS. Quarterly reporting, then, obviously looks at a whole three months.
- CA Do you participate in that?
- 40 W I attend the quarterly reporting, yes.
- CA Is that by way of a meeting?
- W It is by way of a formal meeting, yes.
- CA Typically the meeting would be comprised of whom?
- 50 W The Commissioner, Deputy Commissioner, contract manager - sorry, the Serco contract manager, myself, my managing director, and others from the contract management performance unit in QCS.
- CA Is it an aspect of that quarterly reporting that there is some review of statistics against the KPIs?
- W Yes, there's a high-level review of those statistics. It's more of a reporting format. The monthly forum generally deals with the finite detail, and the

quarterly report is simply an overview.

CA For how long has Serco been managing Southern Queensland?

W 2012.

CA That, I think, was when it commenced operations; is that so?

W It commenced operations in 2012, yes.

10

CA The submission, at page 5, notes that Southern Queensland is Queensland's newest, most modern and technologically advanced correctional centre. Is that because of its relatively recent build?

W Yes, I believe so.

CA Does its fairly recent build and claimed technological advances in it assist in some way in the management of that particular centre by comparison, say, with older other centres, do you know?

20

W Not specifically. The infrastructure is like. There are a range of security provisions for entering the facility, security biometrics. My understanding is that similar processes are in place at all Queensland correctional facilities.

CA What are the technological advancements, then, that apply to Southern Queensland that may not be available elsewhere?

30

W There is one piece of technology, which is mobile phone detection, which was installed in the facility. It does have some shortcomings, particularly inside the centre, but it is operational at the entrance to the facility.

CA In terms of its operation, Southern Queensland has, I think, a built capacity of about 300. Do you know what its average daily state is at the moment?

W At the moment, its average daily state is 300, plus a number of specific high-risk management beds, so 308.

40

CA How did you manage to achieve that level when other centres, comparatively speaking, are substantially overstate?

W Up until recently, SQCC was overstate. It had up to 404 prisoners. In the last six or so weeks, that double-up capacity has been reduced.

CA By placement elsewhere?

W By placement elsewhere, yes.

50

CA One of the themes, if I may say, of the submission is that preventing corruption is a product of a positive culture within the correctional centre. Would you explain what you're referring to by the positive culture and how it is achieved?

W Positive culture - we're very focused on engaging with our staff. Managing a correctional facility, in as much as providing a core day,

unlocking/lock-up regimes, attending work, attending programs, health services - those provisions predominantly are in all correctional facilities. The culture for us is about engaging with our staff and encouraging our staff to engage directly with prisoners, and we do that by high visibility.

So to bring about the culture, it's opening the lines of communication, having people talking to each other, sharing information, which is a methodology of gathering intelligence, and sharing and acting on that intelligence.

10

CA Is there a policy framework that staff are guided by to assist developing this culture?

W There are the core values of Serco and our code of conduct are our key documents in relation to governing and driving the culture.

CA There is a description of some values at page 6. Are they the ones you're referring to?

20

W Trust, care, innovation and pride.

CA Yes. How are they imparted to staff so as to bring them on board with what the management hopes to achieve?

W Embedding our values occurs at the recruitment phase. The trust, care, innovation and pride are also posters that are posted around the centre, and it's the behaviour that we expect our staff to actually work towards. So from onboarding, when someone actually commences employment with Serco, the values are - they're ingrained in our Serco culture, I suppose, and it's pushed down from the corporate level. It basically guides all the things that we do.

30

CA How does that affect correctional officers' interaction with the prisoners?

W I think from that perspective it's about decency and respect. It's about treating people as people, and having open conversation with people.

CA Does the cohort of prisoners at Southern Queensland have any particular profile?

40

W Sorry, I don't-

CA Well, in terms of what kinds of prisoners they are, for what kinds of offences they may have been sentenced, length of sentence, and so forth.

W No, no specific profile, to my knowledge, no.

CA What role, then, does leadership play in the development of this aspirational culture?

50

W I think it's the key to the culture. I firmly believe that there has to be a high visibility of senior leaders. They have to be moving around the site regularly. They have to be well known to the staff and the prisoners, not from an accountability perspective, but simply from a communication perspective. It's very important that staff actually see their leaders and their managers, are able to refer to them on the ground, and they're able

to have that conversation with them, as opposed to seeking formal dress to actually meet a manager or a leader in an office.

CA Could you say, in terms of the build of Southern Queensland, whether it has secure and residential accommodation units and in what proportion, so we can get an idea of the layout of it?

W Certainly. I don't know the specific numbers, but it does have secure and residential. I'm sorry, I couldn't confirm the actual numbers of both.

10

CA We were speaking about culture. You've made mention of the code of conduct. What role does it have in the development of the positive culture that the submission speaks of?

W The code of conduct for us is about how we do our business, how we live, how we work, how we treat people. It's about dignity and respect. It's about having a conversation. It's about dealing with the issues. It's about reporting of the issues. It's about fair treatment and it's a guiding principle. It commences from recruitment of Serco. It is refreshed annually. It is a requirement of employment. Sorry, does that answer your question?

20

CA Yes. Firstly, the submission notes on this subject, of the code of conduct, that the staff ratios are such as to allow a supervisor time for individual supervision to support a culture of communication, and so forth. Do the staff ratios at Southern Queensland differ in some way from those that might be applicable, say, at any other centre? Let's take the public sector centres. Are the staff ratios different?

30

W I'm sorry, I couldn't really comment on the staff ratios in public facilities. I know that from our perspective, we have sufficient staff on duty every day to enable us to actually undertake all the duties, and there are sufficient supervisors who are able to move around the facility to ensure that all the little things that need to be done are actually done, but I couldn't comment on the ratios in comparison to other facilities.

CA Are you privy to any relationship with the union who may represent correctional officer staff?

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W Sorry?

CA Do you have any working relationship with the union that may represent correctional staff?

W Yes, we do, United Voice. I personally don't have direct relationship with United Voice.

CA I was going to ask you if you fielded complaints, for example, about staffing levels, that would be one measure of whether your ratios are optimum or not?

50

W I'm not personally aware of specific complaints at SQCC about staffing levels. It's reasonable to say, though, that there will always be issues and complaints about what people consider to be appropriate staffing levels inside a prison. So, sorry, in answer to your question, no, I'm not aware of any specific issues in relation to our staffing profile at SQCC.

- CA Are there breaches from time to time of the code of conduct that come to attention?
- W Certainly, yes, there are.
- CA How are they dealt with structurally?
- 10 W Once information is received that there has been a potential breach of the code of conduct, it would then move into a disciplinary process where a staff member, depending on the severity or the nature of the incident, may be moved to another operating part of the prison.
- CA Is this an internal process that you're speaking of?
- W An internal process, yes. An officer may well be suspended pending a review or an investigation, and then depending on the outcome of that investigation or review, that would dictate which direction the organisation actually went.
- 20 CA Does that form of review exist independently of any sort of complaint that may be made, say, to ESU?
- W It could be. We wouldn't interfere with a corrective services investigation or a formal police investigation. From our perspective, we would then look at specific code of conduct breaches. If it was a minor matter that dealt with a staff infraction or inappropriate conduct, that may well just remain an internal action. If it was something of a criminal nature, then obviously that would be reported, and that may well involve a police investigation.
- 30 CA Does Serco have its own procedure for management of discipline?
- W We do.
- CA Could you talk through the process that would be involved in that?
- W As I said, depending on the severity. So in the first instance a staff member - it would be brought to the staff member's attention. The staff member, as I said, may well be stood aside or stood down, advised of a formal investigation process.
- 40 Once an investigation was then undertaken, that staff member would then reconvene. We would review the outcome of the investigation and the facts surrounding that, and then a decision would be made as to the severity of any particular sanction or punishment that was applied.
- CA What, by the way, is the basic organisational structure within the centre? Do you have a general manager?
- 50 W A general manager. We refer to that person as the contract director. A deputy. Then we have a series of assistant directors: in finance, compliance, human resources. Then underneath that, a level of supervisors and then correctional staff.
- CA Does Serco do its own recruitment of staff?

- W Yes, we do.
- CA What kinds of qualities or capability profile would you look for?
- W Life skills is actually important. We get a lot of applicants from military services, police services, emergency services. We look for well-rounded, mature people, who also have to go through an interview, a screening, a psychometric assessment process. No criminal histories. There's no prescribed persona for a correctional officer. We look at all sorts of - we have people from wide and varying backgrounds. We have tradespeople and professional people who actually apply. We basically look at all the skills that people might be able to bring.
- 10
- CA Are you looking for people with established life skills, like with a background of work and relevant work?
- W Yes, but that's not - you know, it's not exclusive. We don't discriminate against people because they are currently unemployed or they haven't been in this type of industry before. It really is just about broad skills, people skills, the ability to actually communicate. It's a key component of our recruitment process.
- 20
- CA Does Serco also conduct its own training?
- W Yes, we do.
- CA Do you know how the training program compares with the academy training for QCS centres?
- 30
- W Yes. Our initial recruitment training is basically the same as Queensland Corrective Services training, and any other training modules that we have that are specific to Serco are also approved by the department. So the training is very much like for like. It's just delivered by our staff as opposed to being delivered at the academy.
- CA Is it right that your training course is one of eight weeks?
- W It is eight weeks, yes.
- 40
- CA I think the academy training may go for 10 weeks. Are you aware of that?
- W I'm not sure of that.
- CA What steps are taken in the course of training to establish this culture and to, in the course of that, minimise fraud and corruption risks?
- W There's a lot of emphasis through training in relation to our code of conduct and our values, and there are a number - the deputy director and the contract director also spend time at the recruitment training programs clearly articulating what is expected, what is acceptable behaviour from Serco, because it is the key to where we are different from other providers.
- 50
- CA The induction of values, is that what you're referring to?
- W Yes. Yes, it's about - I mean, we're driven by our code of conduct, and

there is a series of training modules that are attached to that, which staff actually have to complete those modules of training that are refreshed every year. I suppose working for Serco is about our values and it's about our code of conduct.

CA Does the code of conduct involve reporting of misconduct by staff?

W Yes, it does, and there are a number of mechanisms to do that.

10 CA How?

W There are any number of ways that staff can actually report misconduct or something that they don't feel comfortable with, or something that they feel uncomfortable that they've witnessed, they can raise it directly with a supervisor. They can write to any senior member of staff or they can actually access our Serco Speak Up line, which is an external provision of - it's about giving someone an anonymous voice if they don't feel comfortable actually reporting it formally.

20 CA Can you explain how that works? It is some sort of telephone line, by the sounds?

W Yes, it is a telephone line. You can also send an email. If you make contact with the Speak Up line, details of the complaint will be registered. It then goes to our legal department and gets passed on to our head of ethics, who will then actually decide whether or not it requires a review and investigation. If it is the case that it requires an investigation, it will then be referred on to a senior manager to actually conduct that investigation. There are reporting time lines and requirements around that, and there is information that needs to be fed back to actually close out those complaints.

30

CA How could Serco management be confident that staff are acting on these opportunities to make complaint?

W I think it's probably fair to say that - I don't know that we could ever be 100 per cent confident, but there are a number of instances where people have actually contacted us through the Serco Speak Up line where investigations and reviews have taken place and we've actually fed outcomes back to the concerned persons. We're as comfortable as we can be, but it is reliant on staff actually reporting.

40

CA Are there instances of this occurring?

W Yes, there have been.

CA With any regularity?

W I haven't seen a lot come through. I've recently just dealt with one in Western Australia that went through the Serco Speak Up line, and as I described, those processes took place. I don't see a lot of complaints come through the Speak Up. I'm only a small portion of the Serco business, obviously. It is a global process. But I'm also aware of complaints being raised directly with supervisors and contract directors, and there's other complaints mechanisms, both for prisoners and staff, visitors, or any members of the general public who wish to actually raise

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a complaint.

CA Prisoners' complaints within the centre, what opportunities are there for those to be raised?

10 W Formally, there is a blue envelope system, which is a confidential complaint mechanism. There are weekly official visitors. There are Ombudsman visits. It can be second-hand. It can be second-hand information that's actually passed through another prisoner or directly to staff verbally, or they can raise it with senior members of staff.

CA Are you confident that the blue envelope system operates anonymously and confidentially?

W I'm confident that it works. To what extent - I couldn't really gauge as to what extent that it actually does work. I think there's opportunity for it to be diverted.

20 CA In relation to a variety of centres, there are some allegations that, for example, envelopes are not freely available; prisoners are questioned by officers as to the reasons why they may want to access an envelope; and perhaps the delivery of completed envelopes may not be confidential. To what extent does any of that apply in Southern Queensland, so far as you know?

W Look, I'm not aware of it happening. I'm not suggesting that it doesn't happen, but I'm actually not aware that those instances do happen.

30 CA Vulnerability of staff to the formation of inappropriate relationships is something that's dealt with in the submission. How is that kind of vulnerability addressed?

W It's an intelligence-led concept, obviously. If someone brings to our attention that something has changed, or demeanour of a correctional officer is different with different groups of inmates, that might be something that we would actually look at.

40 CA It's likely to be covert, isn't it, if such a thing were to occur; so it's a question of how one might be alerted to the existence of a covert relationship of that kind?

W Look, it is very likely that the intent is for it to be covert. There's a number of - this sort of information sometimes has a habit of, I suppose, a bit of a Chinese whispers-type concept. Prisoners talk about various things. Staff talk about various things. It can be an instance where a conversation is overheard, someone is concerned about something that has been said, so they may well report it, but absolutely the intent obviously is for it to be covert.

50 If something is brought to our attention, or there is information that something is different, we might commence an internal review or just simply sit down and have conversation and discussions with staff concerned. It's a very difficult thing to actually find out about.

CA The flags to the existence of such a relationship - is that the subject of pre-service or in-service training, and, if so, in what form?

- W Yes, it is. I'm not overly familiar with the training material, and it might be something that our contract director would be able to elaborate on, but, yes, there are a number of indicators. In our submission, we have raised a number of those indicators. I'm sorry, I just can't turn to it immediately.
- CA Perhaps page 14?
- 10 W Thank you. And they're certainly all relevant. It is all part of our training program. It's also reiterated by the contract director during ITCs, and certainly at graduations around ITCs, about inappropriate relationships and the signs. You know, people can get trapped. People can get caught.
- CA Apart from pre-service training, is it addressed proactively in some other way?
- W I'm not sure of formally. Certainly there is discussion. There are regular lockdown training programs. No, I couldn't answer that, as to whether or not there is additional formal training.
- 20 CA In terms of prisoner activity, from the data supplied in the relatively recent past from the Office of the Chief Inspector, a relatively high proportion of prisoners are engaged in some form of work. Are you aware of that?
- W Yes. I couldn't tell you specifically what the numbers are, though.
- CA If we take it that it's, by comparison with some, a relatively high proportion, how is that achieved at Southern Queensland? How do you get to a higher proportion than some other centres?
- 30 W I think it's about availability of various activities. South Queensland has a significant industries area, and the more industry opportunities you can provide, the more potential jobs you can actually offer prisoners. It can also, for some facilities, be restricted simply because of infrastructure.
- CA Is there some philosophical benefit to engaging prisoners in employment, where available?
- W Oh, I believe so. It's about self-esteem. It's about giving them something to do, something meaningful. It teaches them skills. They can earn money, as opposed to getting an unemployment allowance. It's really just about meaningful activity. It's about getting people out doing things, as opposed to sitting around in cell blocks or, you know, sitting around with nothing to do.
- 40 CA Is there any correlation between the availability of employment and, say, demand for contraband?
- W Sorry, could you-
- 50 CA Well, you mentioned the desirability of people having active work as opposed to sitting around in their cells. I'm wondering if there is any perceived correlation between the availability of work and the proportion of prisoners who do work and, say, the level of market there may be for contraband, or is that not possible?

- W I suppose it's possible. I don't really know, though. I don't really have - I haven't actually thought about it, nor do I have an opinion about it. The desire for contraband is something that we deal with regularly and consistently. How it relates to people working or not working, I couldn't really comment.
- CA If you accept there was a higher than average proportion of prisoners in work, do you see a correlation between that and the kinds of assaults that have to be recorded as part of one of the key performance indicators?
- 10 W I'm sorry, I don't understand the question.
- CA Again, you've spoken about the benefit of prisoners being engaged in work rather than having nothing to do and sitting in a cell.
- W Mmm-hmm.
- CA I'm questioning whether you have a view as to any correlation between the availability of work and active employment, on the one hand, and assault rate on the other?
- 20 W Look, I believe that the more prisoners are engaged in meaningful and active work does have an impact. I don't have any statistics to actually verify what I'm saying. It's my personal belief that the more active and engaged prisoners are, then the less issues there are in a prison, and that would include assaults.
- CA Is that a personal view or a Serco view, or both?
- 30 W Well, it's certainly a personal view. I wouldn't like to say if it was a Serco view.
- CA One of the corruption risks that the submission refers to is excessive use of force. The submission notes that where use of force occurs, it is always recorded as an incident?
- W Correct.
- CA How could you be sure of that?
- 40 W Well, like a lot of things, I suppose. I can't be a hundred per cent sure. We do report all uses of force, to my knowledge.
- CA It's reliant on staff, isn't it?
- W Of course, but it's also - it's reliant on containing information as well. So if the use of force wasn't reported, the risk is that there would be communication at least between prisoners that something had happened. That would lead to someone having a look at a specific time frame, or a CCTV camera, or a specific area of the facility, if it was available, and establishing whether or not something could have happened.
- 50 CA But does word get out?
- W In a lot of instances, I believe that it does. You have 300 men locked up and a couple of hundred staff. I'm not saying that it can't happen. I think

specifically at SQCC, it's a small prison, it would be difficult for information not to get out, but I'm not suggesting that it never does.

CA Perhaps it's a question of what mechanisms there are to try to ensure, so far as is possible, that it's acted on. In terms of trying to identify what those mechanisms are, you've perhaps mentioned staff culture as being an important one. Are there others?

10 W The staff culture around the culture of reporting, it is easier to actually report an incident than to try and cover up an incident, and that has been my experience as well.

A lot of CCTV coverage is at SQCC. It's not complete. We have a number of frontline staff who also wear body cameras. There are some mechanisms there, and the intent is for - it's around staff integrity. It's about actually reporting the issues that occur.

20 The overuse of force, or excessive force - I mean, obviously, that will be - all our use of force incidents are actually reviewed, and if it was deemed that there was excessive use of force, then that would actually go into a learning program, or a disciplinary program, depending on the nature of the circumstances.

CA Do you have any view on whether Southern Queensland, being a small centre, where people are perhaps apt to come into contact with each other and get to know each other more than in a larger centre, has a bearing on the temperature of the whole prison and the prospect of flare-ups through violence and response to violence, and so on?

30 W Look, I think being a small prison, there is a difference. Being a smaller prisoner group and a smaller staff group - I'm sorry, could you repeat that again? I'm trying to get-

CA I was just curious as to whether Southern Queensland, being a small centre, makes a difference in terms of reduction of assaults, responses by way of use of violence, and so on. There may or may not be. I'm just interested in your view.

40 W Look, I think it does. Likewise, everything in a small centre can get magnified as well, because there are less prisoners, there are less staff, generally the real estate is smaller. So there seems to be - in my experience, a smaller prison gets a lot more scrutiny than a larger prison. It's difficult to describe.

50 If I take a prison three times the size of SQCC, it is unlikely that there's going to be three times the number of staff, but certainly three times the number of prisoners. The footprint will actually be larger, so there's more areas for things to actually occur. I don't know if I've made that very clear, but having a smaller footprint, you actually see more, so you measure more, if that actually makes sense.

CA Measure more of what, sorry?

W Because you actually get to see more of the issues, you spend more time with a significantly smaller group of prisoners, the things that are actually occurring in the centre appear to be magnified - I'm sorry if I'm not making

it very clear - whereas in a large centre, there's a lot of other things happening in the centre which are actually diverting your attention.

CA What about staff rotation, are staff rotated through the centre periodically? What's the model? What's the perceived best model for use of staff in that way?

10 W Again, I'm probably not the best person to talk to in relation to staff rotation throughout the centre. There are staff who move into different - have different positions in the centre, but I couldn't probably qualify to what extent, I'm sorry.

CA You mentioned before about not only CCTV but certain staff use body-worn cameras. What's the availability of those? Are they available throughout the centre or on some limited basis, can you explain?

20 W We purchased 30 body cameras, and, again, it can be confirmed with the contract director, but there are a high number of body cameras that go out into the centre each day, and all that information is then obviously downloaded at the end of each shift. What positions actually carry a body camera, I couldn't tell you.

CA Do you know whether certain staff wear them as a matter of course or are they available to be used on call?

W No, there are specific posts within the facility that staff are required to wear those body cameras, but, again, I wouldn't be able to tell you exactly what those posts were.

30 CA Do you know whether staff have been receptive to the use of them, that is, the correctional officers?

W To my knowledge, they have been receptive, yes.

CA Like at some other centres, I think, Southern Queensland also has a violence reduction coordinator?

W Yes.

40 CA Could you explain how that position operates at Southern Queensland?

W I probably couldn't give you a great oversight.

CA Is it a full-time position, do you know?

W Yes, it is.

CA Should we ask the director?

50 W He should be able to tell you exactly what that position does. I can't, I'm sorry.

CA That's all right. Another area of potential corruption risk that's referred to in the submission is inappropriate access or disclosure of information. Is IOMS the standard platform for recording of information in Southern Queensland?

- W Yes, it is.
- CA In the same fashion as in other centres?
- W My understanding is that it's universal across all centres in Queensland.
- CA Would correctional staff of Southern Queensland, upon approval, have the same level of access to information in IOMS as staff in other centres?
- 10 W I'm not exactly sure what the levels of classification are in IOMS and who has what level of access, but I understand that a sentence management coordinator at SQCC would have the same level of access as the sentence management coordinator at any other facility.
- CA Staff no doubt have a need, on occasion, to access information in it.
- W Correct.
- 20 CA But it's not open slather, is it?
- W No.
- CA What strategies does Southern Queensland adopt to try to ensure, so far as it can be done, that information is not inappropriately accessed or disclosed?
- W Very little. We actually don't have oversight on what information people are accessing in IOMS. Unless information is brought to our attention-
- 30 CA That someone makes a complaint.
- W Or someone makes a complaint, yes. We can't actually pull up a report and have a look at what information on IOMS any of our staff have accessed. I understand that's held with QCS.
- CA So there's no form of audits conducted by Serco of users' access and use of IOMS data?
- 40 W Not to my knowledge, no.
- CA As for inappropriate use, complaint about it might be one mechanism, I think you may have mentioned before, if information comes to your attention. How else would it come to attention beyond a complaint?
- W QCS could actually advise us that there had been access to IOMS where there may have been no requirement. It's really only through staff reporting a complaint or corrective services advising us.
- 50 CA To what extent is appropriate use for business purposes, and no more, of IOMS data made known to staff?
- W There are training modules. QCS have training modules for the use of IOMS.
- CA Is that pre-service, your eight-week course that you mentioned earlier?

- W I'm not 100 per cent sure if it's part of the eight-week training program. I know that there is a specific training module and there is also a log-in process that you have to actually acknowledge, before you actually go into the system, that you're accessing the system for appropriate purposes.
- CA Do you know whether, in service, there is any reinforcement of the appropriate use of information and non-disclosure of information inappropriately gained?
- 10 W I'm not sure if there's any formal Serco additional training around that. I couldn't answer, I'm sorry.
- CA There is mention towards the end of the submission about measures taken in relation to procurement processes, to try to minimise fraud and corruption. Can you give us an overview of that?
- W Certainly. Our procurement processes are operated centrally.
- 20 CA What does that mean, sorry?
- W Oh, sorry. It's through a shared service model. It's not all actually done locally on site. We don't have any subcontractors, so procurement of goods, to correct myself, at SQCC, relates to product that we may purchase. We don't actually procure subcontract services.
- CA What steps are made to ensure that the procurement processes are overseen so that there is no corruption risk attaching to the purchase of goods?
- 30 W All purchase requirements are generated on a needs basis if goods are actually required. The services that we're talking about at SQCC relate to food, industries products, and those sorts of things. I'm not an expert on procurement. How it actually operates at SQCC, there is a commercial manager at SQCC, and that's that person's responsibility. I don't have a lot of visibility in relation to that local procurement process.
- CA Is the contracting done from the centre or in some other way at Serco?
- 40 W Sorry, contracting for the purchase of goods?
- CA Yes. Such goods and services from the outside as the centre may need, is the contracting done from within the centre?
- W Look, I'm not 100 per cent sure whether it's done exclusively at the site or whether it's in conjunction with our central purchasing agency.
- CA What is the central purchasing agency?
- 50 W So goods procured through the purchasing process - a work order is generated. We have a preferred list of suppliers, wherever possible, and we procure through that preferred list of suppliers at set rates. So it's not something that's negotiated locally, is what I'm trying to say.
- CA The submission refers to announced and unannounced inspections of supply facilities.

- W We do have that capability as part of our purchasing and procurement.
- CA Do you know whether that is undertaken?
- W I'm not aware if that has been undertaken at SQCC, no.
- CA That's the evidence, thanks, Mr Commissioner.
- 10 PO Thanks, Mr RICE. Mr GOODWIN, do you have any questions?
- EG May I just have a moment?
- PO Certainly.
- EG No, thank you, Mr Commissioner.
- PO Thank you. Mr MURDOCH?
- 20 CM No, thank you, Commissioner.
- PO Mr SMITH?
- AS No, thank you, Mr Commissioner.
- PO Could I just ask you one thing, Mr VOSS. You said - and I'm paraphrasing here - that your personal belief, and you couldn't speak on behalf of Serco, was that the greater the number of prisoners who are engaged in programs, in effect gave them less opportunity or desire to engage in trouble-making or getting into trouble, is that your opinion based on your background and experience or just a theory that you believe in?
- 30
- W No, that's my experience based on my career in the correctional space.
- PO Just for my information, can you briefly give me an overview of what that experience has been over the years?
- W Certainly. I've been in the correctional and partly in the immigration industry for 27 years. I commenced my career in Queensland in 1992.
- 40
- PO Thanks very much. Does anyone have anything arising out of any of that?
- CA No, thank you.
- PO Thanks for coming, Mr VOSS. You are excused.
- CA Those are the witnesses scheduled for today.
- 50 PO Thank you. Do you want to adjourn until 10 tomorrow?
- CA Yes, please.

END OF SESSION