



## 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 5 – FRIDAY 18 MAY 2018  
(DURATION: 1 HR 26 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 – JOHN FORSTER  
CM CHRISTOPHER MURDOCH, Crown Law (QCS)  
AS A J SMITH, GEO Group Legal (GEO Group)

- PO Good morning. Mr RICE?
- CA Thank you, Mr Commissioner. At the outset, Mr SMITH has an application in relation to his appearing for additional witnesses who are proposed to be called.
- PO Yes, Mr SMITH.
- 10 AS Mr Commissioner, I seek leave to appear for some additional witnesses, that being Mr ITTENSOHN and Mr KETHEESWARAN. In respect of that, and in respect of all three clients, including the GEO Group, I am now instructed by Ashurst Australia. There was a submission which was filed with the secretary last night. Have you had an opportunity to review the submission?
- PO Yes. I'm happy to grant you leave, Mr SMITH. That's fine.
- 20 AS Thank you, Mr Commissioner.
- PO Mr RICE.
- CA I call the first witness, John Wilson FORSTER.
- CM Commissioner, just for the record, of course, myself and Ms CLOHESSY act for Mr FORSTER.
- PO Yes. Thank you.
- 30 Mr FORSTER, do you prefer to take an oath or affirmation?
- W The affirmation.
- PO Thank you.
- HRO Repeat after me, please.
- 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.
- 40 PO Just have a seat, Mr FORSTER, thank you.
- W Thank you.
- PO Mr RICE.
- CA Is your name John Wilson FORSTER?
- W That's correct.
- 50 CA Mr FORSTER, your present position is Executive Director of Operational Support Services of Queensland Corrective Services; is that right?
- W That is correct.
- CA Have you been given an attendance notice to appear at this inquiry?

W I have.

CA Can I show you this, please.

W That's it.

CA I tender that notice.

10 PO Exhibit 41.

ADMITTED AND MARKED EXHIBIT 41

CA Can I ask you, Mr FORSTER, for how long you have occupied your present role?

W I've been in this position since the MOG into DJAG, so since about 2013.

20 CA For how long have you been employed in Queensland Corrective Services?

W I joined Queensland Corrective Services essentially in 1990 as a seconded-in person from the Department of Public Works.

CA You've had some previous director functions, I think?

W I have.

30 CA Within the department?

W Yes, I have. I came in as, I believe it was a works consultant, or a name similar to that. I've basically been the director of infrastructure for corrective services since 1990. When there was a MOG into community safety, I went down there and became the Executive Director of Infrastructure and then Executive Director of Infrastructure and Procurement, before coming back to QCS as Operational Support Services.

40 CA Thank you. Would you mind giving us an overview of the operation of Operational Support Services?

W So Operational Support Services, until more recently, has delivered a restricted range of corporate services to corrective services.

CA A restricted range, did you say?

50 W Restricted, because the Department of Justice and Attorney-General has a corporate function, so we looked after those corporate functions that were specific to corrective services. So as in the areas of HR, finance. We also have an area that looks after the IOMS system, so software application. We also have a unit, it's a business unit, business improvement area.

CA We might delve into the content of those in due course, but in light of the fact that QCS is transitioning from being incorporated within DJAG to a stand-alone department, and speaking of your area of delivery of

corporate services to operational areas, are you able to enlighten us as to what functions were previously performed by DJAG that will now have to be performed by QCS?

W It varies in particular areas. One area that was wholly within DJAG would have been the facilities, facilities management.

CA What does that mean?

10 W Capital works, minor works, maintenance, accommodation leasing, areas like that, anything to do with that.

CA That involves the correctional centres?

W That involves the correctional centres, so that went into DJAG. We had one project that was given to us mid-way through, that was the Capricornia Correctional Centre expansion.

20 CA That's underway, is it?

W That's in progress at the moment. That was given back to us because of the workload that DJAG had in the facilities area. Within areas like HR, the IR component was within DJAG. We looked after recruitment and a few of the other peripheral things that related specifically to our staff.

CA These various functions that you have described, will they now fall to QCS to be performed?

30 W They will all come back to us. We are in the process of bringing them back in now.

CA Can you tell us how that's achieved, Mr FORSTER?

W I suppose the simple way to say it is as the staff can be drawn back into our remit, then the functions will come with them.

CA What about infrastructure that may surround the movement of staff back to the office so that the functions can be performed?

40 W Yes, absolutely. It's certainly challenging us at the moment. We are currently looking at accommodation options so that we can accommodate all of those people back into corrective services.

CA Is it more than accommodation for people? Are there systems that have to be either transferred or created to support those functions?

W We don't need to create the systems. They've always been there.

50 CA What kinds of systems, if you don't mind my asking?

W Well, corrective services intranet, that sort of thing, I guess.

CA Computer support systems?

W That is, yes, the computer - but I have to say that there's people - people within DJAG who do specifically our work already have access to our

network. There are two different networks, and have never been combined, so we don't have the issue of having to split them apart.

CA In terms of transitioning and creating a stand-alone corporate services function, is there more to it than transferring staff and finding them accommodation to work out of? Is it more complicated than that?

10 W It will be more complicated simply because the number of people and the functions that we will take back will not be sufficient necessarily to run all the functions of the department. Much of the corporate services work is done by QSS, so the payroll systems and all that are not an issue for us.

CA QSS being, sorry?

W Queensland Shared Services. Those functions, payroll and HR, their element of HR, stays with QSS. We've always been on a separate system down there.

20 CA Is there any time frame for becoming a fully established operational support services in a stand-alone department environment?

W We will have the staff who are coming to us in place by 2 July. It will then be a matter of determining where the gaps are, and there will have to be an approach back to government to fill those gaps either by outsourcing or by increasing our FTEs.

CA How do you set about identifying where gaps might be?

30 W We've already done much of that work. I can't be specific about where those gaps are, but I know that we certainly have gaps. In particular, the IT area, which we've not had control of now for nine or ten years, is - I suppose the term would best be "underdone". We'll end up with about 50 or 60 people in that area. We need probably 100 people in that area. So as an interim measure, DJAG will continue to deliver those IT services to us until that can be resolved, either by outsourcing or by an increase in our FTE count.

40 CA Are there other aspects of corporate services that reside outside QCS? You mentioned payroll, for example.

W Well, certainly payroll is outside. There are things that we do outsource, and some of that is - I suppose the most obvious one to me would be procurement of major infrastructure. That is an outsourced item. We outsource that to DHPW, Department of Housing and Public Works. The remainder of procurement is within us. IR is currently sitting in DJAG; that will come back to us.

50 CA Apart from the IT function that you mentioned that has not been performed by QCS, I think you said, for perhaps ten years, are there other areas that have resided outside QCS that now need to be brought back, apart from IT?

W I don't think I can - I can't recall at the moment.

CA Are you on track to become a stand-alone corporate services function for the relatively newly created department?

W Yes, we are, except for the function of IT.

CA Would you put a time frame on the establishment of the IT function within QCS?

W We're in the process or we've just entered into a memorandum of understanding with DJAG, that was signed off recently, and that's for 12 months initially.

10 CA In the performance of the corporate services function, are there areas within the department that you would think need some improvement in the way they interact with Operational Support Services?

W I'm not sure I understand that question.

CA Presumably various areas of the department interact with Operational Support Services. You have a daily working relationship and function with different aspects of it.

20 W Yes.

CA Are there any aspects of that that represent sore points for you - to enable you to perform your function better, you need them to perform better?

W I don't believe so.

CA I just want to ask you about a particular thing that concerns the complaints management system. To what extent does Operational Support Services have any responsibility for either infrastructure or ongoing functioning of the complaints management system?

30 W So this is Resolve, the system you're talking of?

CA Yes.

W We have no relation to it.

CA No-

40 W It's hosted by DJAG IT. They host the system. We basically don't have access to it.

CA Will that change when you resume or take over the IT function?

W We will certainly host it, yes. We'll have the responsibility that they currently have to ensure that it's operational.

CA What will that involve?

50 W I'm unsure.

CA By hosting, can you tell us what you mean?

W I probably should leave that to someone who's a bit more technically minded.

- CA In the IT area.
- W Yes.
- CA What's the nature of the responsibility, though?
- W The nature of the responsibility?
- 10 CA Is it to do with the integrity of the complaints processing or simply the electronic infrastructure?
- W It is purely maintaining the software on the system, maintaining the system, making sure that people can get access to it. We have nothing to do with the complaint management system per se.
- CA You're one of the board of management, are you not?
- 20 W I am.
- CA Do you make use of the complaints management system to identify any relevant trends or analysis insofar as they might impact on Operational Support Services?
- W We have the capacity to enter complaints that get generated within Operational Support Services but no more than that. The management of the information is outside of Operational Support Services. It would be in the ethical standards area or the Chief Inspector. Most of the information will be entered from Statewide Operations; that's where it's mainly generated.
- 30 CA Okay, I understand. In your capacity as a participant within the board of management, do you have any recourse to the information that's contained within the complaints management system? Is that of any use to you, or relevance to your function?
- W Only if the complaint would relate to an area of our interest, which could be IOMS, or it could be infrastructure, or it could be a complaint about - well, any of the areas that fall within my area. It could be a HR complaint. So we would be advised of that.
- 40 CA Only if it's focused on the content of your particular set of functions; is that so?
- W Correct.
- CA Does that sum it up?
- W Yes.
- 50 CA Could you tell us, then, in what area of QCS complaints management system sits in terms of responsibility?
- W It resides within Statewide Operations.
- CA An aspect of your function - correct me if I'm wrong - involves workforce

planning?

W Yes, we're involved in that.

CA In what way? What is your function with respect to workforce planning?

10 W The process of workforce planning is based on the projections for prisoner growth which will determine the likely requirement for custodial and other staff moving forward. We take that information, we take the information that we have about the attrition rate within correctional centres, we take guidance from Statewide Operations about where prisoners are likely to appear over time, and, from that, we develop a requirement for recruitment.

CA How far forward?

W We try and keep a year in front. So we plan out for 12 months, generally.

20 CA Is that sufficient?

W I believe it is.

CA Is there a unit that is involved in workforce planning or some particular individual?

W Our HR area is the one that actually generates a document, which sets out where we will be requiring people going forward over the coming 12 months.

30 CA What's the determining consideration? Is it projections of prisoner population?

W Absolutely.

CA It involves that?

40 W It's not as simple as that, but it also has to take account of the attrition rates of particular centres. It can be quite tricky in South East Queensland, where we know we're getting an increase in prisoners, but what's harder to predict is what centre they will end up at, because different centres have different roles and functions.

CA Is there any capacity, then, for transferability of staff to meet the particular population requirements of a centre?

W To date, that has been fairly hard.

CA Why?

50 W Because officers, in particular, are recruited to a centre, and basically that's where their employment resides. We've had some success more recently in moving prison officers around based on advertising positions in gaols where they're required, which enables them to transfer.

CA Is it any condition of their employment that they be available to serve in centres other than those to which they may initially be appointed?

- W Not specifically. I understand that there is provision in the *Public Service Act* for that to occur, but there are also mechanisms for staff to object to that sort of thing. We don't generally appoint people to another centre. Some of the balancing would have to be done through attrition. Say we were to overstaff a centre, we could offer people to another centre to try to move them. This hasn't been an issue for the last eight to ten years, because our numbers just keep going up, so we've never encountered the problem.
- 10 CA I'm sorry, I don't understand your last comment.
- W So if we doubled up a centre and we put in staff to manage the increased number of prisoners, if the numbers were to drop away, we could find ourselves with too many staff at a particular centre.
- CA In which case, what would happen?
- W We would be overstaffed.
- 20 CA Yes.
- W So we would have opportunities to either offer them employment at another centre, perhaps-
- CA What if they don't want to go?
- W We would have them at that centre. We could do it through attrition. There is a low but a consistent attrition rate of officers. We could work our way back down in that way. It has not been a problem because we've not had prisoner number drops.
- 30 CA You need to do your workforce planning on a centre-by-centre basis?
- W Yes.
- CA Correct?
- W Yes.
- 40 CA In effect, what, 10 or 11 different planning assessment processes?
- W Yes. It's somewhat easier in the remoter centres. As I said, it's South East Queensland that would give us the most issue. While we know the numbers, we know the projected number of increase in South East Queensland, what we can't necessarily project is who are they. Are they protected or are they mainstream or are they - whatever the cohort might be? That will determine what centre they end up with.
- 50 CA Can you tell me is there any high-level workforce planning strategy document or policy?
- W No.
- CA Any sort of cultural guidance to this task by way of a high-level strategy document?

- W History can be used as a guide on what might occur.
- CA How would that history be determined - just on the stats?
- W Basically.
- CA Retrieval from your computer systems?
- 10 W Correct.
- CA To take up the example you used, you might find, as it happens or as it transpires, that numbers drop for a particular centre, which may leave you overstaffed to a degree.
- W Mmm.
- CA From the sound of it, you simply need to find employment for those people in some way at the centre?
- 20 W Yes. There's a number of ways they could be utilised.
- CA For the benefit of that centre or-
- W For the benefit of that centre. We could use additional staff to better manage areas like overtime. We could use them to better manage areas like accrued leave. So we would have that opportunity.
- CA Work for them could be found?
- 30 W Absolutely.
- CA In that scenario, would such a centre be overstaffed by comparison with the complement of staff at a different centre?
- W In terms of paid FTEs, it would look to be overstaffed.
- CA Would you prefer a more flexible arrangement?
- 40 W There's a lot of benefit in having a centre in that situation. We don't have any in that situation, but there are some benefits.
- CA What would the benefits be, as you see them?
- W The benefits would be that we could better control overtime. I think the union folk may have alluded to the workload that we find ourselves under. Often the load is so great that staff may require to take more sick leave than they would need. It would certainly require them to take more overtime than we maybe would like them to have for a life balance.
- 50 Additional staff would give us the capacity not to put so much strain on those staff that we have.
- CA For the high-security centres, at what level is the allocation of prisoners to centres determined? I mean, the population is relevant to your task. I'm asking you, really, who determines what that population will be?

- W Yes. Are you asking how does a prisoner end up in a particular centre?
- CA I guess so, yes.
- W All right. So Specialist Operations is the area that basically maps your journey through the correctional system. They will determine which centre you need to go to.
- 10 CA Is the efficiency of that from an Operational Support Services point of view part of the consideration or not?
- W We will get early warning of that. There's a group that meets every month within corrective services. It's chaired by Specialist Operations. At that meeting, there's discussion about where prisoners go - not by name, but basically by cohort.
- CA Do you have any input or influence into that?
- 20 W I'm a member of that. Much of it is to do with early warning, I guess, for us.
- CA Are you there to receive early warning or to contribute by way of indicating what financial and other consequences there may be of a certain allocation of prisoners?
- W Yes. Well, all of the above: (a), to get information in, but, (b), to explain what issues may be created by it. That committee also has our finance director and our HR director on it. We have a full suite of people there.
- 30 CA You raised the example of a centre that may, for some reason, have its numbers fall away. Equally, perhaps, numbers for a particular centre could be greater than expected for a given year?
- W Correct.
- CA How would that situation be addressed?
- W It's quite a challenge.
- 40 CA Well, how?
- W Initially it would have to be done on the use of overtime. The staff that we've got there would have to pick up the - I wouldn't say "slack", but, in essence, pick up the slack, until we can deliver more trained officers.
- CA Each centre effectively has its own staff complement to be either understaffed or overstaffed according to circumstances as they unfold?
- 50 W Correct. So the challenge for us is to make sure they've got the right amount of staff.
- CA What is the right amount of staff is a subject that perhaps some other witnesses have raised.
- W Yes.

- CA I was wondering how you go about determining that?
- W It's not an easy task, and it can depend on a range of things. It can depend on what infrastructure you've got. It can depend on what cohort you've got in that infrastructure. I don't think there's any hard and fast rule that says if I've got 10 prisoners, I need an officer. It's not that simple. That work is done by Statewide Operations. They determine what staffing levels they require.
- 10 CA It's not your field, but would you expect that assessment of the prisoner profile would impact on that, as that profile may change over time?
- W It would have an impact.
- CA Could you perhaps tell us, then, what you would regard as the most critical workforce planning issue that you currently face? Is there one?
- W Keeping up the supply of qualified staff into the centres. It's quite a challenge for us.
- 20 CA Getting back to the question I asked a moment ago, do you determine the appropriate staffing level for a centre, or is there done by Statewide Operations?
- W We don't determine the staffing levels.
- CA That's done by Statewide Operations.
- W It's done by Statewide Operations, if you're talking about custodial staff.
- 30 CA Yes. Are staffing levels reviewed periodically?
- W As numbers change within the centres?
- CA Well, you do your projections 12 months ahead, by the sound of it?
- W Correct.
- CA Do you need to review those projections in the course of the year for which you have planned?
- 40 W There's annual re-projections of numbers which is shared with other agencies. We're now at a stage where we do it more than annually, although the annual one is the one that's probably the published version, if I could call it that. There's continuous monitoring of the numbers. Our workforce plan could change. What we've got planned for the year is what we've got planned. That doesn't mean that those in the outer months won't change over time, and it has done from time to time, either up or down.
- 50 CA For how long have you been on the workforce planning model that projects 12 months ahead?
- W How long have we been doing it?
- CA Mmm.

- W To my knowledge, at least for the last two years or three years, something like that.
- CA Was there a different planning model before that?
- W It was not in my area. I would not know.
- CA I see, okay.
- 10 W Statewide Operations would have a better idea, I think.
- CA Would there be any merit, do you think, in making longer-term projections, say even five years?
- W I suppose if you could guarantee the accuracy, you know, you'd project out as far as you could. Generally we're fairly good at projecting out in that 12-month range, and I think over time you'd see that maybe our projections are pretty good beyond that 12 months. But, really, you don't need to project out too much beyond that 12 months if you're talking about bringing staff on. There is a process involved. It's usually about six months.
- 20 CA Is a 12-month projection based on a view that has developed, that that is the best and most concrete way in which to do it?
- W I'm not an expert in projecting numbers. My understanding is that the projections are based on, amongst other things, population growth.
- 30 CA Someone at some point decided that a 12-month forward projection is the right figure?
- W Well, 12 months certainly suits our need because it takes six months to bring a staff member on, so 12 months projection enables us to deliver staff early, on the basis of that.
- CA According to your attrition rate and perhaps other circumstances, you calculate, do you, the projected need for new staff?
- 40 W Correct.
- CA Does that then feed in to your recruitment function?
- W Correct.
- CA Has QCS, just speaking about recruitment, been successful in recent years in attracting correctional officers throughout Queensland?
- W We're getting the numbers. We do have some issues as you get into the north of the state, where the population is less.
- 50 CA How do you deal with issues of that kind if you're drawing from a smaller catchment?
- W Continual recruitment campaigns.

- CA Whereas, perhaps in other areas, perhaps more populous areas-
- W In South East Queensland, not so much of a problem here. There's a large population base.
- CA Have you been able to keep up the appropriate numbers of new recruits for the more regional centres?
- 10 W We have.
- CA You mentioned some difficulty. I just want to ask you whether, notwithstanding those difficulties, you have been able to achieve your goals?
- W Yes. When I talk about difficulty down here, we might do a campaign and 300 people might put their hands up for it, of which we'll trim them down. It's more likely, if we go to the north of the state, the numbers who apply might be - we might be looking for 10 or 20 staff and we might get 20 or 40 applicants. It is harder, so we will run multiple campaigns.
- 20 CA I see. But-
- W To date we've always been able to provide the officers.
- CA In the recruitment function, is there interaction with the capability and development area, which I gather has the responsibility for training? Do you intersect with each other for recruitment, to meet the complementary-
- 30 W The connection. We run that front end of it. We've outsourced the recruitment process to ManpowerGroup. They run the campaigns on our behalf. They do the initial vetting. Then there's a three or four-stage process for a person to get to the point where they will connect with the academy. The academy runs the final tests they have to pass.
- CA You mentioned campaigns to attract applicants.
- W Mmm.
- 40 CA Is that by way of advertisement, can you tell us?
- W In the main by advertisement in papers. By using social media as well.
- CA Is that done within QCS or is that also outsourced?
- W It's outsourced to-
- CA Is that part of the outsourcing to the ManpowerGroup?
- W Yes, it is.
- 50 CA Who interacts, from QCS, with the ManpowerGroup to ensure that your-
- W The director of HR has that link, and one of the staff under-
- CA That's one of your business units?

- W Sorry?
- CA That's one of your business units, am I right?
- W We've always retained that role. Even whilst we were in JAG, we retained that recruitment role.
- CA You presumably retain oversight of the terms on which your positions are advertised? Advertising is how you project to potential applicants; correct?
- 10 W The content?
- CA Yes, the content.
- W Yes, we have oversight of that.
- CA Would you take us, then, through the process from advertisement to the next stage and the next stage, to achieve a recruit?
- 20 W I can give you my broad understanding of how it works. They will run a campaign and maybe 200 applicants will be identified by ManpowerGroup. ManpowerGroup will then vet them. They'll do checking of their backgrounds, depending on what it is they say.
- CA Presumably, though, ManpowerGroup have to be given parameters and specifics about-
- W They would have parameters.
- 30 CA -what they should do and why?
- W Absolutely.
- CA And who is responsible for that?
- W That information would have been provided by HR, and that's information that I don't have in front of me at the moment. But certainly there are requirements about the sort of person we're looking for. Then Manpower will go through a range of interview processes with them. Towards the end of that interview processing, we're involved in the interview processing. So if you are going to be an officer at Brisbane Correctional Centre, the final interview process for that would include staff from Brisbane Correctional Centre, as well as Manpower, so that's the final vetting that we do become involved in. That's Statewide Operations involvement.
- 40 CA The HR unit, does it have a director? Is that the correct title?
- 50 W Correct.
- CA Are you aware of a capability profile for potential recruits?
- W I can't give you the detail of it here, but there are requirements that recruits have to meet.

- CA Do you know whether those requirements have been the subject of review over time?
- W I'm not aware. Certainly in the last three years or four years that I've been involved, I'm not aware that that has happened.
- CA Can I give you an example. One matter that has been raised in the course of evidence is that prisoner profiles may be subject to change. On one view of it, there is an increasing number of people with cognitive impairment, or some form of mental illness or disability. If that were to be the case, would that be the kind of information that would be taken on board in developing and reviewing a capability profile?
- 10
- W I would expect so, but I would also expect that the profile that we are looking for now would already address those issues. The cohort we have in gaol will fluctuate between margins, I guess, but the sorts of people that I think you're alluding to are there and have been there all along. There may well be more of them from time to time or less of them from time to time, but the basic need has always been there.
- 20
- The actual content of the course is probably a matter for Mr BUTLER to answer about how he may well alter the focus of courses over time to suit the cohort that Statewide Operations advise him that they are containing.
- CA Presumably for recruitment purposes there is a set of qualities?
- W Yes, I agree, and I think you'll find that those qualities will already be there.
- 30 CA I was just going to ask you whether you're aware if there has been any change in the description or content of those qualities over time?
- W I think that in the three or four years that I've been involved in it, I'm not aware that there has been any change in the requirements for the recruiting process.
- CA Do you know whether those requirements are subject to review periodically?
- 40 W I'm not aware that they have been, and I'm not aware at this stage that the academy has identified that there needs to be a change, but I would expect that if there needed to be a change, it would more likely come back from the academy or out of the field about the quality of the people that we are recruiting.
- CA You mentioned that the training is undertaken at the academy, but to get to that point there has to be a selection process of those who will progress to that point; correct?
- 50 W Yes.
- CA What does that process consist of?
- W The initial application will be assessed.
- CA Written application?

- W You must apply, yes. It's an online application. I think you can print it off and send it in. Online application. On the basis of that, Manpower will cull out people at that point based on our requirements, I guess, that we've given them. There is an interview process. There's a group interview process, and the psychometric testing that they do online as well, culminating in a point where they have that interview with Statewide Operations staff and with Manpower staff. If they get through that one, they will then attend the academy and do a physical test. If they pass the physical test, they then do a medical examination, and, at that point, they become a trainee.
- 10 CA Who determines the content of the screening process to identify those who are appropriate to progress to the training level?
- W I would expect the parameters would have been set by our HR people to Manpower. They will have explained what they're looking for in a recruit, but I can't give you the detail of what that is.
- 20 CA Would you expect that the screening is carried out by reference to the set of criteria of the quality of the person that you're looking for?
- W I would expect so.
- CA Do you know whether it is so?
- W I can't say that I do know-
- CA From your personal knowledge.
- 30 W -but I would think so.
- CA But you would expect so?
- W Mmm.
- CA Your Director of Human Resources would have a clear handle on that, presumably?
- 40 W I would think so.
- CA At what point does the kind of integrity screening take place? We've spoken about screening as against-
- W Criminal history checks.
- CA -qualities and criteria that your HR unit-
- W In the course of that process, we do have a criminal history check undertaken.
- 50 CA Is this the pre-training screening?
- W Pre-training. There's a criminal history check on the way through to that final interview. Integrity checks might be applied if - I'm trying to think of an instance. Perhaps if you are from overseas or you had been an

officer in another state, we would do integrity checks on you to find out why you have left that employment.

CA The content is one thing.

W Yes.

CA We'll ask you a little more about that. But in terms of the timing of this kind of screening, is that pre-training?

10

W Pre-training.

CA The level of screening checks, integrity checks, that are done pre-training, can you enlighten us?

W I can't give you the details exactly of it.

CA Does it include integrity screening, even if you can't give us the specifics?

20

W I know it includes integrity checking in particular instances, but I can't confirm at the moment that everyone is subject to an integrity check.

CA Are potential correctional officers required to make some form of financial disclosure?

W I'm unaware.

CA Disclosure of financial interests?

30

W They are required to - there is a - I believe there is a disclosure. I'm unsure.

CA Post-training, is there any additional or different form of screening that occurs post academy training?

W Not that I'm aware of. This is a question for Statewide Operations. Training is an ongoing thing and there is no end to training.

CA No, but there's initial training at the academy.

40

W At the academy.

CA Appointment as a correctional officer would take place upon, presumably, successful completion of academy training?

W Correct.

CA I was just wondering, in the scheme of that process, we've spoken about screening pre-training. I'm just interested to know whether there is any additional or different form of screening post training, but prior to appointment?

50

W It's not in my area. I would suggest that perhaps Mr BUTLER would be an initial point to ask for while they're at the academy, and then it would be Statewide Operations beyond that.

- CA Your function is recruitment, is it not?
- W Correct.
- CA Does personal screening and vetting of applicants fall within that, quite apart from satisfactory completion of academy training?
- W There are screens that are applied to all applicants, and there is vetting in terms of contacting the referees, but this is done by Manpower. So if you're talking about what vetting is done by our HR group, that will be less. Maybe we would do integrity checking if a person was identified as requiring additional checking, and that may be, as I said - it may be that they were an ex-officer, so we will check to find out why - you know, what happened to them on the way through. But I don't think, as a general rule, everyone is subject to a HR integrity check by QCS.
- 10
- CA Would it be right to say that the substance of your screening is done pre-training so that you don't waste resources and money, training people who are not going to satisfy screening requirements?
- 20
- W That's the outcome.
- CA So that would be certainly skewed at least towards pre-training screening?
- W That's the outcome we strive for.
- CA Do you know whether there's any policy or approach by which applicants declare associations that may bear upon the performance of a CCO function?
- 30
- W No. My understanding at this stage is that that doesn't occur, and we're in the process of developing a policy around associations scanning, I guess is a word.
- CA Will that, then, form part of the vetting process-
- W It will.
- CA -undertaken by Manpower?
- 40
- W It will. If we continue to use an external provider.
- CA Do you know whether such things as bankruptcy, credit history checks and that kind of thing is done?
- W I can't confirm.
- CA Complaints of domestic violence, matters of that kind?
- 50
- W I can't confirm. I would imagine so, but I can't confirm it.
- CA A criminal history check is one thing and it's fairly readily done, isn't it, with the cooperation of QPS?
- W Correct. If there were any orders on those folk, we would know that. The criminal history check we do includes any encounters with the courts,

whether they're convicted or they're not convicted. It's a fairly in-depth check. It's not the standard public service criminal history check.

- CA Who does the referee checks? Does ManpowerGroup do that?
- W Manpower will initially do the referee checks.
- CA Is that by verbal contact, do you know?
- 10 W I can't confirm, but I imagine that would be the case.
- CA Can I turn to something different. One of your areas of responsibility, I think, concerns contract management?
- W Correct.
- CA You would be aware, I imagine, of the *Financial Accountability Act 2009*, insofar as it requires appointment of a chief finance officer?
- 20 W Yes.
- CA Who is that within QCS?
- W Currently we are still reliant upon DJAG for the purposes of a chief financial officer. We're at the point now where we're ready to appoint our own chief financial officer.
- CA What support does QCS presently provide to the chief financial officer to enable him or her to satisfy the obligations under the Act?
- 30 W We have a financial management group and a director who sits over that looking after-
- CA Could you explain its function?
- W To what depth?
- CA An overview, if you don't mind. I'll exhaust your information.
- 40 W Financial management - I'm not an accountant. I'm not sure I could explain it, necessarily. Are you looking at whether we review what happens out in the field or - I'm just not quite sure what the answer is.
- CA All right. One of the aspects of what needs to be done is to implement systems to obtain information that enables the chief finance officer to decide whether the department is achieving its objectives efficiently, and so forth.
- W Mmm.
- 50 CA On whose responsibility does that fall?
- W We would do that under the terms of the DJAG policies and procedures at this stage, until we have our own, and we would report that to the chief financial officer, who is currently in DJAG.

- CA Is that an area of transitional development that needs to occur?
- W That's work that we're doing now. We've taken that first step. We're at the point of appointing a chief financial officer. This is a person that we have received through MOG arrangements, who has the necessary qualifications, and has come to us from another agency.
- CA Are there any transitional needs in terms of information to enable the chief financial officer to perform his or her function? Do you have the necessary infrastructure to enable the chief financial officer to satisfy his or her statutory obligations, or is that something that needs to transition?
- 10 W I believe, in essence, yes, but there is transition in play. So information will be coming to us out of DJAG, if it's not already there, that's a process that's in play at the moment.
- CA You have previously been a director of infrastructure, I think you told us.
- W Correct.
- 20 CA For what infrastructure is QCS presently responsible? I gather it's not responsible for building prisons, but what are your principal infrastructure assets that you are responsible for managing?
- W As I said, the bulk of our infrastructure is correctional centres and correctional centre related, although we do own a couple of district offices in probation and parole. But, in essence, we own all of the gaols.
- CA Is there some form of infrastructure planning, then, required?
- 30 W Yes, there is.
- CA What form does that take?
- W We produce, on an annual basis, the total asset management plan, which is a requirement of government to produce. That will cover off on all those issues that relate to both the built infrastructure but also looks at ICT and looks at fleet and leased accommodation, so it's a fairly all-encompassing document.
- 40 CA Has the increase in population not only impacted on the demand for the built infrastructure, being the prisons, but also contracts which may support the running of the prisons?
- W So contracts in terms of the infrastructure? Contracts in terms of supplying goods to the-
- CA Well, probably both.
- 50 W Yes. Escalation will see - the maintenance costs for the department are currently in the order of \$50 million that we spend on maintenance in centres, the bulk of which is a contract with Public Works.
- CA Does it fall to a particular unit within Operational Support Services?
- W It will fall to our facilities group, once we establish it. We have for the

last 18 months or so had a strategic manager for infrastructure, but the day-to-day operation of it is run out of DJAG. That's transferring to us. With the exception of one project, I should say, which is the Capricornia Correctional Centre. That is run out of QCS.

- CA Are there any established policies or procedures that might assist in assuring probity and transparency of contract management activities?
- 10 W Contract management, broadly?
- CA Yes.
- W Contract management specifically?
- CA Well, any aspect of it.
- W Absolutely. There are government standards and government requirements, as well as Department of Justice policies and procedures that we all-
- 20 CA Are there any internal procedures to assist those who may work in a contract management area to ensure the transparency of their activities?
- W They are policies that we will develop. We're currently using DJAG policies and procedures.
- CA Are you able to say how QCS presently strategically manages its infrastructure planning?
- 30 W We prepare the information that goes into the document. That becomes the basis of our plan going forward.
- CA What does it consist of?
- W The asset management plan?
- CA Yes.
- W I believe we've supplied a copy of it.
- 40 CA I see. Do you have an overview of it? Are you able to give us an overview?
- W I can give you a broad overview of it.
- CA Okay, please.
- W In essence, it's what I've said, which is that it looks at - the way it's developed is, in terms of infrastructure, we look at what infrastructure we've got, we look at what condition the infrastructure is in. We then look at the projections to determine what it is we will need going forward. We use all of that information to develop a process or a plan for what we need to do to generate a maintenance plan, to generate a capital works plan.
- 50
- We also use that to look at - and it's not just buildings. We will also look at our fleet and we will look at our IT needs, where applicable, and any of

the other areas of infrastructure, leases, whatever, the roll-out of office accommodation. All of that will become subject to the asset management plan. On the basis of what's in the asset management plan, we will, where necessary, approach government for additional funding, if that's required, for anything.

Ultimately, we will manage within whatever infrastructure we have, which is where we find ourselves at the moment. I'm referring to the overcrowding.

10

CA Just to take a particular example, one measure that is being taken - I think the Commissioner may have mentioned it the other day - in terms of attempting to deal with some issues of overcrowding relates to Brisbane Women's. He mentioned some retrofitting of additional accommodation capacity. Are you familiar with that?

W I am.

20

CA What does that amount to? Are you able to give us the specifics?

W There's a couple of projects going on at the women's centre at the moment. One of those is providing additional staff and programs capacity within that centre.

CA Staff and programs?

30

W So office accommodation, staff dining facilities, there's a range of things going on at the moment. The other one which is more to the point is that the government has approved funds for us to construct 52 additional beds, I believe, inside the centre. That's a process that's ongoing at the moment.

CA Is that likely to be the retrofitting of capacity the Commissioner referred to?

W That's likely to be construction of a new block within the women's facility. The other opportunities that present to us are to put bunks in.

CA I'm sorry, what additional capacity is that expected to achieve?

40

W If we build the extra block, that will be 26 cells, 52 beds.

CA And the additional bedding capacity, apart from the establishment of the new block?

W We are looking at bunking, but there are issues associated with bunking in correctional centres that have to be addressed before you can put a bunk in.

50

CA The funds for that, do they come out of budget or by a different mechanism?

W Bunks to date have fallen under the - we have the capacity to go back to government on a regular basis, based on our increasing numbers, and we can get funding for double-ups. That includes staffing costs and that can include limited infrastructure costs. If our numbers went up 100, we wouldn't be able to necessarily go back and say, well, associated with that

100 is a 100-man cell block, but we are able to go back and say there are mattresses required, pillows are required and there are bunks required.

CA Over recent years, probably the last five years, maybe more, there have been steady increases in population.

W Mmm.

10 CA How have the financial demands that that places on QCS been able to be met? What's the process for re-establishing what your budget needs to be in light of an increasing population?

W We've got an arrangement with Treasury - I call it an arrangement. It's similar to an MOU with Treasury that says, as our numbers go up, we can get particular dollars per prisoner for double-ups. Currently - I'll be inaccurate, I guess, but it exceeds \$70 million a year that we get on top of our operating costs to accommodate double-ups.

20 CA Someone presumably calculates what that figure should be?

W It's based - it's a moving number. Initially, when double-ups occurred, we were able to say in each particular centre, if we put 20 or 30, or whatever the number is, prisoners in here, we will need this many officers, that will cost us this much money, we'll need mattresses, it's this much, and we'll get an agreement. But as we've progressed into higher and higher states of double-up, it has become much more complicated. It's not just that you need an officer. You need programs and people. You need admin. That's a number that has been adjusting as we've gone. At the moment, we're working with Treasury to review the way the double-up costing is determined, and that's in train at the moment.

30

CA Could I ask you about the private prisons.

W Yes.

CA There are two kinds of contracts, I guess. One is the contract that is had with the provider for what services it will provide. The other type is what contracts the centre may need to enter into to enable it to provide its services. Does QCS have any role in the formulation or content of the contracts by which the private providers provide their services?

40

W So this is private operation of a correctional centre?

CA Yes.

W We develop those contracts initially.

CA By what standard? I mean, how do you determine what goes into it and the descriptive standards by which requirements will be set?

50

W The current contracts pre-date me. My understanding is that they were based on contemporary contracts at the time.

CA It's an historical thing?

W Yes.

- CA Presumably, do you update and adapt according to developments over time?
- W My understanding is that the last update that may have occurred to those contracts was in about 2008, which pre-dates me again, I'm afraid. I can talk about the new contracts and how they were developed, but I really can't talk about the previous ones.
- 10 CA No, but at least you tell us that the responsibility for the content of those contracts, that is, what services the providers are to provide and at what standard, are developed by QCS?
- W Yes.
- CA Whose function is that in particular?
- W I can't tell you who developed them originally-
- 20 CA But someone is responsible for it now?
- W -but I can tell you that they're in my area now, and I can tell you that the business improvement unit is the area that's currently contracting for the Arthur Gorrie Correctional Centre.
- CA Who would determine whether, over the lifetime of a contract, some variation is necessary, according to developing circumstances?
- 30 W Contracts can be varied during the course of the operation, and that can be for a range of reasons. We could change the cohort and require a different outcome. The COPDs might alter on the way through. Statewide Operations may determine a different process needs to be followed. That's all part of the negotiation process. That is done out of the contracts management unit, which sits under the director of finance.
- CA Could you give us, then, some idea of the job-specific content of the contract management unit?
- 40 W Their role is to monitor against the requirements of the contracts, so to ensure that the KPIs are met. They monitor the contract. They don't necessarily monitor how the gaol operates, but they will monitor from time to time compliance with COPDs, compliance with legislation. As an example, they might pick a COPD - strip searching - and they may well go and spend time on the site specifically looking at the process of strip searching and its compliance against the COPD.
- CA Are they left to determine what areas they may choose to look into? Is it proactive or is it responding to complaints?
- 50 W It could be random or it could be targeted, depending on - we could get a concern from the Chief Inspector, as an example, that on one of his reviews he has noticed something that he feels is not right, so we will do a targeted review of that area. And it could - if I keep going back, strip searching could well be that. He might say that he believes it's inappropriate. We would go and check the performance against the COPD.

- CA What would happen if you found that performance was deficient?
- W We'd alert the contractor that we believe it to be incorrect.
- CA And then what?
- W He would then be able to undertake his own investigation. They all have their own investigation units. They have to report back to us.
- 10 CA What if they investigate and they decide that they disagree; they say their performance against the COPD, for example, on strip searching is quite satisfactory?
- W They must comply with the COPD. If their investigation reveals that they do comply, then - I would be surprised if we've done an investigation and it doesn't. We would have the discussion with them about why - you know, how did they come to their outcome. Ultimately, they will comply with the COPD. I think one of the examples that was raised earlier in the inquiry was in regards to handcuffing at one particular centre.
- 20 CA Yes, that's one example.
- W Yes.
- CA That was an example where, on the face of it, a particular COPD had simply not been complied with?
- W Correct.
- 30 CA And quite deliberately.
- W Correct.
- CA Correct?
- W Yes, absolutely. We investigated that, and it was proved to be correct. We asked them to comply. What was uncovered in all of that was that they were training their staff to do incorrect handcuffing, and so ultimately that was corrected through negotiation, bringing them back to the COPD.
- 40 CA It took in excess of 12 months, didn't it?
- W It did take some time to be uncovered and corrected. Rear handcuffing is permissible under the COPD, but only under particular circumstances.
- CA Certain circumstances, not as a blanket thing?
- 50 W No, not as a blanket, and that's what was uncovered, was that they were doing it as a blanket. But that does not occur now.
- CA Do you confirm, then, that the private operators are obliged to comply with the COPDs?
- W Yes, they are.

- CA From what you tell us, that's an aspect of monitoring that the contract management unit would engage in?
- W Yes, it is.
- CA Can you tell us the staffing complement of a contract management unit insofar as it relates to both centres?
- 10 W Currently, we have a director over the unit, but there is a contract management unit manager, and then there are three monitors.
- CA Per centre or for the two centres?
- W No, no, this is for both centres.
- CA It's not a desk-based job, from what you say?
- 20 W Components of it are desk based. What we would do is that two of the three monitors will go to the centres, so they're not embedded; they visit the centres. More recently, it's as a pair. So they will spend three days at one centre and two days at the other centre, week about, and then reverse it, so it's three and two, three and two, three and two.
- From time to time, we'll pull one of those monitors out and substitute the town-based monitor in, but it's only ever the two monitors. This would be a system that we propose to change as part of the new contracting.
- CA In what way do you propose change?
- 30 W We'll be increasing the number of monitors from three to five.
- CA Why is that desirable?
- W We have some concerns, and this is the reason why we have monitors going in pairs now - we have some concerns about capture or the possibility of capture.
- CA I'm sorry, I don't know what you mean by that.
- 40 W They become too friendly. Their focus might not specifically be our focus.
- CA Might not be critical enough?
- W Might not be critical enough. I'm not suggesting that that's necessarily real, but-
- CA But it's a risk that develops through-
- 50 W It's a risk that has been identified that, going forward, we believe we can mitigate to some extent by increasing the number of monitors and rotating the monitors more often.
- CA Are they located at either of the centres, their normal workplace?

- W They're based in State Law Building and they go out to the centres.
- CA What rotation of contract managers has there been in the past? Over what time frames?
- W It has been very little up to date. Originally it was two contract monitors. More recently, there's now three.
- 10 CA Yes, but in terms of the time they may spend in that job, is there any time frame that's set for how long they will carry out that job?
- W No, there hasn't been to date, but also as part of that process going forward, our intention is that it will be a limited life and we will rotate people out of the contract management unit.
- CA Familiarity with the job is an advantage, presumably?
- W It can be, but the people that we use for contract monitors are well versed in correctional operation.
- 20 CA Are they easily rotated, then, if it benefits at least from that kind of insight?
- W I think there's benefits for everybody by rotating people out of positions like that.
- CA Will there be more of that?
- W There will be.
- 30 CA You said there had been very little, I think-
- W There has been no rotation, really. Two of the monitors have been there for a very long time.
- CA I see.
- W They do good work. However, I think going forward-
- 40 CA It comes with risks.
- W -we'd like to change the way we do business. It also gives an opportunity for other custodial-based people to get in and see how private operation works. There's a benefit back to the state by doing that sort of rotation.
- CA You have, do you, some internal controls or policy directed towards minimisation of risk of fraud and corruption?
- W We have the statutory requirements. I don't believe we've got necessarily a QCS one at this stage.
- 50 CA I think the Commissioner may have produced a fraud and corruption policy that pertained to DJAG.
- W Yes, I believe-

- CA Does the development of such a policy for QCS fall to your area?
- W No, the Chief Inspector.
- CA Are you responsible for the awarding of procurement contracts?
- W Yes.
- 10 CA Is there any policy or framework guiding the avoidance or minimisation of corruption or fraud risks in procurement contracts?
- W I believe there's a range of policies led off by the Queensland purchasing policy, in the first instance, and then ramping down through a handful of DJAG policies and procedures.
- CA Is that also an area that will need to be customised to the new department?
- 20 W I think - we will certainly produce our own policies and procedures, and obviously we will put a focus on it that is more applicable to corrections than maybe a whole of justice type environment. I imagine there will be many similarities.
- CA Do you have anything like a fraud or corruption risk management group, or officer?
- W We don't, other than the ESU and internal audit people like that, but I don't believe there's a specific one, and certainly not within OSS at this point.
- 30 CA Presumably you're responsible for some fairly weighty contracts, very valuable contracts, of procurement?
- W Yes.
- CA In the performance of that function, I'm just interested to know what internal controls are applied on an appropriate basis to minimise fraud risks and corruption risks?
- 40 W If I was to use an example: a larger contract, any large contract, has to have a significant procurement plan produced, and that has to be signed off by the CEO, and then that sets out those processes that we will use to make the procurement; down to a very small procurement project where the rules of - you can't order it, you can't pay for it, and you can't collect it. There's always got to be two or three people in a process. So ranging between those larger projects, we'll have independent probity auditors on. Certainly in the case of the current re-tender project.
- CA Is there any person or group whose focus it is, and responsibility it is, to review these procurement processes with a view to assessing fraud or corruption risks?
- 50 W On a regular basis, procurement people and finance people will review - I'm just trying to think of an example. They might review SAP, which is the accounting system, and find out are people using the standing offer arrangements, and if they're not, why are they not using them. There's that process.

In a correctional centre, there's an ongoing self-assessment. So QCS does have a self-assessment policy. In the course of a year, I believe it's 30 or 36 self-audits are done, covering a range of issues, and it will vary from the prisoner canteen to industry purchases, so that's an ongoing process.

10 That information is sent in to the finance group, and they also then review what has been determined by the self-assessments. Individually they might also do it. At the termination of a contract, we will review what has basically been going on for the last year. So there's a range of processes that we use on an ongoing basis to keep an eye out for that potential for fraud.

CA You identify there's a range of processes that are implemented, as you described, but does someone keep an oversight of-

W The director of finance, I guess, is the-

CA The director of finance?

20 W The director of finance. Underneath him is finance and procurement at this stage, and contract management is under him as well.

CA Are there any written policies or guidelines apart from the DJAG's fraud and corruption policy?

W I believe there is at least one QCS-specific document.

CA Dealing with what?

30 W That deals with the self-auditing, I believe.

CA Self-auditing?

W The self-auditing in the correctional centres, the two or four audits they do every month. There is a calendar of what audits are required to occur, at what time.

CA Audits of what, can you tell us?

40 W Prisoner canteen is an example, or industry income and outgoings.

CA Can I ask you about offender information systems, particularly IOMS?

W You could.

CA To be specific, does Operational Support Services have any responsibility for it?

50 W We have a group within Operational Support Services, which is offender information systems, which basically looks after the application, the software side of IOMS.

CA I'm interested in trying to clearly identify the parameters of control or responsibility, rather, that your area has, as compared with other areas. Is it delivery of software and maintenance of software?

- W It's the maintenance and delivery of software. I believe Robyn GREGORY will be a witness later today.
- CA Yes.
- W She will be able to dig into this a lot deeper than myself, but I'm happy to try and answer questions.
- 10 CA Is her area of responsibility different from Operational Support Services or does she fall under your umbrella?
- W She falls - she's one of my directors.
- CA Insofar as Operational Support Services has a function to ensure a security governance of IOMS, are you able to speak to that or not?
- W I think you'd be better talking to Robyn.
- 20 CA All right. What about the various limitations that have been discussed about the utility of IOMS presently and for the future? The Commissioner mentioned the other day the prospect of having it replaced by a different system.
- W Correct.
- CA Are you able to give us any detail as to the stage at which that's at?
- W We're in the process of developing a business case for the Digital Offender Management Environment, or DOME, so that will be the replacement for IOMS in due course and subject to government funding. The business case is being developed.
- 30 CA That's really what I was going to ask you, I suppose - at what stage that process is at at the moment?
- W It's at that stage where we're developing a business case to go to government. We will need to be funded separately for that. It's a considerable amount of money to produce the system. So we have got the funds for the business case but no further at this stage. The budget will reveal what we get.
- 40 CA Would you predict a time frame for assessment of a business case and, if accepted, leading to the development of a new system?
- W At this stage, we're projecting a four-year development, with some features being available in a couple of years, but not the whole thing until - I believe it's four years.
- CA In another way, I suppose, the question is how much longer you will be needing to use IOMS?
- 50 W We will need to use IOMS up until then. IOMS is a stable system. It just has limitations.
- CA Do you have a view on how important its replacement would be to the core business of QCS?

- W I think Walter SOFRONOFF indicated in his report that it's critical to the success of the agency going forward, if we're to deliver an improved service, a service that has a meaningful impact on prisoners and offenders. So it's our highest priority.
- CA Who would be tasked to establish the business case for it? Does that come within QCS?
- 10 W The business case is coming out of the business improvement unit. They have seconded in one of Robyn's people to inform that business case going forward.
- We've established a small working group. At this stage that's one other person, but ultimately that will have to be at least a dozen or 20 people by the time we get it up and running.
- CA That's the evidence, Commissioner.
- 20 PO Thank you. Mr MURDOCH?
- CM Just one matter, may it please the Commission.
- You were asked some questions earlier in respect of overstaffing and the capacity or otherwise to move CCOs from one centre to another.
- W Mmm.
- 30 CM Just to clarify, has overstaffing at any centre been an issue for the QCS in recent times?
- W No.
- CM Taking into account your time in the role, how far back, if at all, can you recall overstaffing being an issue?
- W I can never recall overstaffing being an issue.
- 40 CM No further questions.
- PO Thank you. Mr SMITH?
- AS No questions, Mr Commissioner.
- PO Thank you. Thank you, Mr FORSTER. You're excused.
- W Thank you, Commissioner.
- 50 CA I suggest the morning break, Commissioner?
- PO Yes, thank you. We will adjourn now and come back at about 10 to 12.

SHORT ADJOURNMENT

END OF SESSION