

20 APR 2018

Mr Alan MacSporran QC
Chairperson
Crime and Corruption Commission
GPO Box 3123
BRISBANE QLD 4001

Dear Mr MacSporran QC

Thank you for the opportunity extended to Queensland Corrective Services (QCS) to provide a submission to Taskforce Flaxton. I gratefully acknowledge the due date extension granted to QCS by the Commission.

Please find enclosed QCS' submission to Taskforce Flaxton which can to be treated as a public submission. I have enclosed both in-confidence and public versions of relevant Custodial Operations Practice Directives as part of the submission and respectfully request that the in-confidence procedures are not released publicly due to the potential risks to the safety and security of correctional centres.

QCS is committed to building a mature, sustainable, and corruption resistant culture and welcomes recommendations that will contribute to the development of such a culture.

If you require further information or clarification in relation to QCS' submission, please contact [REDACTED]

I trust this information is of assistance.

Yours sincerely



Peter Martin APM
Commissioner

Encl.



Queensland Corrective Services

Submission to Taskforce Flaxton

April 2018

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Acronyms

QAO – Queensland Audit Office
BWC – Body Worn Cameras
CCC – Crime and Corruption Commission
CCO – Custodial Correctional Officer
CCTV – Closed Circuit Television
CI – Chief Inspector
CMS – Complaint Management System
COPD – Custodial Operations Practice Directives
COEP – Custodial Officer Entry Program
CS Act – *Corrective Services Act 2006*
CSIU – Corrective Services Investigation Unit
DCS – Department of Community Safety
DJAG – Department of Justice and Attorney-General
DOME – Digital Offender Management Environment
ESU – Ethical Standards Unit
ICT – Information and Communication Technology
IM – Information Management
IOMS – Integrated Offender Management System
IP Act – *Information Privacy Act 2009*
KPI – Key Performance Indicators
OIS – Offender Information Systems
OPG – Operational Practice Guidelines
PID – Public Interest Disclosure
QAO – Queensland Audit Office
QCS – Queensland Corrective Services
QCSIG – Queensland Corrective Services Intelligence Group
QPS – Queensland Police Service
RTI Act – *Right to Information Act 2009*
WEU – Workplace Engagement Unit

Introduction

This paper is Queensland Corrective Services' (QCS) submission to the Crime and Corruption Commission's (CCC) Taskforce Flaxton. It contains QCS data and analysis which has been completed and compiled by QCS. The paper does not represent Government policy.

QCS acknowledges that the business of corrective services, and particularly correctional centres where custodial staff face a heightened risk of assault and have sustained contact with Queensland's criminal population, carries inherent corruption risks and organisational culture challenges. These risks and challenges are unique within the public sector and additional to the risks which are common to all public sector entities, such as fraud and misuse of information.

Taskforce Flaxton comes at a critical juncture in the history of corrective services in Queensland. For the first time since 2009, Queensland has a dedicated and standalone corrective services department which will allow a specific and sustained focus on the development and reform of the correctional system. With formal establishment on 21 December 2017, the new department is in the process of finalising staff transfers and establishing new structural and leadership arrangements.

QCS has also embarked upon the development of an ambitious 10 year plan to chart a course for the strategic development of corrective services in Queensland. This plan will build on the implementation of the once in a generation reforms arising out of the Sofronoff Review, which highlighted a range of serious deficits across the correctional system. The review found that the system had become "antiquated and emaciated", prompting a \$265 million investment by the Queensland Government, over six years, to deliver reforms and greater effectiveness of the parole system.

Comprehensive consultation occurred with staff across all roles, to inform the development of the 10 year plan which has highlighted a recurring theme: the large majority of the QCS workforce, overwhelmingly desire to deliver a world class correctional system that will make Queenslanders safer. This ambition cannot be achieved unless we commit to the highest standards of integrity. Our 10 year strategy can only be successfully delivered if it is comprehensively supported and enabled by our culture.

QCS staff also raised, strongly and consistently, that the workforce requires greater support because significant capability deficits, such as those identified by the Sofronoff Review, have emerged as a result of the sustained growth in prisoner and offender numbers. Similarly, QCS recognises and notes the interest the CCC has expressed with regards to the system pressures arising as a result of rising prisoner numbers in Queensland. The extreme increase in demand, which has now continued unabated for six years, has affected every aspect of QCS' operational and supporting functions. Responding to this demand, and particularly managing the growing risks from overcrowding of correctional centres, has been the overwhelming priority for QCS during this period.

For these reasons, QCS welcomes Taskforce Flaxton as an opportunity to assist in assessing existing systems and controls and in shaping the formation of a new top tier public safety department, its systems, processes and deployment of available resources. QCS is fully cooperating with the CCC in any and every way necessary.

Prior to the Administrative Arrangement Order (No.4 2017) on 21 December 2017, to create QCS as a stand-alone department, QCS had been a service area within a department since March 2009, when the Department of Community Safety (DCS) was formed. This Department was an amalgamation of the Department of Emergency Services (Queensland

Ambulance Service, Queensland Fire Service and the State Emergency Service) and QCS. Following the Keelty Review, DCS was divided into several entities in November 2013 and QCS was transferred to the Department of Justice and Attorney-General (DJAG).

While QCS has retained control over practices and procedures for core operational functions such as correctional centres and community corrections, the majority of the corporate functions and associated policies and procedures were transferred to the Department of Community Safety and subsequently to DJAG.

Accordingly, QCS is now in the best position it has been in for the past nine years to develop policies and procedures to build a corruption resistant culture and a mature departmental structure through People Capability, Finance, Ethical Standards and Internal Audit functions that are specifically geared to the unique, and complex, needs and risks of corrective services. It is expected that Taskforce Flaxton may identify deficiencies and opportunities for improvement in the current policy and procedural framework. Where such gaps have already been identified by QCS, they will be highlighted in this submission.

The development of new policies and procedures to aid the development of a mature, corruption resistant culture for the Queensland correctional system is a key priority for QCS, with work commencing in earnest following the machinery of government changes. During this work, QCS will refer to the CCC's *Fraud and Corruption Control Best Practice Guide* and recommendations that arise out of Taskforce Flaxton to ensure best practice.

The submission provides an overview of QCS including key challenges and the different practices, policies and procedures in place covering areas such as risk management, internal controls and oversight and reporting mechanisms. It also identifies existing gaps and opportunities for future improvement. While the submission is broken down into different chapters which highlight and deal with different issues, these issues are closely linked.

The timing of Taskforce Flaxton provides QCS the opportunity for the department to work collaboratively with the CCC to evaluate best practice and set the foundations upon which the department will build a best practice system and corruption resistant culture. QCS is taking every opportunity through this process to learn and improve, to critically examine practice and develop new corruption prevention and detection strategies to enhance community confidence in this top tier public safety department. QCS is committed to fully cooperating with the Taskforce and welcomes recommendations to deliver sustained improvement.

Chapter 1 Overview of QCS

The *Corrective Services Act 2006* (CS Act) establishes the primary legislative basis for the management of prisoners and offenders. The purpose of QCS is community safety and crime prevention through the humane containment, supervision and rehabilitation of offenders.

QCS delivers the following key services for Queensland:

- administration and management of sentences imposed by the Courts;
- safe, secure and humane management of prisoners in correctional centres;
- management of adult offenders in the community;
- reducing crime and re-offending by delivering evidence-based rehabilitation programs and risk management; and
- providing opportunities for prisoners and offenders to make reparation by performing community service.

QCS delivers these services within a complex environment, primarily as part of the criminal justice system, but which is inextricably linked to the health, education and social services sectors. The QCS workforce is vital to the department achieving its purpose, with over 4,500 staff working every day to protect the people of Queensland by dealing directly with some of the most dangerous and complex people in our society. The heightened risk of injury and the sustained and intimate contact required with Queensland's criminal population makes QCS' workforce unique within Queensland's public service.

Queensland has 11 high security correctional centres, six low security correctional centres and 13 work camps. Of the 11 high security centres, there are two privately operated centres, Arthur Gorrie and Southern Queensland Correctional Centres which accommodate approximately 17.5% of Queensland's prisoner population. Queensland also has 34 Probation and Parole district offices and over 100 reporting centres.

The Department of Health is responsible for the delivery of health services, including oral and mental health services, in publicly operated correctional centres and for the delivery of oral and mental health services in privately operated correctional centres. The contracted operators of the two private facilities in Queensland are responsible for contracting health practitioners for the delivery of all other primary health services. Publicly and privately operated correctional facilities may also access the Princess Alexandra Hospital Secure Unit which is a state resource which has 12 single inpatient beds.

1.1 Growth in prisoner numbers

The CCC Issues Paper¹ notes that Queensland is experiencing growing overcrowding in its correctional facilities which has had impacts on infrastructure and resourcing. The Issues Paper further states that as prisoner numbers continue to exceed the capacity of correctional facilities, the risk of conflict, violence, and serious assaults against staff and prisoners will increase.

QCS provides the following information to assist the CCC to understand the implications of growing prisoner numbers.

Queensland's prison population has increased by over 50% since January 2012. Queensland has a total built cell capacity of 7,031, which consists of 6,222 high security cells and

¹ Page 7 – Taskforce Flaxton – an examination of corruption and corruption risks in Queensland corrective services facilities - Issues paper and invitation for public submissions. March 2018

809 low security beds. As at 31 March 2018, the prisoner population was 8,818, resulting in over 3,890 prisoners sharing accommodation designed for one prisoner.

Queensland's secure correctional centre capacity was operating at 131% as at 31 March 2018. In some locations, secure accommodation units are operating at 200%, which means every cell designed for single prisoner occupancy is occupied by two prisoners.

Women prisoners

The imprisonment rate of women in Queensland is the third highest in Australia and while the male prisoner population is rising, the female population is rising faster. Since January 2012, the number of female prisoners in south Queensland has increased by 80%, from 311 to 562 in January 2018. This is in comparison to 50% growth in male prisoners in south Queensland for the same period (3,661 to 5,519).

Overcrowding is highest at Brisbane Women's Correctional Centre which has consistently been the most overcrowded correctional centre since 2014. As at 31 March 2018, this Centre was operating at 161% capacity.

Aboriginal and Torres Strait Islander women continue to be over-represented in custody, with approximately 36% of the women prisoner population identifying as Aboriginal or Torres Strait Islander. Whilst approximately 45% of all women prisoners have been incarcerated previously, this number is over 70% for Aboriginal and Torres Strait Islander women prisoners.

The remand population is increasing across the state, however the female remand population is increasing at a higher rate than the male remand population. Between 2011-12 and 2016-17, the average number of unsentenced female prisoners grew by 143.6%, compared with 96.8% for unsentenced male prisoners.

Risks and consequences of overcrowding

Overcrowded correctional centres increase the occurrence of death, injury and escape; reduce the opportunity for dynamic security through effective offender interaction; and reduce access to rehabilitation opportunities, which compromises community safety and critically, presents workplace health and safety risks for correctional centre staff.

High risk environment

These workplace health and safety risks are demonstrated by the increased number of assaults on staff since 2011-12. In 2016-17 there were 305 staff victims of assault incidents, up from 139 when compared to 2011-12. There were also 1,492 prisoner victims of assault who required medical treatment for their injuries. In addition, 250 prisoners required hospitalisation or ongoing treatment as a result of serious assaults by other prisoners.

There has also been a rise in prisoner self-harm incidents, including attempted suicide, beyond the rate of the prisoner population growth. In 2011-12, the self-harm incident rate was 4.90 per 100 prisoners. This rate has increased by 182% to 13.20 per 100 prisoners in 2016-17.

Research shows that victimisation and witnessing violence between prisoners negatively affect staff's personal sense of security and increase correctional staff burnout.² Furthermore,

² Isenhardt, A. & Hostettler, U. (2016) Inmate Violence and Correctional Staff Burnout: The Role of Sense of Security, Gender, and Job Characteristics, *Journal of Interpersonal Violence*, 1-35

when staff wellbeing is impacted due to demands of the job, there is a heightened risk of poor decision making and compromise of professional boundaries.³

The number of assaults is exacerbated by the relatively small number of specialist cells in proportion to the prisoner population to cater for those who require segregation, special management or intensive observation. As prisoner numbers increase so too does the reliance on these specialised cells and units to ensure the safety of staff and prisoners.

Reduced access to rehabilitation and reintegration activities

Due to the increased prisoner population there are reduced opportunities for prisoners to access necessary rehabilitative programs and services. This is caused by constraints in expanding programs due to a lack of available program facilities during the day and staff to co-ordinate and deliver the programs. QCS is currently reviewing the use of classrooms to maximise efficiency within available infrastructure. Many of the Sofronoff Review recommendations relating to custodial rehabilitation programs depend on there being sufficient infrastructure capacity.

Demand on infrastructure

The growth in prisoner numbers is placing strain on prison infrastructure and services. As a salient case example, sewerage failures have occurred at both Brisbane Women's and Arthur Gorrie Correctional Centres in recent years. System failures disrupt operations and can make prisoner accommodation units unusable, increasing demand on other overcrowded units and centres.

There has also been an increase in the number of incidents of property being damaged by prisoners. This has resulted in QCS exceeding the minor capital works and building maintenance budgets due to increasing costs of damage to infrastructure.

Fire safety compliance

QCS occupancy numbers are governed by the National Construction Code. Under the Code performance based design can vary the number of occupants accommodated in these buildings, and performance solutions are currently in place at all QCS centres. The secure units within the correctional centres have been designed to provide a high level of fire safety above the minimum requirements of the Code.

The occupancy requirements for the accommodation buildings have increased above the approved building designs. QCS in consultation with Department of Housing and Public Works is seeking validation and recertification of the current performance based designs to support the increased prisoner numbers. As part of this process, consultants are reviewing the original designs to confirm their suitability for increased occupancy levels above the currently approved design.

In the interim, Queensland Fire and Emergency Services has been advised and QCS has implemented a number of safety measures, such as additional supervisors and officers to mitigate the potential safety risks of current occupancy of the centres until the re-certification process is completed.

³ Ceschi, A et al; (2017) Decision-Making Processes in the Workplace: How Exhaustion, Lack of Resources and Job Demands Impair Them and Affect Performance.

Impact on other criminal justice and human service providers

The impacts of rising prisoner numbers are also felt throughout the health and criminal justice system, with Department of Health and Legal Aid Queensland services affected due to increased service demand.

The Department of Health provides prisoner health services in a complex operating environment to prisoners whose health profile is generally worse than that of the general population. Levels of infectious disease, mental illness and drug and alcohol problems for prisoners are much higher than in the community. The rising prisoner numbers is exacerbating these complexities due to the Department of Health being required to provide medical services to an increasing number of prisoners within medical facilities designed to service fewer prisoners.

Prisoner access to legal services is also adversely affected with the number of remand prisoners and prisoners with parole matters continuing to increase. Legal visit times have been expanded at correctional centres to meet the increased demand however the physical space used for legal meeting rooms places a constraint on legal access.

Private providers

In 2017, GEO, the current provider at Arthur Gorrie Correctional Centre formally declined a request by QCS to accommodate additional prisoners at the Centre beyond the current contracted level of 1,187 prisoners (135%). This was due to a range of concerns including staff safety, prisoner safety, infrastructure limits, centre restrictions and operational compliance with contractual performance requirements.

Serco Australia, the current provider for the Southern Queensland Correctional Centre, has also advised they are unlikely to accept any further proposals from QCS to accommodate additional prisoners past the current contracted level of 402 prisoners (or 133%) for similar reasons to GEO.

The consequence of this is that the impact of rising prisoner numbers will disproportionately affect the public operated centres, unless the number of prisoners accommodated at privately operated correctional centres increases.

It is noted that tender processes are underway or imminent for the future management of Arthur Gorrie and Southern Queensland Correctional centres.

External criticism

The conditions in correctional centres have attracted criticism from external oversight bodies such as the Queensland Ombudsman. Since 2013, there have been two critical Ombudsman investigations into overcrowded prisons. The second report in September 2016 was specifically focused on Brisbane Women's Correctional Centre.

Demand management strategies

Since 2015, the Queensland Government has implemented a number of demand management strategies aimed at reducing the growth in the prisoner population. These strategies include the Sofronoff Review, Re-Entry Services, the Sisters Inside Supreme Court Bail Program, revision of low security custody and revision of parole suspension practices.

Sofronoff Review

In February 2017, a major reform of Queensland's parole system was approved following a review undertaken by Mr Walter Sofronoff QC. The Sofronoff Review provides a blueprint for a major reform of the correctional system. QCS received funding of \$265 million over six years to commence implementation of this reform, including the professionalisation of the Parole Board, improved management of offenders in the community, and the expansion of rehabilitation and re-entry services.

Implementation of the reform agenda will make significant improvements to the correctional system and improve community safety. However, implementation of the suite of reforms will occur over the next five years and the reforms are unlikely to significantly reduce growth in prisoner numbers in the short to medium term.

Re-Entry Services

Re-entry services assist prisoners to desist from re-offending and to succeed on parole. With the aim of reducing re-offending, QCS has completed several projects to co-design, develop and implement new, enhanced re-entry services. The three new re-entry services include:

- CREST – a regionally based re-entry service in all male correctional centres and Townsville Women's Correctional Centre;
- MARA – a co-designed, gender specific service for female prisoners in south east Queensland; and
- Borallon Training and Correctional Centre Throughcare Service – a co designed, centre-based service which places a strong focus on education and employment pathways.

Sisters Inside Supreme Court Bail Program

In response to the significant growth of the female remand population, QCS initiated the Supreme Court Bail Program to support remanded women prisoners to apply for and achieve bail. The program commenced as a pilot in March 2016 and is currently delivered by Sisters Inside at Brisbane Women's, Numinbah and Townsville Women's Correctional Centres. As at 31 December 2017, 61 prisoners had successfully applied for and were released on bail, allowing women prisoners to return to their communities and families, while awaiting determination of their court matters. The bed days saved through this initiative have been significant.

Housing Strategy for women on parole

As part of the *Queensland Housing Strategy 2017-2020 Action Plan*, the Department of Housing and Public Works in partnership with QCS is implementing a coordinated housing and support initiative for approximately 40 women offenders on parole or at risk of being remanded in custody each year for three years.

Low Security Custody

QCS reviewed the placement criteria for low security custody. All women prisoners are now assessed for low security placement with a revised decision making threshold in place. This has resulted in an increased utilisation of low security custody for women prisoners.

Parole suspension process

In April 2015, QCS enhanced individual case management of women prisoners whose parole order had been suspended enabling progression towards removal of barriers impacting on re-release into the community. QCS also amended the policy regarding mandatory

suspensions for an offender returning a positive drug test to increase opportunities to address their substance issues in the community.

Strategies to reduce the impacts of overcrowding

Custodial infrastructure

In May 2015, the Government approved the staged recommissioning of Borallon Training and Correctional Centre to provide an additional 492 cells to accommodate male prisoners. Borallon Training and Correctional Centre currently has a capacity of 332 cells, with the refurbishment of the remaining 160 secure cells due for completion by June 2018.

In January 2017, the Queensland Government approved the expansion of the Capricornia Correctional Centre which will provide an additional 164 residential beds and 100 secure cells by December 2020.

In the 2017-18 State Budget, QCS received funding over two years of \$16 million (including \$3.5 million offset) to increase prison infrastructure at Brisbane Women's Correctional Centre.

The business cases for expansion of Arthur Gorrie Correctional Centre by 628 cells and Stage 2 of the Southern Queensland Correctional Precinct by 1,004 cells have been completed by Building Queensland.

Correctional centre strategies

QCS' Violence Prevention Strategy was developed to provide staff with a framework for developing initiatives to prevent violence and enhance the safety of staff, visitors, prisoners, offenders and the public (**Attachment 1**). Launched in August 2016, each secure public correctional centre is required to appoint a Coordinator responsible for overseeing violence prevention activities at a local level, and established a Violence Prevention Committee to lead the identification, planning, implementation and reporting of local initiatives, based on local needs. The Strategy has focused largely on influencing behaviours and attitudes towards violence, minimising opportunities for violence, and fostering a culture where prisoners feel respected by staff, and therefore able to voice their frustrations instead of displaying aggression.

Within custodial centres, strategies have been adopted to reduce the operational impact of overcrowding. Prisoner movements and activities have been adapted to manage competition for unit amenities and reduce known points of conflict and high risk periods. Additional exercise equipment has been provided and gym and oval rosters have been revised to allow more outside time. There is increased cell access for prisoners who want to remove themselves from the noise and activity inside secure accommodation units, and headphones are available to help mitigate the noise impact of shared cells. Prisoner industries have been extended from five to seven days of operation in some locations.

Double-up funding agreement

In April 2014, a new process was introduced for providing additional revenue to QCS for every prisoner held above the built cell capacity of each centre. Funding requirements are developed based on the specific design and prisoner profile at each correctional centre. An additional \$77 million in funding is budgeted in 2017-18 to manage the increased prisoner population. The arrangement has assisted QCS to ensure essential services and staffing relating to safety, security and good order of correctional centres are brought online promptly as prisoner numbers increase. Notwithstanding the issues arising from overcrowding, QCS

has ensured, first and foremost, that as prisoner numbers increase, so too do correctional centre staffing levels.

QCS is currently working with Queensland Treasury to revise the existing arrangement to meet the demands of the increasing prisoner population.

Bunk beds

QCS is constructing 1,000 bunks to increase prisoner bed capacity. These bunk beds will be specifically designed to minimise hanging points within cells. Bunk beds are not a means by which QCS is able to increase capacity. The bunks are designed to improve the humane containment of prisoners, by ensuring prisoners who are required to share a single cell, are able to do so with a purpose built bunk, as opposed to a mattress on a floor.

In 2017-18, QCS commenced installing bunk beds at Brisbane, Lotus Glen, and Woodford Correctional Centres and Borallon Training and Correctional Centre. The remaining bunk beds will be progressively installed in 2018-19 and 2019-20 following the completion of the air extraction upgrades at each correctional centre to ensure compliance with building safety standards.

Non-custodial infrastructure for support and ancillary staff

Notwithstanding the perennial issues with the accommodation of prisoners in high security, efforts to rapidly increase the number of staff in response to the growing prisoner population has resulted in QCS exhausting available space in some centres to accommodate staff working in support service areas. These areas include offender intervention, sentence management and essential health services.

To partially address capacity issues, QCS received additional funding of \$13 million in 2016-17 to provide adequate facilities to accommodate additional support and ancillary staff required to service the growing prisoner population. This funding has been prioritised for additional non-custodial infrastructure at Woodford Correctional Centre and Brisbane Women's Correctional Centre and will be delivered by June 2018. The minor capital base allocation has also been prioritised for external storage containers, residential common room prisoner property lockers, additional seating in secure accommodation day rooms, and additional cooking, medical and plant equipment.

QCS will continue to work closely with Government to manage the issue of overcrowding in a responsive and humane way, with the safety of correctional staff as the highest priority.

Chapter 2 Coordination mechanisms

Coordination mechanisms cover a range of areas including the fraud and corruption control framework and associated policy and plan, supporting documents, procedures, communication, and best practice targets.

In the interim before a new departmental policy is developed, QCS is using the DJAG Fraud and Corruption Control Framework which outlines the minimum requirements and responsibilities for the governance, prevention, detection, and the response to suspected fraud and corruption within QCS (**Attachment 2**). The Framework incorporates legislative requirements and consists of the following internal resources and processes:

- the Fraud and Corruption Control Policy;
- the Risk Management Framework;
- DJAG fraud risk controls;
- the Code of Conduct;
- staff training, awareness and cultural change program;
- protections and supports for disclosures; and
- reporting processes.

These processes will be discussed in detail in later chapters. The policies and procedures in the Framework govern QCS' risk of fraud and corruption through clear and accountable processes with defined monitoring, review and oversight functions, supporting documents and communication tools.

Best practice dictates that every organisation requires management and oversight functions to ensure adequate fraud and corruption control. QCS has used DJAG support provisions for the monitoring, review and oversight of fraud and corruption control through:

- a Fraud Control Officer within the Corporate Governance Unit, DJAG who is responsible for improving the fraud risk and corruption framework and supporting operational areas in preventing fraud;
- the Fraud Risk Operational Group which sets the operational and organisational fraud and corruption management strategy, ensures the fraud risk framework complies with public sector requirements and consults with operational areas;
- the Audit and Risk Management Committee which is a governance committee chaired by an external party. The Committee operates under an approved Terms of Reference, and has due regard to Queensland Treasury's Audit Committee Guidelines: Improving Accountability and Performance;
- the Internal Audit Unit provides independent, authoritative and confidential advice to the Chief Executive of QCS and independently reviews departmental operations; and
- risk registers which capture risks, including fraud and corruption risks, in divisional or operational areas when the potential for fraud and corruption arises. The Policy requires all risks to be assessed at least annually.

Work is underway to develop a new Fraud and Corruption Framework, Policy and Plan that both reflects the specific needs of QCS and operates in an integrated cohesive manner with all other coordination mechanisms in place. These documents will aim to drive business integrity through strong leadership, sound corporate governance, accountability, internal control and transparency. The QCS Fraud and Corruption Framework, Policy and Plan will support the Strategic Plan and other management plans as required.

The development of these documents will be supported by the body of work underway to strengthen internal governance practices, including the development of new governance committees such as the Audit and Risk Management Committee.

Chapter 3 Risk management systems

Risk management systems allow for the proactive management of fraud and corruption risk and allow departments to achieve their objectives by assessing and mitigating potential risks to better inform planning processes and improve accountability, transparency and ethical decision making.

DJAG's Fraud and Corruption Control Policy works through a program of fraud and corruption risk assessment and employs the recommended five-step risk management process as defined in the Australian Standard AS/NZS ISO 31000:2009 and broadly includes the following:

- establish the context;
- identify the risks;
- analyse the risks;
- evaluate the risks; and
- treat the risks.

Ethical Standards Unit

Previously the DJAG Ethical Services Unit (ESU) provided the delivery of QCS risk assessments. Under this model, the ESU function for QCS was limited to reactive investigations, advising on ethical dilemmas, conflict of interests and providing general advice on ethical issues.

Given the critical role the ESU plays in accountability, transparency and ensuring a healthy, mature, corruption resistant organisational culture, the ESU was identified as a function that must be established within QCS at the earliest opportunity. Accordingly, once the machinery of government transfer of staff was effected, the newly established ESU commenced operations on 1 March 2018. QCS recognises the significance of the role for ESU, both within the context of Taskforce Flaxton, but also for the sustained development of a mature organisational culture. ESU has identified a number of initiatives and opportunities that would enhance the capability of the Unit and ensure that ESU is driving this important cultural change. These opportunities are outlined in **Chapter 4.6 Ethical Standards**.

Like other units of this nature, the ESU is focused on the development and delivery of programs and services to build, maintain and sustain an ethical and corruption resistant culture, supported by appropriate, defensible and ethical decision making at all levels of the organisation. Accordingly, the ESU forms part of the remit of the Office of the Chief Inspector and comprises of a director, ethics consultants and administrative staff. A recent open and meritorious selection process has resulted in the appointment of a Director, ESU. The appointee commences with QCS in June 2018. The candidate is a highly credentialed and experienced senior officer, with expertise in the state-wide administration and coordination of ethical standards.

QCS recognises the opportunity at hand to shape and develop a new ESU framework, in accordance with the best practice models promulgated by the CCC and other top tier public safety agencies. To this end, the ESU will be charged with providing advice and investigations of allegations of misconduct, fraud and corruption, but will have a significant focus on ensuring the proactive elements of developing a corruption resistant culture are formed and maintained. The ESU will ensure a proactive approach to support public sector ethics through the promotion of ethical culture and appropriate decision making education and training programs. Where required ESU will also report suspected fraud, corruption, criminal and other matters to appropriate external organisations and is charged with the

management of public interest disclosures in compliance with the *Public Interest Disclosure Act 2010*.

Consequently, the ESU will be responsible for the development and evaluation of ethics policy and procedures to support, build and sustain integrity and accountability, whilst providing unambiguous direction to employees on the correct protocol for reporting unethical matters.

In instances where a fraud and corruption risk assessment has been conducted by ESU, the assessment should:

- actively involve all relevant stakeholders;
- capture all of QCS' at-risk functions;
- establish the vulnerability of business processes and related tasks or activities;
- identify likely current and future internal and external threats;
- review data from the agency's fraud register;
- rate the probable risks appropriately;
- consider appropriate controls to both prevent and detect fraud;
- prioritise the implementation of control treatments accordingly;
- result in a prioritised treatment plan that documents the chosen options and how they will be implemented; and
- ensure adequate communication.

Moving forward QCS will review all risk management systems by September 2018 and establish the level, nature and form of risk exposure, against all activities and functions across QCS.

Chapter 4 Internal controls

An effective control environment is fostered by clearly stated policies and procedures, well-defined responsibilities and accountabilities that ensure the appropriate use of the organisation's assets. QCS has a number of internal controls and oversight mechanisms which will be outlined in detail in this chapter.

4.1 QCS Chief Inspector

The Chief Inspector is a statutory position created under the CS Act which reports directly to the Commissioner, QCS. The Office of the Chief Inspector (OCI) provides scrutiny regarding the fair and humane treatment of prisoners, and the application of standards and operational practices within Queensland correctional centres and Probation and Parole offices. The OCI is responsible for coordinating the Official Visitor Scheme, facilitating healthy prison inspections of correctional centres and conducting individual case reviews. The OCI also undertakes thematic inspections and reviews in correctional centres and Probation and Parole offices and conducts investigations into significant incidents, including escapes, deaths in custody (other than by natural causes), riots or other acts of sustained resistance by prisoners. As part of the investigation, incidents are critically analysed and recommendations made for improvements with a view to reducing the likelihood of the incident occurring again in the future.

Relevant to the future role of the Chief Inspector is the Sofronoff Review which made three key recommendations relating to the establishment of an Independent Inspectorate of Corrective Services and retaining an internal oversight function.

These recommendations were:

- **Recommendation 88** – the Queensland Government should establish an Inspectorate of Correctional Services with the following conditions:
 - a) the Governor of Queensland is to appoint an appropriately qualified person to the Office of Chief Inspector;
 - b) the Chief Inspector is not subject to the direction by a Minister or Member of Parliament in the performance of the functions in the office;
 - c) the Chief Inspector examine all operations of the correctional system in Queensland, including all prisons, probation and parole and other operations;
 - d) the Chief Inspector report to Parliament on findings of each review or examination;
 - e) the Chief Inspector oversee the Official Visitors programs; and
 - f) the Chief inspector work collaboratively with the Office of the Queensland Ombudsman.
- **Recommendation 89** – QCS should retain a function internal to the department to undertake internal review and investigations as required by the Commissioner, but this must be in addition to and not in derogation of a fully independent inspectorate.
- **Recommendation 90** – the Queensland Government should consider expanding the Inspectorate of Correctional Services to examine the operations of adult corrections, youth detention and police detention in watch-houses.

The Queensland Government supported Recommendations 88 and 89 and supported-in-principle Recommendation 90.

QCS is working with relevant agencies to commence the initial work on the recommended Inspectorate and associated legislative requirements.

4.2 Official Visitors Scheme

Coordinated by the OCI, the Official Visitor Scheme employs Official Visitors who are independent members of the community that visit each correctional centre in the state. Official Visitors provide a regular, easily accessible and independent program of visitation to assist prisoners to manage and resolve their complaints. As community representatives, Official Visitors provide a further mechanism for ensuring that administrative decisions made within corrective services facilities are transparent and accountable. Official Visitors submit a separate report for each investigation, as well as for each safety and maximum security order. Official Visitors are independent of custodial centre management and staff.

The procedure for how Official Visitors investigate prisoner complaints is outlined in the *Official Visitor Manual* (**Attachment 3**).

4.3 Complaints process

QCS recognises the significant benefits that can be derived from complaints received. Changes can be affected as a result of trends and systemic and/or service issues identified through the analysis of complaints. How a complaint is assessed and acted on is central to good complaints management. Other benefits include:

- increased complainant confidence;
- increased staff confidence;
- increased Agency accountability;
- opportunity to improve quality of customer service; and
- opportunity to save money.

In accordance with the *Public Service Act 2008*, QCS currently uses Resolve as its complaints management system (CMS). Each correctional centre, probation and parole location and central office business unit are required to identify, record and assess complaints through Resolve. The Office of the Queensland Ombudsman regularly reviews, and has access to, complaints data in the Resolve system.

QCS currently manages complaints in accordance with DJAG's Client Complaint Management Policy (**Attachment 4**). The Policy outlines the steps to manage complaints consistently, fairly, reasonably and on time.

'Client complaints' are complaints received from prisoners and offenders, their families and friends, non-government service providers, stakeholders, other visitors to correctional centres or members of the public who may have had contact with QCS. It also includes complaints received anonymously and those received via Ministerial correspondence, or referrals from other Ministerial offices.

For prisoners in custody, complaints can be made in a variety of ways, including:

- in person to their unit officer or through the "shopfront" process which is an electronic system for recording and tracking prisoner requests in some centres or register hard copy with designated times for staff follow up;
- through writing to the General Manager of the facility (known as a 'blue letter' due to a blue envelope being used);
- writing to QCS through external mail;
- via the prisoner telephone system, which provides a free call to stakeholders including the Office of the Queensland Ombudsman, Prisoners Legal Service, and the Crime and Corruption Commission; and

- through Official Visitors which can be in-person, telephone and written correspondence.

Recently discharged prisoners, offenders subject to community supervision, members of the public, legal representatives and other stakeholders can also make a complaint in writing, via email or online via a portal currently accessible through the DJAG's website (compliments and complaints section). QCS also has a complaint form, which can be used by offenders in the community or in custody, to assist them in formulating a complaint.

Complaints can be made anonymously, with all such complaints investigated in the usual manner.

The management of complaints will vary depending on the nature of the complaint. Complaints made verbally which are actioned or responded to immediately are generally not recorded centrally. However, should QCS identify that the issue may be serious in nature, a decision may be made to formally record the complaint.

Complaints received in person and not immediately addressed, via blue letters, or from telephone, email or written correspondence must be recorded on Resolve and include details of the issue/s raised, method of resolution, and level of substantiation.

QCS does not utilise Resolve to record the following types of complaints:

- complaints alleging official misconduct or corruption by a staff member - these are managed through ESU;
- staff grievances – these are managed by Human Resources;
- complaints where a statutory right of review applies; or
- complaints received by Official Visitors.

It should be noted however that Resolve permits the recording of those complaints about, or by staff, which do not meet the threshold for reporting to either the ESU or Human Resources.

Complaints received by or made directly to the Queensland Ombudsman are either managed directly by that office, or referred back to QCS for action, in accordance with their triage process. If the matter is referred back to QCS, the complaint is recorded on Resolve.

The process of managing a complaint varies from service location to service location. This devolved approach is reflected in the data available for trend analysis on Resolve. Some correctional centres focus on immediate informal resolution at point of service and some locations have a more formalised complaints process, which encourages all complaints to be made in writing. These are recorded and as a result, these locations tend to have a significantly high rate of complaints.

All processes are acceptable within the scope of the current policy, with all locations required to provide QCS with copies of their local business processes and process flows for central oversight.

The following key steps are undertaken in managing a complaint:

- Assess;
- Acknowledge;
- Investigate; and
- Provide outcome advice.

'Client complaints' reported in Resolve are analysed on a quarterly basis with a report provided to the QCS Board of Management. A copy of this report is also provided to the

Office of the Queensland Ombudsman. In addition annual complaints data is reported pursuant to the *Public Sector Act 2008*. In 2016-17 a total of 1,035 complaints were recorded.

Between 2014-15 and 2016-17 the number of complaints has increased by 46%. During the same period the prisoner population increased by 13.5% and the offender population by 21%. Seventy per cent of the complaints are in relation to correctional centres, and generally relate to the impacts of prison overcrowding including accommodation, management of prisoner property, prisoner mail, family visits, and medical/dental treatment. Of those complaints received and finalised during the three year period, on average, 40% of complaints received were either substantiated or partially substantiated.

All relevant staff within QCS receive training in relation to complaints management, which is undertaken by Statewide Operations. The training covers the key elements of:

- the CMS;
- effective complaints assessment requirements;
- any changes or updates to the system or processes;
- policy, procedure, processes; and
- an individual's roles, responsibilities, and authority regarding the effective management of complaints.

In late 2016, the Queensland Ombudsman completed an audit of the QCS CMS. The final report was provided to QCS in December 2016 and examined complaints received during 2015-16. The audit reviewed and evaluated:

- compliance with complaint policy and procedures;
- external communication;
- internal communication and training;
- complaints processes;
- maintenance and improvement of the CMS; and
- external reporting.

It measured QCS' compliance against section 219A of the *Public Sector Act 2008* and AS/NZS 10002:2014 (*Guidelines for complaints management in organizations*).

The Queensland Ombudsman's Office made the following recommendations to further enhance current practices:

1. QCS should review its procedures and other documents referring to the CMS as soon as practicable, with reference to the audit's findings to ensure they are consistent with the legislated requirements for customer complaints processes.
2. QCS should consider reviewing and upgrading the website visibility of the CMS having regard for the audit's findings.
3. QCS should implement strategies to ensure all staff are informed of the CMS including changes, and their roles, responsibilities and authority regarding management of complaints and that all complaints handling staff are regularly trained in policy and procedures and effective complaints management as soon as practicable.
4. QCS should consider the findings of the audit and review its practices to ensure they meet the requirements for complaints processing as per the AS/NZS 10002:2014, section 219A of the *Public Service Act 2008*.
5. QCS should consider the findings of the audit and implement regular maintenance, analysis, monitoring, improvement and review mechanisms and procedures for its CMS consistent with the requirements AS/NZS 10002:2014.

6. QCS should review its external reporting to ensure all complaints received and finalised, and the number of complaints resulting in further action/no further action are reported correctly.

QCS accepted the audit's recommendations and is on track to have them completed by June 2018. The actions underway will be considered in light of any changes to the relevant policies procedures being developed as a result of machinery of government changes.

4.4 Privileged mail system

Privileged mail is mail that is sent to, or by, a person who is prescribed under the *Corrective Services Regulation 2017* and Schedule of Authorised Persons for the Purposes of Privileged Mail (**Attachment 5**). Examples of prescribed persons include the Ombudsman, Anti-Discrimination Commissioner, Health Ombudsman and the CI.

The CS Act provides a prisoner's privileged mail must not be read, other than to establish that it is privileged mail, without the prisoner's consent. This allows a prisoner to communicate in confidence. If the item is marked privileged, and a corrective services officer has suspicions about the mail it can only be opened in the prisoner's presence.

Each corrective services facility must have a register for recording searches of privileged mail. This includes documenting the reasons for the search, and without disclosing the contents of the mail, the results of the search. Corrective Services Officers have the legal authority to seize mail that contains something that may harm the person to whom it is addressed, a prohibited thing or information about the commissioning of an offence other than the one for which the prisoner is incarcerated for.

A prisoner may also write to the General Manager of a correctional facility via the blue envelope system which operates in a similar manner as privileged mail.

4.5 Internal Audit

Internal Audit is a statutory function established to provide independent authoritative and confidential advice to the Commissioner and senior management. The authority for Internal Audit is in the *Financial Accountability Act 2009* and subordinate legislation.

The QCS Internal Audit Unit is in the process of being formally established following machinery of government changes. The Chief Inspector has been delegated oversight and performance responsibility for the QCS Internal Audit Unit and ESU. This is an interim arrangement until a final decision is made by the Commissioner following the structural review of the department. This interim arrangement will ensure a targeted and integrated approach continues to occur for investigations and risk management.

QCS is currently using the DJAG Internal Audit Charter which establishes the purpose, authority and responsibility of the IAU for the conduct of internal audit activities (**Attachment 6**). QCS is in the process of developing a new Internal Audit Charter, which will be completed by September 2018. This Charter will set out the roles, functions, relationships and standards for the Unit.

The QCS Audit and Risk Management Committee, once established, will act as a forum for Internal Audit and will oversee its planning, monitoring and reporting processes. This process forms part of the governance processes that ensures QCS operates effectively, efficiently and economically. The first meeting of the Audit and Risk Management Committee is planned for late June 2018.

Section 31 of the *Financial and Performance Management Standard 2009* requires the Head of Internal Audit to prepare a Strategic Internal Audit Plan and an Annual Internal Audit Plan. Prior to the machinery of government changes, the DJAG Internal Audit Unit was responsible for developing the annual plan. Whilst under DJAG, the following internal audit reviews pertaining to the operations of Correctional Centres were completed/in progress since 2013/14:

- Custodial Review of Southern Queensland Correctional Centre – Audit Report No. 13-2013-14. This review incorporated the assessment of SQCC governance, controls over performance reporting and QCS management oversight of the Centre.
- Travel Management System - Audit Report No. 26-2014-15. This whole-of-department (WoD) review examined operations in relation to the use of travel management systems and included testing of practices utilised at the Brisbane and Wolston Correctional Centres in addition to the Cairns and Rockhampton Probation and Parole Offices.
- Maryborough Correctional Centre - Audit Report No. 24-2014-15 was approved by the Director-General on 17/12/2015. This review focused on operational and financial controls within the Centre including: corporate and local risk management processes; monitoring and self-assessment controls; local reporting practices and alignment to departmental governance; financial and operational controls and security controls for IOMS.
- IOMS – Audit Report No. 01-2016-17. This review comprised a number of QCS business units, including Operational Support Services, Specialist Operations and Statewide Operations.
- Verifying Employee Identity and Credentials - Audit Report No. 09-2016-17. This WoD review examined activities pertaining to the Brisbane Correctional Centre, Southport Probation and Parole and QCS' Intelligence and Investigations Branch.
- CCTV Equipment and Data - Project No. 01-2016-17 (finalisation in progress). This review encompassed testing at the Brisbane Women's and Southern Queensland Correctional Centres, in addition to the Brisbane Central and Ipswich Probation and Parole Offices.
- Assurance Framework - Project No. 02-2017-18 (finalisation in progress). This review has examined the application of QCS's Assurance Framework with regards the operations of Correctional Centres and Probation and Parole Offices.

Through the development of a forward Strategic and Annual Internal Audit Plan for the QCS IAU which will commence on 1 July 2018, the operations of correctional centres will be identified as a high priority. The development of this plan will involve:

- facilitation of meetings with the Commissioner, Deputy Commissioner and Executive Directors/General Managers to ascertain activities/functions where exposure to risk is high, based on operational and financial exposures, potential loss and risk, major changes in operations, opportunities to achieve operating benefits, and the amount of time since the last audit;
- research to identify core areas of current risk priority; organisational compliance with legislative and departmental policy and framework requirements; and major findings arising from prior internal reviews and external reviews from agencies such as the Queensland Audit Office (QAO);
- the results of external reviews such as Taskforce Flaxton; and discussions with the QAO to avoid any duplication of audit focus

4.6 Ethical Standards

As part of the machinery of government changes, some staff from ESU moved across from DJAG to QCS. As outlined in Chapter 3, the ESU was recently established as one arm of the Chief Inspector's responsibilities and is involved in the development and delivery of programs and services to maintain ethical culture and decision making throughout QCS. Specifically, the ESU is responsible for:

- promoting ethics awareness and ethical decision making through the provision of advice, training and workplace support strategies;
- assessment of conflict of interests and other employment applications;
- referrals to external stakeholders for further investigation and action, including the CCC and the Queensland Police Service (QPS) via the Corrective Services Investigation Unit (CSIU);
- investigating allegations of misconduct and corrupt conduct; and
- completion of reports to decision makers involving serious workplace misconduct.

Moving forward

It is important that QCS is able to make decisions about the management of the correctional system based on robust information and analysis. This allows QCS to better understand its current position, plan for the future and ensure appropriate allocation of resources and supports. The ESU function is a core component of this process.

A number of reviews and reports have highlighted the need for QCS' technology systems to better manage information, including the Sofronoff Review, the QAO's Criminal Justice System – Data reliability and integration report, and KPMG's Report of ICT services across DJAG.

An opportunity has been identified to enhance ESU's ability to analyse robust and reliable data to identify trends and patterns. This will enable ESU to effectively identify risks at an early stage and implement preventive strategies. It will also support more effective and evidence-based decision making and internal oversight, resulting in enhanced integrity and improved performance of the correctional system.

As noted earlier in the submission, previously the Ethical Standards function was focused to reactive investigations, advising on ethical dilemmas, conflicts of interests and providing general advice on ethical issues.

With a clear remit to build, drive and maintain a mature, corruption resistant culture within the department, the ESU has identified a number of initiatives and opportunities to set apart the QCS approach to enhance the capability of the organisation by addressing the unique needs of the service, while ensuring consistency with the best practice approaches identified by the CCC. These opportunities include:

- development of corruption prevention promotional material such as posters and screen savers which will be deployed across all areas of QCS;
- prisoners receiving regular written communication from ESU outlining their rights and responsibilities and information on the complaints and referrals process;
- staff receiving regular written communication from ESU which will provide advice regarding ethical decision making, corruption prevention and support processes available;
- ongoing information and awareness sessions, at each correctional centre, involving ESU staff conducting discussion/focus groups on corruption prevention and the provision of ID Card sized reference cards outlining tips for ethical decision making;

- Implementation of formal case management/complaints management model including electronic system/database and triaging practices that also allows for reporting/tracking data/issues/trends/emerging risks;
- regular reporting of patterns, trends, emerging risks to the Commissioner and key stakeholders;
- introduction of a corruption prevention advice hotline;
- facilitating professional development of senior leaders best practice approaches for corruption prevention and risk intelligence;
- initiating professional development for ESU staff in corruption prevention and risk intelligence;
- establishment of proactive partnerships within the various operational areas of the agency;
- establishment of an organisational anti-corruption committee;
- establishment of the Risk Intelligence Cell, a unit within ESU focused on gathering, analysing and reporting on intelligence data and trends, in relation to corruption related risks within the agency.
- partnering with relevant research stakeholders to undertake relevant research, experiments and evaluations that results in systematising and embedding research outcomes into ESU practices;
- further investment in effective technologies and systems that assist in corruption prevention and monitoring;
- expansion of risk intelligence functions to incorporate more sophisticated and proactive vetting and probity techniques and strategies into recruitment, selection, promotion and honours and awards functions;
- introduction of frontline 'Professional Practice Managers' to assist with ensuring a professional workforce operating with high integrity;
- a review of the existing support available for witnesses and disclosures to identify areas for improvement; and
- integrated accountability oversight services within the organisational design.

These initiatives will be considered in line with the development of the forward plan which will be completed by September 2018, however like other substantial organisational changes of this type, are contingent on the availability of funding and resources to support the changes.

4.7 Information Communication Technology

Under the *Financial and Performance Management Standard 2009*, QCS must implement and maintain internal Information Communication Technology (ICT) controls that comply with the mandatory requirements set out in the Queensland Government Information Standard 18: Information Security (IS18). Controls to ensure compliance with this Standard are detailed in the DJAG Information Security Plan (**Attachment 7**). Some of these controls include:

- Information Security Framework – The Information Security Manager is responsible for identifying and documenting security processes, providing advice and expertise, and assigning the required functions and duties necessary to effectively implement IS18 Standards;
- Integrated Offender Management System (IOMS) – IOMS is the key electronic information management system for QCS that is used by over 80% of employees on a daily basis. Security controls and restrictions are embedded in IOMS which aim to

prevent staff from accessing and editing information not relevant to their role/function. Security controls are also included to warn staff from inappropriate access to information, such as a warning notice that accessing the offender file will trigger an alert to the Deputy Commissioner.

- Security of Third Party Access – The Information Security Manager must ensure that information security measures of third parties, contractors and consultants accessing departmental information and systems meets IS18 Standard requirements; and
- Conducting information security threat and vulnerability assessments – Identifying all security threats and vulnerabilities to information across the Department at least annually.

Offender Information Systems (OIS) within QCS is primarily responsible for the support, enhancements and maintenance of information applications that support the management of prisoners and offenders, for example IOMS and the Prisoner Trust Account System. This group is also responsible for the integrations both internally and externally, for the record keeping function and supporting the information technology for prisoners and offenders.

Following the machinery of government, OIS will need to expand to accommodate all ICT functions inherent in an enterprise the size of QCS. It is anticipated this will not be finalised until 2019. To ensure continuity of the ICT function for QCS, an ICT Transition Agreement providing for ongoing service delivery from DJAG Information Technology Services has been negotiated. It is anticipated that this agreement will be in place for at least 6 to 12 months.

Under this agreement, a total of 29 Full Time Equivalent staff will transition from DJAG to OIS.

Identified Issues

Human Resources

A high level ICT functional gap analysis has identified that there are capacity and capability gaps in developing a fully functional ICT service and transitioning from the current model, which is predominantly ‘owner operator’, to an ‘ICT as a service’ model.

There is no known baseline for ratio of ICT staff to department size, as there are many variables that need to be taken into account in devising the optimum ICT staff group size for a 24/7 operational department such as QCS.

In 2016 DJAG engaged KPMG to undertake a review of its ICT function. During that consultancy a jurisdictional comparison was undertaken (**Table 1**). This table shows that DJAG had the lowest ICT cost per employee compared with equivalent departments in Victoria and New South Wales.

Table 1 – Jurisdictional Scan of ICT capability

Agency	ICT and IM FTE	Total FTE	ICT and IM FTE %	Organisation Budget FY15-16	Organisation ICT Budget FY15-16	ICT Budget as a % of Organisational Budget	ICT Cost per Employee
Department of Justice and Regulation (Victoria)	200	6000	3.3	\$91M	\$9M	1.1	\$15,167
NSW Justice portfolio (including Police)	N/A	11,400	N/A	\$5,800M	\$313M	5.4	\$27,456
Information Technology Partnership (Queensland)	200	7400	2.7	\$3,031M	\$100M	3.3	\$13,513
DJAG	200	9000	2.2	\$1,873M	\$68M	3.63	\$7549

The Minimum Obligatory Human Resource Information (MOHRI) figures provide a high level profile of Queensland Government employees and the number of those engaged in Information Technology (IT) and Information Management (IM) functions. As at September 2017, there were 217,000 employees in the Queensland Government, of which 5,984 (2.75%) were engaged in delivering ICT and IM functions.

Following the finalisation of the machinery of government changes, there will be a total of 74 ICT staff, with 11 staff placed in Record Keeping and four supporting Offender IT solutions. This staff group is expected, at this time to not only support QCS but also staff engaged by private prison operators, Official Visitors, Parole Board Queensland and staff of non-government service providers engaged to provide services to prisoner and offenders. There are approximately 6,987 active network user accounts on the QCS network. This means QCS' ratio of ICT staff to total staff will be 1.06% compared to the Queensland Government ratio of 2.75%.

Technical

Deployed in 2005, IOMS is the source of truth for offender data and relied on to ensure accurate movements in and out of custody, to record incident and contravention action and to monitor compliance including appropriate supervision, substance testing, curfew checks and attendance at interventions. IOMS is also the central integration component supporting both internal initiatives and information exchange with other Queensland justice agencies.

IOMS is becoming outdated due to its reliance on technology that is neither mobile nor cloud ready and has limitations in its functionality, specifically around workflow, scheduling and document management. Due to the aged architecture of IOMS, it cannot be readily upgraded and portal functionality to more easily provide information does not exist within the system.

The inability to change core Offender Management Systems constrains QCS' ability to evolve its services to meet changing needs, leading to increasing reliance on manual intensive

processes to meet the demands of changing government priorities. This lack of flexibility to adapt processes in IOMS to reflect operational practice is further exacerbating the pressure on staff to maintain appropriate service delivery in a complex environment of increasing demand.

The IOMS Security Model relies on a custom developed approach that does not support the flexibility the business environment requires, especially with staff regularly moving between locations. This can lead to authorisation compliance issues and 'permission creep', where users may retain permissions for roles and locations after they have moved. This can make the control of sensitive IOMS data difficult.

QCS has issued a statement of works for an independent "Health Check" of IOMS due to several recent issues. The Health Check will focus on an architectural and application evaluation of IOMS against contemporary software development techniques and established based practices. This is to identify any underpinning risks in the application, infrastructure and server components so that remediation strategies can be implemented to ensure continued operations until Digital Offender Management Environment (DOME), a replacement system, can be implemented.

The benefits of implementing DOME include:

- improved service delivery - DOME will provide staff with up to date, accurate information to improve the management of prisoners and offenders and the risk they present to the community. DOME will also assist staff to provide prisoners and offenders with quality, timely, individualised and evidence-based programs and services;
- improved public confidence in criminal justice - DOME will embed business rule improvements in sentence administration to reduce unlawful detention and early release errors, establish security frameworks to reduce the risk of information breaches with a better security model, and enable victims to be empowered by providing direct access to required information;
- more efficient offender management operation - DOME will provide QCS and Parole Board Queensland with a suite of tools to enhance the decision making processes for managing offenders in the community. This will improve the scheduling of services to meet parole eligibility dates, provide more timely parole decisions, and reduce manual workarounds;
- enable wider benefits in the delivery of corrective services – DOME will facilitate infrastructure repurposing through better mobility of staff, enable evaluation of outcomes-based private management contracts and improved capability of generating business insights to inform efficient work practices. In addition it will enable the efficient sharing of information (that is accurate and complete) between agencies which will in turn lead to better decision making by both government and criminal justice agencies that use this information.

Specifically, in relation to the risk of corruption, DOME will:

- implement a new security layer to enable configuration of granular access control which will align to QCS' staff role/function requirements for system/data access. This will improve security management access to user's relevant role/level within the organisation, will limit security breaches, will enable improved audit tracking of system/data access to inform investigation and avoid the costs of security-breach investigations;

- improve the core IOMS solution, particularly related to forms and case management, which will allow for better data input and validation and greater reporting and tracking of incidents;
- implement an enterprise content management system which will provide secure storage of sensitive information, such as psychological reports, and enable restrictions on access to offender-related documents through security controls and an audit trail of access;
- deliver secure content, such as briefs and legal documents, direct to prisoners from their legal representatives which will limit the need or availability of QCS staff to access this information; and
- introduce improved analytics capability, drawing data from across the environment to conduct predictive analysis.

General Infrastructure Condition

With regard to ICT physical resources there is a need to refresh equipment that is becoming outdated. A large portion of the server environment is now six years old. Whilst additional warranty has been purchased, the equipment has not been replaced at the end of its life and as time passes the potential for failure will increase. Desktops and other user devices have been maintained within their lifecycle through asset replacement programs.

e-Learning

QCS currently uses DJAG's "Evolve" as the learning management system for all online training including mandatory and optional training around induction, workplace health and safety, code of conduct, etc. As a result of the machinery of government changes the suitability of Evolve as a learning management system for QCS will be considered including potential solution options for its replacement.

Moving forward

QCS notes that to ensure effective ICT capability into the future, an ICT strategy will need to be developed, which aligns with the 'ICT as a service' model as outlined in the whole-of-government ICT strategy.

4.8 Separation of duties

Organisations need to have clearly documented delegations and approval processes that are monitored to ensure accountability. QCS has several instruments of delegation and limitation, including:

- Instrument of delegation of Minister's Powers (**Attachment 8**);
- Instrument of delegation of Chief Executive Powers (**Attachment 9**);
- Instrument of limitation of Corrective Services Officers' Powers (**Attachment 10**);
- Human Resources Instrument of Delegations (**Attachment 11**); and
- Financial Instrument of Delegations (**Attachment 12**).

The accountable officer of QCS is the Commissioner who is responsible for approving or delegating the power to approve against all of the instruments with the exception of the Instrument of Delegation of Minister's Powers. Under the instrument of delegations and limitations:

- delegations cannot be further sub-delegated without approval and/or oversight from the QCS Commissioner;

- delegates must consider all applicable legislation and statutes as well as policies and practices affecting a particular practice before deciding to exercise a delegation;
- delegates will not exercise a delegated authority where a conflict of interests arises or a personal benefit to the delegate may be seen to be derived, whether directly or indirectly, from such approval; and
- in relation to financial delegations, delegates cannot disaggregate or split purchase orders or contracts in order to ensure expenditure is within their delegation. Where officers are delegated both expenditure approval and procurement authority, they cannot apply both authorities to the same payment except in relation to corporate card transactions.

Following machinery of government changes, all instruments are under review to ensure the level of delegation is appropriate, compliance with legislation and alignment with the new governance structures once approved by the Commissioner.

4.9 Human Resources

Workforce Planning and Recruitment

QCS uses a workforce planning process to manage custodial correctional officer (CCO) staffing levels across the state. The workforce planning process used by QCS aims to ensure that appropriate custodial staffing is achieved and maintained. The workforce plan is reviewed monthly, and details recruitment requirements for the coming 12 months. The workforce plan takes into account custodial staffing changes, including:

- natural attrition;
- additional staff (as required); and
- long-term absences from the custodial roster.

The rolling plan allows QCS to commence a training program every month. Monthly training programs allow a high level of responsiveness to any changed staffing needs and supports planning for advertising and attraction.

The Manpower Group is contracted to facilitate base grade recruitment of CCOs. As part of the recruitment process, potential applications must undergo a cognitive assessment, video interview and a half day assessment that includes individual and group exercises designed to demonstrate the skills attributes and behaviours specifically related to the role. Following this process, applications need to pass an integrity test, including a police criminal history check, a fitness assessment and a pre-employment medical. Criminal history checks conducted under section 334 of the CS Act examine all convictions and charges, including spent convictions under the *Criminal Law (Rehabilitation of Offenders) Act 1986*.

As outlined in Chapter 1, Queensland's prison population has grown significantly in the past five years. This has resulted in an increase in the number of CCOs recruited. In 2017, 458 CCOs commenced the entry level training, which is a 188% increase compared to 2012 (159).

As noted in Taskforce Flaxton's Issues Paper and the Victorian Independent Broad-Based Anti-Corruption Commission's Report on the Corruption risks associated with the corrections sector, large scale recruitment of CCOs can present challenges including:

- attracting a high volume of suitable applicants can be difficult in a competitive market;
- recruiting staff for regional prisons can pose challenges with the increased likelihood of conflict of interests issues;

- ongoing influx of inexperienced officers can impact on the stability of the workforce; and
- recruiting large numbers of employees can put pressure on vetting processes, making it more difficult to identify corruption vulnerabilities such as conflict of interests, problematic past behaviour and decisions around prior criminal history and disciplinary checks.

QCS notes there is an opportunity to review existing the process used for the recruitment of new staff to ensure that pre-employment integrity screening processes are robust and fit-for-purpose.

Training

When employees and management understand the issues, have received appropriate training and are kept up-to-date on emerging risks, they are better equipped to maintain high standards of integrity and to identify warning signs in others' behaviour.

QCS requires that new CCOs complete the Custodial Officer Entry Program (COEP). The COEP is a 10 week full time course, consisting of an eight week off-the-job and a two week on-the-job component. The COEP is designed to provide staff with sufficient knowledge and skills, to confidently conduct their duties in a safe manner at a base grade level with support whilst undertaking competency assessments for the Certificate III in Correctional Practices (Custodial).

The COEP is conducted at:

- QCS Academy; and
- Regional locations including Lotus Glen, Townsville and Capricornia Correctional Centres.

At the completion of the COEP, participants have approximately ten months on-the-job to expand on the skills and knowledge taught, demonstrate competence and complete the Certificate III in Correctional Practice (Custodial). By the end of their first 12 months, all CCOs are required to have attained their Certificate III in Correctional Practice.

In addition, all CCOs are required to maintain their training in a number of areas designated as correctional practice competency assessments including control and restraint, Aboriginal and Torres Strait Islander cultural awareness, chemical agents, emergency response training, firearms, first aid and suicide prevention/awareness.

Pursuant to recommendation 67 of the Sofronoff Review, a review into the probation and parole training model was undertaken. The Review recommended QCS should provide refresher training for staff, both as a mechanism for addressing slippages in the performance of professional practice and as a tool for communicating new information and nurturing professional skillsets.

The Report notes that refresher training provides an opportunity to reinforce the knowledge base and skills that staff should exhibit. This training will help to combat against the development of inappropriate localised or individual practices, and provide a forum for the agency to reiterate its expectations.

QCS notes the benefits in applying the findings of the review into the probation and parole staff training program more broadly across the department, including to the custodial training program. There is also scope to deliver more effective training on workplace integrity, bullying and other courses designed to improve the workforce culture and limit risks associated with potential corrupt conduct.

4.10 Governance and Assurance Units

QCS has two key governance and assurance units, the Governance, Compliance and Risk Unit in Statewide Operations and the Operational Assurance Unit in Specialist Operations.

The Governance, Compliance and Risk Unit is responsible for:

- overseeing the Statewide Operations Assurance Framework;
- business continuity management;
- corporate risk register;
- thematic reviews, facilitating Internal Management Review Committees; and
- business intelligence analysis.

The Statewide Operations' Assurance Framework which underpins Custodial and Probation and Parole operations (**Attachment 13**) aims to:

- lessen prescription and compliance focused requirements;
- clarify risks and establish a proportionate (risk based) approach to assurance; and
- increase professional discretion and accountability at the local level.

The Framework aims to achieve this by implementing the Three Lines of Defence Assurance Model and by applying the Continuous Improvement Cycle (Plan, Do, Check, Act) to everyday operations.

The Operational Assurance Unit in Specialist Operations is responsible for overseeing and maintaining the Specialist Operations' Operational Assurance Framework which was designed to keep staff focused on performance and outcomes (**Attachment 14**). The Framework is founded on key requirements of good governance: performance, accountability and right sized and fit for purpose.

The Framework supports clear responsibilities, transparency and accountability in decision making and is divided into four elements:

- Legislation, Standards, Delegations, Procedures and Guidelines;
- Planning;
- Risk Management (including business continuity management and risk registers); and
- Performance Monitoring, Review and Evaluation.

The Framework integrates legislative, corporate and operational requirements and assists in the identification and management of risks, aids in continuous improvement and aims to ensure QCS is responsive to the needs of the community.

4.11 Closed Circuit Television

Closed circuit television (CCTV) is one component of the Security Management System installed at a correctional facility. Electronic security equipment and systems assist in maintaining the good order and security of a corrective services facility.

QCS determines locations for CCTV by operational need to deliver alarm response, movement control and observations. Conventionally, these needs are reviewed against the most recent facility built, incorporating improvements as necessary. The positioning of cameras, field of view selection and locations with CCTV coverage are aligned to operational needs to deliver situational awareness, to areas that historically have a high number of incidents or areas identified by regular operational reviews and investigations.

The cameras in QCS correctional centres are primarily for movement control where the field of view is focused on specific doors and/or gates. In some cases, cameras are placed in

locations that historically have a high occurrence of incidents such as day rooms and visit areas. Cameras are also placed in control rooms and most officer stations including the armoury.

CCTV footage is digital. It is current policy that all CCTV footage is retained for a minimum of 30 days. If an incident requires further investigation footage can be extracted and held indefinitely for further analysis. Recordings are not available from all of the individual cameras in all of the centres. In the more modern QCS centres, all cameras are background recorded at lower frame rates and increased to a higher frame rate on request either automatically such as in the case of perimeter alarms or manually by operators, depending on the location and situation.

All staff are responsible for ensuring that electronic security equipment is not interfered with by unauthorised persons. Where evidence of interference is observed, or interference is suspected, it must be reported immediately.

The operational policy for the use of CCTV is outlined in a number of COPDs- Facility Security, Perimeter Security and Audio and Visual Recording – Storage and Disposal Requirements. This reflects the use of CCTV as a security measure to ensure a safe and secure environment.

4.12 Body Worn Cameras

Body worn cameras (BWC) supplement the use of CCTV technology in correctional centres by enabling QCS staff to record incidents in high definition video and audio. They are also useful tools in deterring poor behaviour by prisoners, as an anti-corruption measure, reducing incidents such as staff assaults, collecting evidence for use in prosecutions and investigations, reducing the number of frivolous and vexatious complaints against QCS staff, and for training and development purposes.

In June 2017, QCS rolled out 110 Axon Body 2 BWCs in the publicly operated correctional centres. These 110 cameras were in addition to the 43 BWCs rolled out as part of an extended trial at a number of correctional centres. The outcome of the trial was that BWCs were easy to use and proved to be effective in deterring adverse or poor behaviour by prisoners. In December 2017, the QCS Commissioner approved implementation of an additional 40 Axon Body 2 BWCs for QCS. This was based on replacing all remaining 33 alternatively branded cameras, which had been involved in the trial, with the additional seven cameras being deployed across QCS facilities on an as-needs basis.

The Axon Body 2 BWC is the same model used by the QPS. These cameras provide the ability to record video in low light situations with enhanced audio features. The batteries of these devices have the capacity to record for more than 12 hours, allowing staff to use these devices during their entire shift without the need for recharging. When the BWC is placed in a docking station it recharges the device and automatically uploads recordings that have occurred during a shift to the evidence management system.

The evidence management system, which is the same provider as the QPS, is a cloud based solution with digitally encrypted storage located in Australia. The evidence management system allows for the secure storage of recordings and the disposal of recordings in accordance with the General Disposal and Retention Schedule. Only authorised staff have access to the evidence management system, with the system maintaining a history of the recording, including who has viewed the recording, and whether it has been downloaded or shared within the system.

Prisoners are aware that BWCs record interactions with prisoners. Anecdotal evidence in Queensland and New Zealand suggests BWCs have a deterrent effect on adverse or poor behaviour, and provide another tool for staff to improve their safety in this environment.

The Deputy Commissioner Instruction Body Worn Camera – Deployment and Use provides the operational policy and procedure for the use of BWCs in custodial facilities (**Attachment 15**). It outlines the legal requirements for the recording, collection and storage of electronic data and images, including ensuring staff, contractors, prisoners and members of the public are aware that they may be recorded by a BWC. It also outlines the times when it is required for an officer to set the BWC to record, such as during a planned intervention or when force is used. If the officer is going to stop the recording, the officer is required to clearly state that the recording will be stopped and the reason for doing so.

When officers make a recording on a BWC in response to an incident that is recorded on IOMS, the use of the BWS must be noted in the officer's report of the incident and on IOMS. Officers are also required to complete reports if there is a recording on the BWC that should be retained.

Current practice is that BWCs are activated by staff during an incident where there is a need to make a recording. There is a pre-event buffer which allows the cameras to capture a period of time (currently 30 seconds) before the device is activated. Sound is not recorded during the pre-event buffer. Officer activation of the recording feature enables staff to record incidents, and the discretion to not record in places where a reasonable expectation of privacy exists, for example in health centres, clinics and hospitals or when a removal of clothing search is being conducted. They are also not to be used to record staff conversations. BWC footage is reviewed on a daily basis.

Some concerns were raised by staff during the trial due to the poor battery life and no load bearing vests being available. QCS is currently implementing load bearing vests as an adjunct to the BWCs, and the Axon Body 2 BWCs have a longer battery life than the models used in the trial.

Moving forward

BWCs allow QCS to review incidents from a different perspective and in much greater detail than has been done before. This is a significant benefit in operational briefs and identifying opportunities to enhance operations. As QCS rolls out additional cameras to meet operational demand, practices and procedures will be reviewed to determine whether further enhancements are required.

4.13 QCS Intelligence and Investigations

The CSIU, which is staffed by sworn QPS officers, currently provides a state-wide investigative response to crime within correctional facilities and aims to target and combat the introduction of drugs into correctional facilities. The CSIU also coordinates police investigations in locating prisoner escapes and parole absconders. The operations of CSIU are established under a Memorandum of Understanding (MoU) between QCS and the QPS. A new MoU is currently under development.

The Queensland Corrective Services Intelligence Group (QCSIG) is responsible for the department's central intelligence function. QCSIG provides quarterly reports identifying trends and patterns across areas such as drugs and contraband, assaults and violence and staff issues.

4.14 Contract screening and Management

QCS conducts due diligence checks prior to awarding contracts, which include ABN checks, ASIC checks of directors, external financial assessments, insurances, and bank guarantees or securities. Financial reporting and annual audited financial reports are also requested during the contract period. Criminal history checks are required for individuals working in QCS facilities. A combination of these checks is based upon the value of the engagement and the risk of the goods or services.

Due diligence screening checks in relation to private prisons contracts include reference and finance checks which are carried out through the tender phase. Due diligence and probity reports are also commissioned on the engaged contractors on a quarterly basis following the awarding of the contract.

QCS uses the Queensland Government Standard Terms and Conditions which have requirements for the compliance with Government and departmental policies and procedures. Conflict of interests declarations are undertaken at the tender phase and commencement of the arrangement and must be declared and assessed as soon as QCS or the contractor becomes aware of one.

Larger contracts which require systems access include an additional individual deed of confidentiality and privacy in addition to the standard provisions within the contract terms and conditions for information security.

4.15 Privately Operated Prisons

QCS is responsible for managing the State's contracts with the private operators including setting performance expectations and assessing and managing the private operators' performance.

Contract oversight includes daily contact and interaction via onsite monitors that considers adherence of the private provider to its obligations under the contract. The private provider is required to carry out centre functions in accordance with the terms of the contract and associated standards, which include observance of legislative requirements, and mandated QCS practice directives, policies and procedures.

Each quarter a contract performance meeting is held, with the private provider tabling a performance report and summation of quarterly activities. This meeting is chaired by the QCS Commissioner and includes relevant representatives from both parties.

The contracts include performance bonus fees which are paid at the end of each contract year, depending on the performance against Key Performance Indicators (KPIs). There are four security related KPIs where QCS deducts a corresponding amount from the operator's eligible performance bonus, if the operator registers an incident against the KPI.

There are currently tender processes underway and planned for the future management of Arthur Gorrie and Southern Queensland Correctional Centres respectively, which will use new outcome-based contracts as recommended by the QAO in its review into privately managed prisons in Queensland.

4.16 Legislative powers relating to staff searches and drug testing

Under section 173 of the CS Act, a staff member may be required to submit to a general search or scanning search before entering a corrective services facility. There is no equivalent provision for searching staff members exiting or whilst in a corrective services facility. Section 175 of the CS Act states that the chief executive may search a vehicle before it enters

a corrective services facility; however there is no equivalent provision for searching vehicles exiting or whilst in a corrective services facility. Under section 174 of the CS Act, there is a general provision which allows the chief executive to conduct a search of a corrective services facility other than prisoner facilities.

Section 136 of the CS Act gives a corrective services officer the power to detain, search a person or anything in a person's possession, if the corrective services officer finds a person committing a security offence or reasonably suspects the person has just committed a security offence. A 'security offence' under section 136(5) of the CS Act means an offence that poses a risk to the security or good order of a corrective services facility or the security of a prisoner. This provision could be utilised to search a staff member who is reasonably suspected to possess a prohibited item which poses a risk to the security or good order of a corrective services facility but does not give a general power to conduct searches on staff.

The COPD on Searches outlines the requirements for undertaking searches on staff (**Attachment 16**). Current practice requires that each correctional centre must conduct an entry search on all staff entering the centre once every three months. The search must be random, confidential and involve a search of the bag and pockets. The searches are conducted by the management and intelligence teams.

A jurisdictional scan indicates other States including New South Wales, Victoria and South Australia appear to have broader powers in respect of searching persons generally in corrective services facilities⁴.

There is no power under the CS Act to direct corrective services officers to undergo drug tests and therefore randomised testing of staff does not occur.

The ability to conduct random drug tests on corrective services officers is varied across other jurisdictions. In Western Australia, the *Prisons (Prison Officers Drug and Alcohol Testing) Regulation 2016* specially deals with the drug testing of prison staff. In New South Wales staff can be tested for alcohol, prohibited drugs and steroids under their legislation⁵. In the Northern Territory, the general manager of a correctional facility may direct a person (other than a prisoner) at or entering a facility to submit to a prescribed alcohol/drug test⁶. Other jurisdictions do not have legislative provisions to deal with the drug testing of staff at corrective facilities⁷.

⁴ See NSW - section 253I to 253N of the *Crimes (Administration of Sentences) Act 1999* (NSW); Vic – Part 6 Division 3 of the *Corrections Act 1986* (Vic); SA – see section 85B of the *Correctional services Act 1982* (SA)

⁵ See Division 5, Part 11 of the *Crimes (Administration of Sentences) Act 1999* (NSW)

⁶ Section 145 of the *Correctional Services Act 2014* (NT)

⁷ For example, Victoria and South Australia

Chapter 5 Reporting processes

The reporting of suspected misconduct and maladministration within the Queensland Government is fundamental to its ongoing integrity and health. Organisations should have policies and procedures that encourage and enable people to report fraud and corruption. This may stand alone or form part of a more general reporting policy covering the full range of reporting requirements.

QCS continues to use DJAG's fraud control processes which encompass internal and external authorising legislation, policies, procedures, best-practice models, and work practices.

It is the responsibility of all employees to report suspected fraud and corruption in a timely manner. Reporting suspected fraud and corruption not only allows individual cases to be investigated, but drives the improvement of fraud and corruption risk management practices. QCS employees may report suspected fraud and corruption to their supervisor, a more senior manager, or the Director, ESU. Suspected incidences of fraud and corruption may also be reported directly or through a Public Interest Disclosure (PID) which is a statement disclosing information that is in the public's interest regarding public sector wrongdoing.

When a business area suffers a loss as a result of fraud, this is reported to the Chief Finance Officer who will report to the QAO as required. Business areas with a higher risk of external fraud are required have a local policy and/or procedure to outline the reporting process.

QCS also has a number of avenues available for prisoners to report suspected cases of corruption including the complaints management system, Official Visitors, CI, privileged mail system and the prisoner telephone system. Prisoners may also provide confidential information to correctional centre intelligence staff.

Right to Information and Privacy

Following the machinery of government changes QCS has continued to receive services from DJAG's Right to Information and Privacy Unit which is responsible for administering the Department's obligations under the *Right to Information Act 2009* (RTI Act) and the *Information Privacy Act 2009* (IP Act). This includes making access decisions on applications for documents under both Acts, and applications for amendment of personal information under the IP Act. These staff will transition from DJAG to QCS in late April 2018.

The RTI and IP legislation give broad access to documents of agencies and official documents of ministers, subject to certain restrictions.

Members of the public have the legal right to apply for access to documents held by government agencies and amendment of personal information held by government agencies. The RTI Act also requires agencies such as QCS to issue a publication scheme showing the information the agency routinely makes available and how the information can be accessed.

Reporting behaviour of staff

The complaints process is articulated via Government directives and departmental policies. It is arguable that this information is not easily accessible to QCS staff. This is in part due to machinery of government changes and the need for QCS to develop new policies as a standalone department.

An employee is entitled to make a complaint where they have an honest belief, based on reasonable grounds, that:

- an administrative decision, which the employee is aggrieved by, is unfair and unreasonable;
- the conduct or behaviour of an employee is unfair and unreasonable;
- the conduct or behaviour of an employee constitutes bullying in the workplace, sexual harassment, or vilification based on race, religion or gender identity or sexuality; and
- the conduct or behaviour of an employee is a breach of the Code of Conduct.

Where appropriate, the employee must make genuine and reasonable attempts to resolve the matter informally without the need for a formal employee complaint process.

On 8 July 2016, QCS established the confidential Anti-bullying and Harassment Hotline for staff to report cases of bullying they had witnessed or experienced. A dedicated confidential email was also established for staff to provide written submissions to the Committee. Further information on bullying is provided in **Chapter 10**.

The investigation and reporting of allegations of misconduct and corrupt conduct is the responsibility of ESU. For other types of complaints, most are managed at the local level through:

- early management intervention; and
- application of departmental policies on employee complaints and performance management frameworks.

Local intervention may be supported by Human Resources, the DJAG Dispute Resolution Branch, ESU or external facilitators as determined by the business unit. Disciplinary action may be taken against a person or persons who bullies an employee or client of QCS or who victimises a person who has made or is witness to a complaint.

QCSIG/CSIU

Staff and management may report staff-related intelligence through either IOMS – Information Notes or contacting CSIU and/or ESU directly via phone or email. Examples of staff-related intelligence include:

- information relating to the introduction of contraband by a staff member;
- prisoner complaints made to a staff member in relation to another staff member;
- where a prisoner has requested a staff member undertake an illegal or unauthorised activity; and
- conflict of interests/associations.

Correctional centre intelligence staff are responsible for reviewing Information Notes entered on IOMS and completing IOMS Intelligence Reports as required in relation to staff issues. IOMS Intelligence Reports are also completed when information is received directly from prisoners. These Information Notes and Intelligence Reports are highly restricted documents that can only be accessed by a small number of QCS staff and management.

QCSIG as a matter of process provides joint referral of all staff issues Intelligence Reports to both ESU and CSIU for their review and investigation as required. Relevant senior operational leaders are also advised of relevant IOMS Intelligence Reports relating to staff issues.

As identified in earlier chapters, there is an opportunity to review existing reporting processes and establish a centralised and streamlined reporting mechanism to enhance QCS' ability to quickly and accurately identify trends and patterns.

Chapter 6 Protections and support for disclosers

It is essential that protection is provided for whistleblowers who speak out against corrupt practice, as it helps to reduce employees' fear of retribution. The DJAG Public Interest Disclosure (PID) Policy complies with relevant legislation that underpins the protections and support for disclosures by departmental staff, including the *Work Health and Safety Act 2011*, *Crime and Corruption Act 2001*, *Public Interest Disclosure Act 2010*, *PID Standard No 1*, *Industrial Relations Act 1999*, and, where applicable, the *Workers' Compensation and Rehabilitation Act 2003 (Qld)*.

The DJAG PID Policy includes information on support and protection available for the discloser of a PID and any person against whom a PID is made. This policy also provides advice on what constitutes a PID, an overview of the assessment and investigation process and staff and management responsibilities.

The Director, ESU is responsible for the privacy and confidentiality (as far as possible) of the discloser throughout the appropriate process. The level of support afforded to those making disclosures depends on an assessment of their needs over the course of the matter.

Support and Protection Mechanisms

QCS has an internal review mechanism in place for disclosers who feel they have been disadvantaged or subjected to reprisals. Where QCS makes a decision to not investigate a PID, a discloser may within 28 days request a review of the decision.

If the discloser is not happy with the outcome of QCS' investigation of a PID they may also request further information from the department or contact the Queensland Ombudsman to request a review of the matter. A discloser may also seek independent legal advice or can apply to the Supreme Court for a review of the decision under the *Judicial Review Act 1991 (Qld)*.

Investigation Process

Under the PID Policy, QCS conducts the following assessment and investigation process:

1. The PID is made to the Director, ESU who will make an assessment as to whether it is to be referred to the CCC or another agency for review or investigation or whether the department is able to investigate the matter.
2. The Director, ESU will conduct a risk assessment of the PID to determine the likelihood of confidentiality and risk of reprisal. If required, a plan will be established to monitor and address any problems that may arise.
3. If the matter is required to be investigated by the department, the Director, ESU, will be responsible for the investigation which may be completed by an external investigator.
4. Once the investigation is completed and relevant agencies consulted, disciplinary action will be taken by QCS where necessary.
5. The person making the PID will be informed of progress and the outcome by the Director, ESU. Once the matter is finalised the person making the PID, where necessary, will be advised on any follow up requirements that may be necessary to ensure their wellbeing. Assistance and guidance may be provided by the Human Resources Unit.

As identified in **Chapter 4.6**, the ESU has identified that there is benefit in undertaking a review of the existing support available for witnesses and disclosers to identify areas for improvement.

Chapter 7 External reporting

Queensland's public sector integrity framework includes several independent statutory agencies which have complementary roles, responsibilities and powers to promote good governance, accountability and integrity.

Oversight by external integrity agencies increases the likelihood that fraud and corruption will be dealt with appropriately. Reporting of particular suspicions and instances is a legislated requirement of each jurisdiction relevant to the type of conduct.

DJAG's Fraud and Corruption Control Policy used by QCS covers the reporting obligations of the agency, including identification of a responsible officer, in relation to reporting fraud and corruption matters to external organisations. The Policy requires that all alleged instances of employee fraud or corruption are referred to the Director, ESU.

The Director, ESU manages the investigations into allegations of misconduct and corrupt conduct, and the submission of reports and advice to decision makers involving serious workplace conduct and disciplinary issues.

The Director, ESU also performs the role of the CCC Liaison Officer and the PID Officer. The Director, ESU liaises with the Commissioner, QCS to refer matters to the CCC, which are made in accordance with legislative requirements. The Policy also outlines the reporting obligations to appropriate external bodies that the Department must comply with.

External reporting will be covered in the development of QCS specific Fraud and Corruption Control Policy as well as whether any changes are required to enhance QCS' relationship with the CCC and other relevant external bodies.

Chapter 8 Investigation management processes

Fraud and corruption can come to QCS' attention through mechanisms such as complaints from staff, prisoners and members of the public, intelligence, OCI, Official Visitors Scheme and other agencies or oversight bodies such as the QPS, Queensland Ombudsman and the CCC. QCS has a number of mechanisms for receiving complaints and establishing the appropriate course of action. The response to an incident is relative to the severity and seriousness of the incident and allegations made.

QCS currently uses the DJAG Complaints Management Framework which outlines how complaints about a product, service (or how an officer provided that service), procedure, practice, policy or breach of policy can be submitted. Complaints are managed depending on the type of complaint, as different matters have different management processes.

The complaints management process has been outlined at **Chapter 4.3 Complaints Process**, which includes a description of the different investigation management processes used for the different complaints.

ESU and CSIU may also undertake investigations following staff information or intelligence being provided.

To assist with investigations, QCS may also use BWC's or CCTV footage to confirm the accuracy of the complaints/incident report.

QCS will develop its own complaints management framework, policy and procedures. As part of this process, the investigation management processes will be reviewed to determine whether any changes are required to enhance the effectiveness and efficiency of the process.

Chapter 9 Code of Conduct

Codes of Conduct set clear expectations of how an organisation expects employees to behave and respond to situations and questions. A Code of Conduct also benchmarks what is considered unacceptable behaviour. In Queensland, the *Public Sector Ethics Act 1994* sets the legislative basis for the Code of Conduct.

The Queensland Government's *Code of Conduct for the Queensland Public Service* (Code of Conduct) sets a clear standard of the behaviours expected of public sector employees, strengthening organisational integrity and accountability.

While the Public Service Commission has responsibility for the Code of Conduct, QCS is responsible for ensuring employees are educated and trained in the Code of Conduct at regular intervals during their employment. QCS is also responsible for reporting on employees' participation in Code of Conduct education and training in the annual report.

It is a condition of an employee's contract of employment and a volunteer's engagement with QCS that they adhere to the Code of Conduct. Employees and volunteers are responsible for their actions as well as any failure to take appropriate action when warranted. The Code of Conduct applies to all employees, volunteers, contractors, and anyone who performs work or controls resources on behalf of QCS.

All employees and volunteers are required to read the Code of Conduct in full. This includes completing the Evolve Workplace Ethics Course which assists employees to:

- understand the application of the Code of Conduct;
- understand the ethical principles on which the Code of Conduct is built, and how they apply to staff; and
- gain an understanding of the Ethical Decision Making model of the Queensland Public Service.

QCS currently uses the DJAG Workplace Policy used by QCS which outlines details on the standards of behaviour expected of employees, including the repercussions of not adhering to these standards.

Chapter 10 Organisational cultural change program

An integrated organisational cultural change program aims to ensure a well-informed workforce with a greater capacity to recognise and respond to the risks of fraud and corruption. This will result in an organisation with a strong ethical corporate culture that is appropriately equipped to detect and prevent wrongdoing.

As previously outlined in Chapter 3 of this submission, QCS has previously used DJAG's Ethics Awareness Strategy, delivered by the DJAG ESU which includes:

- face-to-face training for managers in identifying and addressing workplace conduct matters and modelling appropriate behaviour;
- face-to-face training for new recruits in workplace expectations and the Code of Conduct for the Queensland Public Service;
- online annual refresher training;
- tailored training to individual work units where issues have arisen; and
- advice to individual staff on conduct matters.

All custodial correctional officers undergo ethics training during their entry-level training. There are also targeted Workplace Ethics and Tools of the Trade sessions held throughout the year across all correctional centres. The QCS Academy also runs the Leadership Development program that offers sessions on Ethical Decision-making, Cultures of Excellence, Mastering difficult conversations, and Managing workplace conflict.

Enforcing Ethical Standards

In response to operational requirements, QCS conducts a broad range of reviews to improve service delivery and enforce ethical standards. For operational incidents that occur, such as offenders who commit serious offences whilst under supervision or sentence management errors, internal management reviews or post incident inquiries are undertaken.

For major incidents and matters concerning systemic practice, the Chief Inspector undertakes reviews and makes recommendations in accordance with the Healthy Prisons Inspection Framework.

QCS will also refer complaints to the ESU for investigation against the Queensland Code of Conduct, *Anti-Discrimination Act 1991* and *Public Sector Ethics Act 1994*. ESU is required to provide their findings along with recommended disciplinary action where the complaint has been substantiated.

Current gaps and opportunities

As outlined in detail in Chapter 4 of this submission, QCS recognises it has the clear remit to build, drive and maintain a mature, corruption resistant culture within the department. Accordingly, the QCS ESU has proactively identified a number of initiatives and opportunities to set apart the department's approach to enhance the capability of the organisation by addressing the unique needs of the service, while ensuring comity with the best practice approaches identified by the CCC.

Notwithstanding the multitude of opportunities identified in the program of work from the QCS ESU, there are key considerations specific to the development of QCS' organisational culture change program, including:

- training in the detection of potential indicators of corruption, and encouraging staff to recognise the signs;

- developing a strategy that informs staff of when corrupt practices have been identified and the subsequent consequences to ensure staff don't become complacent;
- maintaining a culture of continuous learning; and
- embedding practice that supports regular ethics checks with staff, particularly those new to the organisation, to identify any practices in correctional centres that are inconsistent with practices learned during entry-level training. This would assist with identifying risks and implementing preventative strategies.

10.1 Bullying within QCS

In December 2015, QCS established an Anti-bullying and Harassment Committee in response to:

- concerns raised by Together Union members;
- responses to the 2015 Employee Opinion Survey; and
- QCS reviewing instances of alleged inappropriate behaviour.

The purpose of the Committee, which included external representation and membership of the Together Union, was to:

- examine staff submissions;
- understand the drivers and circumstances of bullying and harassment and reasons why staff may not report bullying;
- report to the QCS Board of Management regarding strategies to improve education and awareness about reporting bullying and to promote workplaces free of bullying and harassment; and
- recommend enhancements to training provided at the QCS Academy in relation to entry-level and management training.

In August 2016, the Committee undertook a research survey with QCS staff to further examine the issue of bullying in the workplace. A 15 minute online quantitative survey was sent to all QCS employees (4,243), with a total of 1,270 surveys being completed (30% response rate).

The survey highlighted workplace bullying issues within QCS, with three quarters (74%) of employees that responded witnessing or personally experiencing bullying or harassment in their workplace. This includes 67% of employees who have witnessed bullying and 59% who have personally been a victim of it. Of those who have personally experienced bullying, 45% experienced at least one incident in the last six months which indicated that bullying was a current workplace issue.

The Survey also found that the perpetrator was more likely to be someone of higher rank and of the same sex as the victim. Of concern, 62% of victims were bullied by a staff member of higher rank to them, often their own supervisor or manager. Many employees said they have witnessed and/or personally experienced multiple forms of bullying, with verbal harassment the most common. Victims are most likely to have experienced criticism or belittling in front of other staff members (61%), negative comments within earshot of others (53%) and verbal abuse (30%), as well as unreasonable demands on their time or skills (30%) and exclusion from work related information, meetings or functions (30%).

Employees can face barriers when it comes to taking action against bullies, with only half of victims choosing to report it or take action after the incident. This included speaking to the bully (46%), reporting it to senior management within their work location (41%), or reporting it with their supervisor (33%) or the bully's supervisor (27%). However, only 12% of victims

said that after taking action there was a favourable outcome, demonstrating that the current processes are not working effectively.

Of those who did not take any action, the key reasons were due to a lack of faith in the complaint investigation process (51%), a belief that complaining is pointless (49%) and fear of reprisal from management (47%). Two key issues were also raised by employees, namely that there is no anonymous and external forum for reporting complaints, and secondly that there is no third party investigating complaints where it can be done in a thorough and unbiased way.

Overall, employees' attitudes towards workplace bullying at QCS indicated that significant improvement was required:

- more than half of employees that responded agreed that there is a culture of bullying;
- 2 in 5 agreed that QCS has robust policies and systems in place for reporting workplace bullying;
- 3 in 10 agreed that there are severe consequences for bullies;
- one quarter agreed that victims are supported by QCS management; and
- 1 in 10 agreed that all cases of bullying are reported to management.

Bullying has a significant impact on the workplace culture as well as on an individual level, especially for those who have been a victim rather than a witness. Victims of workplace bullying developed resentment towards the perpetrator and lost respect for them (67%), considered leaving their job (58%) or seeking a transfer (45%), worked at less than full capacity or with less enthusiasm (52%), felt unsupported by management (48%) and were less likely to put forward ideas at work (48%). Bullying is also contributing to a workplace culture problem. Individually, victims stated that being bullied impacted their temper/emotional levels (61%), self-confidence (61%), sleep patterns (51%), general health (43%) and family relationships (29%).

Employees believed that more training is needed to improve the knowledge and skills of both staff and management.

- Only one third of employees were confident in management's ability to deal with workplace bullying;
- More than 2 in 5 employees had not received any training about workplace bullying;
- Around half of employees believed it is easy to find information about workplace bullying and that they understood the process of reporting workplace bullying incidents at QCS well.
- There was room to improve in all areas through increased training, information and tools, and making these easy to access and use.

On 19 December 2016, the Anti-Bullying and Harassment Committee Report was presented to the QCS Board of Management. The report made ten recommendations designed to evidence the commitment of QCS to ensuring safe workplaces for its staff. All ten recommendations made by the Committee were endorsed by QCS.

On 13 March 2017, QCS established the Workplace Engagement Unit in response to recommendation 7 of the Anti-Bullying and Harassment Committee Report, and to oversee the implementation of the committee's recommendations.

The WEU provides a central point for QCS staff to report any bullying or harassment they may have witnessed or experienced, and is leading QCS' response to the Committee's recommendations.

QCS staff across the State have been appointed as voluntary Conflict Resolution Officers and Peer Support Officers, to support their colleagues and ensure that workplaces are free of bullying and harassment. To date, 23 staff have been trained as Conflict Resolution Officers, with at least one representative from each correctional centre represented in this intake. The first group of 20 Peer Support Officers received training in July 2017.

The focus on developing a connected and sustainable network of Peer Support Officers and Conflict Resolution Officers is essential to assist staff in carrying this message forward. In addition the commitment to education and training of managers and supervisors to develop assertive communication skills to intervene, support and manage their own behaviours and that of their staff accordingly is essential.

It is intended that early intervention by the WEU, including implementation of the Conflict Resolution and Peer Support Officer networks, will reduce the submission of premature formal actions by empowering employees and providing support to management to accomplish early, local, intervention and resolution.

The Unit is undertaking work to address bullying and harassment in the workplace. The WEU is currently focused on providing supervisors and managers with training and information on how to deal with claims of bullying and harassment. The WEU is preparing materials to assist staff with management responsibilities to better understand the role that they have to play to reduce circumstances of bullying and harassment by appropriately assessing and resolving workplace issues in a timely and fair manner. The WEU has recently delivered training sessions and engagement with staff concerning ethics, culture and ethical decision making. Over 1,900 staff have participated to date in this training.

The WEU was created when QCS was a division of DJAG and is still in a stage of development and growth. The most important area of growth has been the delivering of the message of the positive cultural change agenda towards respectful workplace behaviours to all staff within QCS. The WEU will continue to focus on developing organisational skills at a supervisory and managerial level to effectively deal with bullying and harassment. The future role and functions of the WEU will evolve as part of the development of the new structure of the department.

Chapter 11 Client and community awareness programs

Departmental policies and procedures should generally be available to the public on the basis that government information is a public resource and openness in government enhances accountability.

The correctional system is a varied and complex environment and as such QCS works with a range of organisations from other government agencies and statutory bodies to support the criminal justice system in providing a safer community. QCS consults regularly with the community and key stakeholders to inform policy and deliver services across the correctional system. These stakeholders include: employees and unions; other government and non-government agencies; prisoners and offenders; victims; oversight agencies; Aboriginal and Torres Strait Islander Communities and not-for-profit organisations.

COPDs and Operational Practice Guidelines (OPGs) (which are specific to Probation and Parole operations) provide a framework to direct staff when undertaking their duties. To promote transparency and accountability, the majority of the COPDs and OPGs are publicly available online. There are a small number of COPDs not publicly available to protect the safety and security of staff, prisoners and correctional centres.

Improving staff morale

The work of front line correctional staff is often unacknowledged, particularly when compared to other top tier public safety agencies, including the QPS, Queensland Fire and Emergency Services and the Queensland Ambulance Service. For the past 18 months QCS has dedicated a program of awareness and recognition for staff through the institution of Corrections Day, first celebrated in 2017, which seeks to open QCS up to the public. At its heart, Corrections Day is an opportunity to expose and recognise the work of QCS staff in the often protected environment of its facilities and services and to build community understanding and appreciation of the role QCS staff play to keep the community safe. Front-line correctional staff, and those who support our operations, know the inherent dangers of the environment and the circumstances QCS staff intercede in to prevent serious, and often violent, incidents from occurring.

Moreover, serious incidents reported in the media tend to focus on the more negative aspects of corrections, and may at times be critical of staff. This has a negative impact on staff performance and morale. Recent staff forums have identified that staff feel unappreciated by the broader public and that there is an absence of a public dialogue that is supportive of the effort and risks involved in managing prisoners and offenders. QCS is continuing to extend and build the media profile of the organisation, focusing on the positive outcomes and the many means through which our staff deliver community safety. Important developments in the last 18 months include the constituency and reach of QCS social media, Corrections News, the institution of the inaugural National Corrections Day and the inaugural award of the Australian Corrections Medal. As part of the work on the development of the 10 Year Plan for the department, QCS continues to dedicate effort to build a robust and forward facing media profile and communications strategy for the department as a whole, with a particular focus on the operations of the front-line staff.

Summary

A number of circumstances outlined in this submission make it clear that Taskforce Flaxton has come about at an auspicious time for the department. The appointment of the Commissioner, Mr Peter Martin APM, the creation of QCS as a standalone department, the commencement of a significant program of work to inform a 10 year strategic plan and the impending organisational restructure of the department, provides the right time to critically examine the structures, policies and processes necessary to ensure this new department builds and sustains a best practice corruption resistant culture.

This submission has sought to set out the challenges faced by QCS and offer a comprehensive response and action plan as to how the department can work collaboratively with the CCC to build and maintain a corruption resistant culture. Accordingly, a number of opportunities and initiatives have been identified throughout this submission, which will be a focus for QCS over the coming months. Some are easily achieved through the impetus gained with the establishment of QCS as a department, whilst some will require consideration by government to determine resourcing.

To develop an effective strategy to manage and prevent corruption within the unique correctional environment, QCS will establish a committee comprising of internal and external entities and experts, including an open invitation to the CCC. This committee will inform and provide advice on the strategies and organisational responses required to manage and prevent corruption risks within the correctional environment. Implementation of this strategy will ensure that:

- corruption and corruption risks are properly identified and mitigated;
- all recommendations of the CCC are implemented; and
- QCS achieves the hallmarks of a mature cultural model, which is outlined below.

The strategy will also include a range of KPI's consistent with the strategies identified throughout the submission. The Director, ESU upon commencing will be held accountable for these KPIs.

So far, QCS has identified that the key hallmarks of a mature, corruption resistant culture should include:

- **Corruption resistance** – A corruption prevention culture should be developed where failing to report misconduct is considered a serious matter.
- **Reporting** - The reporting processes should be simple and easy to use by all parties; staff should be encouraged and feel supported to report suspected misconduct and reporting of misconduct should occur consistently across the organisation.
- **Awareness** – all entry level and refresher training should have a focus on integrity and corruption prevention.
- **Feedback and learning** – there should be an ability to undertake robust data analysis to identify trends and any potential systemic failures and use these learnings to guide future prevention and mitigation strategies.
- **Policy** – all policies relating to corruption related risks should be informed by literature, consistent with best practice and support timely resolution of matters and consistent discipline outcomes. All staff should be aware of the policies through ongoing communication and ease of access to the policies.
- **Process** – the process of managing complaints and investigations should occur in a timely and consistent manner and ensure the protection of relevant evidence. The

processes should be regularly reviewed to ensure continuous improvement and sustained good practice.

- **External partnerships and oversight** – QCS should partner with key stakeholders to ensure consistency in practice and messaging with staff and industry partners and provide assistance to and fully cooperate with external oversight bodies such as the CCC.

Further detail of the key hallmarks identified to date is at **Attachment 17**. These hallmarks will be further expanded through the important work of Taskforce Flaxton.

QCS thanks the CCC for the opportunity to provide a submission to assist the work of the Taskforce and its contribution to the development of a mature, sustainable, corruption resistant culture for QCS.

List of Attachments

- Attachment 1 – QCS Violence Prevention Strategy
- Attachment 2 – DJAG Fraud and Corruption Control Framework
- Attachment 3 – Official Visitor Scheme Manual
- Attachment 4 – DJAG Client Complaint Management Policy
- Attachment 5 - Schedule of Authorised Persons for the Purposes of Privileged Mail
- Attachment 6 - DJAG Internal Audit Charter
- Attachment 7 - DJAG Information Security Plan
- Attachment 8 - Instrument of delegation of Minister's Powers
- Attachment 9 - Instrument of delegation of Chief Executive's Powers
- Attachment 10 - Instrument of limitation of Corrective Services Officers' Powers
- Attachment 11 – Instrument of Human Resource Delegations
- Attachment 12 – Instrument of Finance Delegations
- Attachment 13 - Statewide Operations Assurance Framework
- Attachment 14 - Specialist Operations Operational Assurance Framework
- Attachment 15 - Deputy Commissioner Instruction - BWCs
- Attachment 16 – COPD – Searches
- Attachment 17 - Hallmarks of mature, corruption resistant culture

Queensland Corrective Services Violence Prevention Framework 2016

Purpose

The purpose of the Queensland Corrective Services (QCS) Violence Prevention Framework is to provide staff with a framework to reduce the number of assaults and enhance the safety of staff, prisoners, offenders and visitors in correctional environments throughout Queensland.

Performance Indicators

- » Targeted reduction in assaults on staff and prisoners
- » Targeted program delivery
- » Improved resilience amongst staff, prisoners and offenders
- » Strengthened positive interactions between staff, prisoners and offenders.

Key Priority Areas and Initiatives

The Violence Prevention Framework will be actioned through a range of strategies, programs and initiatives. Local level Violence Prevention Committees will identify, plan and deliver initiatives with a focus on specific localised drivers. Initiatives will be built upon evidence-based predictors of violence and will focus on improving four key priority areas, including:

1. Secure and functional work units

Ensure a safe, secure and humane environment for prisoners, offenders, staff and visitors.

Initiatives may:

- » expand the use of electronic monitoring systems
- » ensure non-fixed furnishings and equipment are robust and secure
- » enhance safety and security procedures within work environments
- » identify and reduce blind and trouble spots.

2. Communication

The delivery of a high profile communication strategy.

Initiatives may:

- » improve incident analysis and reporting
- » increase the number of proactive strategies for risk identification
- » deliver high visibility violence prevention communication material in work environments
- » improve local communication strategies to provide front-line staff with timely, high-quality information to support effective workplace management.

3. Staff support and training

Encourage a resilient culture focused on proactive situational awareness and resolution.

Initiatives may:

- » establish Violence Prevention Committees in each correctional centre and probation and parole region
- » deliver regular officer safety packages focusing on de-escalation techniques and information sessions
- » promote the use of discretion to balance staff allocations based on experience levels
- » implement staff resilience strategies
- » establish peer mentoring and support across all correctional environments.

4. Prisoner and offender management

Develop awareness and diversion initiatives to hold prisoners and offenders accountable while addressing the causes of violence.

Initiatives may:

- » develop prisoner and offender focused risk awareness and de-escalation techniques
- » incorporate flexible offender management strategies
- » establish a peer mentoring group for prisoners
- » introduce a coordinated and robust strategy to reduce the prevalence of alcohol and drug abuse among prisoners, including reducing the demand for drugs within correctional centres and the community.

Predictors of Violence

Research suggests that the following factors can be used to predict violence in custody and the community:

- » History of violence – prisoners and offenders with a history of violent offences are more likely to assault staff
- » Age – young prisoners and offenders (20-29) are more likely to commit acts of violence
- » Drug use – prisoners and offenders with a history of drug use are more likely to commit acts of violence
- » Prisoner Movement – moving prisoners within a centre provides opportunity for assaults
- » Location – prisoners located in certain accommodation areas are likely to be more violent
- » Management – autonomy and incentive models can reduce violent behaviour
- » Meaningful activities – engaging prisoners in activities can promote custodial order
- » Staff experience – prisoner and offender perceptions of staff can influence their responses to situations.



Violence Prevention Strategy

Policy statement

Overview

The purpose of Queensland Corrective Services (QCS) is to deliver community safety and crime prevention through the humane containment, supervision and rehabilitation of offenders. QCS is dedicated to delivering services within a safe environment for prisoners, offenders, staff and visitors, with a zero tolerance to violence.

Queensland does not have an unusually high level of either 'prisoner on staff' or 'prisoner on prisoner' assault, although official statistics do indicate Queensland's 'prisoner on prisoner' assaults have increased somewhat over the past year. The growth in prisoner numbers over a number of years has created a range of issues, including the potential for an increase in the number of prison assaults.

Probation and Parole staff may experience violent individuals or the consequences of violent acts within the course of their jobs. This may include any criminal or threatening behaviour directed toward staff such as physical violence, threats of violence, intimidation, extortion, theft of property, damage to one's reputation, or any other act which inflicts damage, instils fear, or threatens one's sensibilities. Similarly, offenders may exhibit this behaviour towards members of the community.

The purpose of this document is to provide staff with a framework to influence the number of assaults and enhance the safety of staff, offenders and visitors in Queensland correctional environments. The framework will be actioned through a range of violence prevention initiatives, built upon evidence-based predictors of violence that contribute to assaults in prisons and in the community.

The initiatives will focus on improving four key priority areas:

1. secure and functional work units
2. communication, monitoring and intelligence
3. staff training and support
4. prisoner and offender management.

Background

Queensland experienced a 38% increase in prisoner numbers, from 5,602 to 7,734, between 31 January 2012 and 2 March 2016.

Over 2,200 prisoners are sharing accommodation – 'doubled up' on mattresses and temporary bunk beds in cells designed for one occupant – in correctional centres across the State.

There are many risks and challenges associated with growing prisoner numbers in correctional centres, such as:

- an increase in self-harm episodes, 'use of force' incidents and breaches of discipline
- prisoners delayed access to amenities such as seats during meal times, phones, storage space, exercise equipment and recreational items
- prisoners not having access to services such as health, rehabilitation and reintegration support
- an increase in boredom due to the lack of available programs and meaningful activities
- an increase in prisoners making false complaints of sexual assault to avoid being 'doubled up', without considering the significant impact this may have on the alleged perpetrator.

These issues create stress and fear and can contribute to prisoner-on-prisoner assaults erupting over fairly minor things.

Queensland also experienced a 15% increase in offender numbers from 15,150 to 17,900 between 2012 and 2015. There are many risks and challenges associated with the increased growth, which have the potential to contribute to offender violence, including:

- increased number of offenders in the waiting room, creating opportunities for potential offender conflict
- increased pressure on available facilities including interview rooms and urinalysis rooms
- reduced appointment times for offenders due to the increased caseloads
- increased pressure on external services to provide intervention and support services to offenders
- an increase in the risk profile of offenders.

Predictors of violence

Research suggests that the following factors can be used to predict correctional environment violence:

History of violence – prisoners serving sentences for violent offences are significantly more likely to assault staff and other prisoners. Prisoners and offenders with a history of violence are four times more likely to perpetrate serious assaults against staff, than those with property offences.

Age – prisoners aged 20 to 29 years are more likely to be perpetrators of violence against staff and are responsible for more serious assaults. Correctional centres with a high proportion of youth experience more serious assaults, committed not only by young offenders, but offenders of all ages.

Drug use – correctional environments with high proportions of offenders that have a history of drug use are more likely to have more serious assaults.

Prisoner movement – taking detention unit and high security prisoners out of their cells for transportation or recreation provides opportunities for serious assaults

Location – prisoners in observation and detention areas are significantly more violent towards staff. These types of assaults are typical of situations where offenders are active (e.g. being in a corridor or dining area) but not engaged in a structured activity (e.g. industries or education). In the community, common areas such as waiting rooms can increase the risk of offenders becoming violent.

Management – management and culture can also play a role in correctional centre violence. Specific units characterised by a communal atmosphere between prisoners and staff, prisoner autonomy and a remunerative control model (e.g. unlimited visits from family dependent on good behaviour) can be successful in reducing violent behaviour. These units focus on socialising prisoners into new behaviours and thought processes.

Meaningful activities – academic and vocational education programs and activities are a successful tool in promoting correctional centre order, and can reduce breach rates and levels of violence.

Staff Experience – staff who are more experienced are significantly less likely to be victims of assault by prisoners. This can be due to aggressive prisoners perceiving new or unknown staff as threatening. Using discretion to balance staff allocations and providing staff with peer mentoring and support are useful strategies in reducing prisoner-on-staff violence.

QCS Assaults Data

QCS data clearly demonstrates a steady increase of prisoner-on-prisoner and prisoner-on-staff violence however as noted Queensland does not have an unusually high level of assaults.

Prisoner-on-prisoner violence

In 2014-15, there were:

- 129 'serious' prisoner-on-prisoner assaults (a rate of 1.80 per 100 prisoners)
- 358 prisoner-on-prisoner assaults (a rate of 5.00 per 100 prisoners)
- 606 'other' prisoner-on-prisoner assaults (a rate of 8.46 per 100 prisoners).

In 2015-16, there were:

- 169 'serious' prisoner-on-prisoner assaults (a rate of 2.25 per 100 prisoners)
- 533 prisoner-on-prisoner assaults (a rate of 7.09 per 100 prisoners)
- 721 'other' prisoner-on-prisoner assaults (a rate of 9.59 per 100 prisoners).

Prisoner-on-staff violence

In 2014-15, there were:

- 6 'serious' prisoner-on-staff assaults (a rate of 0.08 per 100 prisoners)
- 18 prisoner-on-staff assaults (a rate of 0.25 per 100 prisoners)
- 139 'other' prisoner-on-staff assaults (a rate of 1.94 per 100 prisoners).

In 2015-16, there were:

- 1 'serious' prisoner-on-staff assaults (a rate of 0.01 per 100 prisoners)
- 68 prisoner-on-staff assaults (a rate of 0.90 per 100 prisoners)
- 200 'other' prisoner-on-staff assaults (a rate of 2.66 per 100 prisoners).

Key priority areas and initiatives

The predictors of violence stated above have been used to develop four key priority areas. These are:

1. **Secure and functional work units** - ensure safe, secure and humane environment for prisoners, offenders, staff and visitors.

Initiatives may:

- expand the use of electronic monitoring systems
- ensure non-fixed furnishings and equipment are robust and secure
- enhance safety and security procedures within work units
- identify and reduce blind and trouble spots.

2. **Communication** – deliver a high profile communication strategy.

Initiatives may:

- improve incident analysis and reporting
- increase the number of proactive strategies for risk identification
- deliver high visibility violence reduction communication material in work environments
- improve local communication strategies to provide front-line staff with timely, high-quality information to support effective unit management.

3. **Staff training and support** - encourage a resilient culture focused on proactive situational awareness and resolution.

Initiatives may:

- establish Violence Prevention Committees in each correctional centre and probation and parole region
- deliver regular officer safety packages and information sessions
- promote the use of discretion to balance staff allocations based on experience levels
- implement staff resilience strategies
- establish peer mentoring and support across all correctional environments.

4. **Prisoner and offender management** - develop awareness and diversion initiatives to hold prisoners and offenders accountable while addressing the causes of violence.

Initiatives may:

- develop prisoner and offender focused risk awareness and de-escalation techniques
- incorporate flexible offender management strategies
- establish a peer mentoring group for prisoners
- introduce a coordinated and robust strategy to reduce the prevalence of drug abuse among prisoners, including reducing the demand for drugs within correctional centres and the community.

Action plans

Research indicates that approaches which effectively combine situational and social prevention strategies, supported by appropriate management policies and research-based staff recruitment and training practices, are a promising approach for reducing violence.

Agency Action Plan

An Agency Action Plan will be developed by Statewide Operations. This will be developed by analysing agency and program level drivers of violence to develop strategies/programs/projects aimed at reducing violence.

An Agency Action Plan template has been developed. This template is a multi-purpose document that will also serve as an Agency Level Reporting tool.

Local Action Plans

Each correctional centre and Probation and Parole office will develop a Local Action Plan by analysing their specific drivers of violence and developing initiatives for prevention. This empowers staff by supporting them to develop their own solutions to making their work environments the safest they can be.

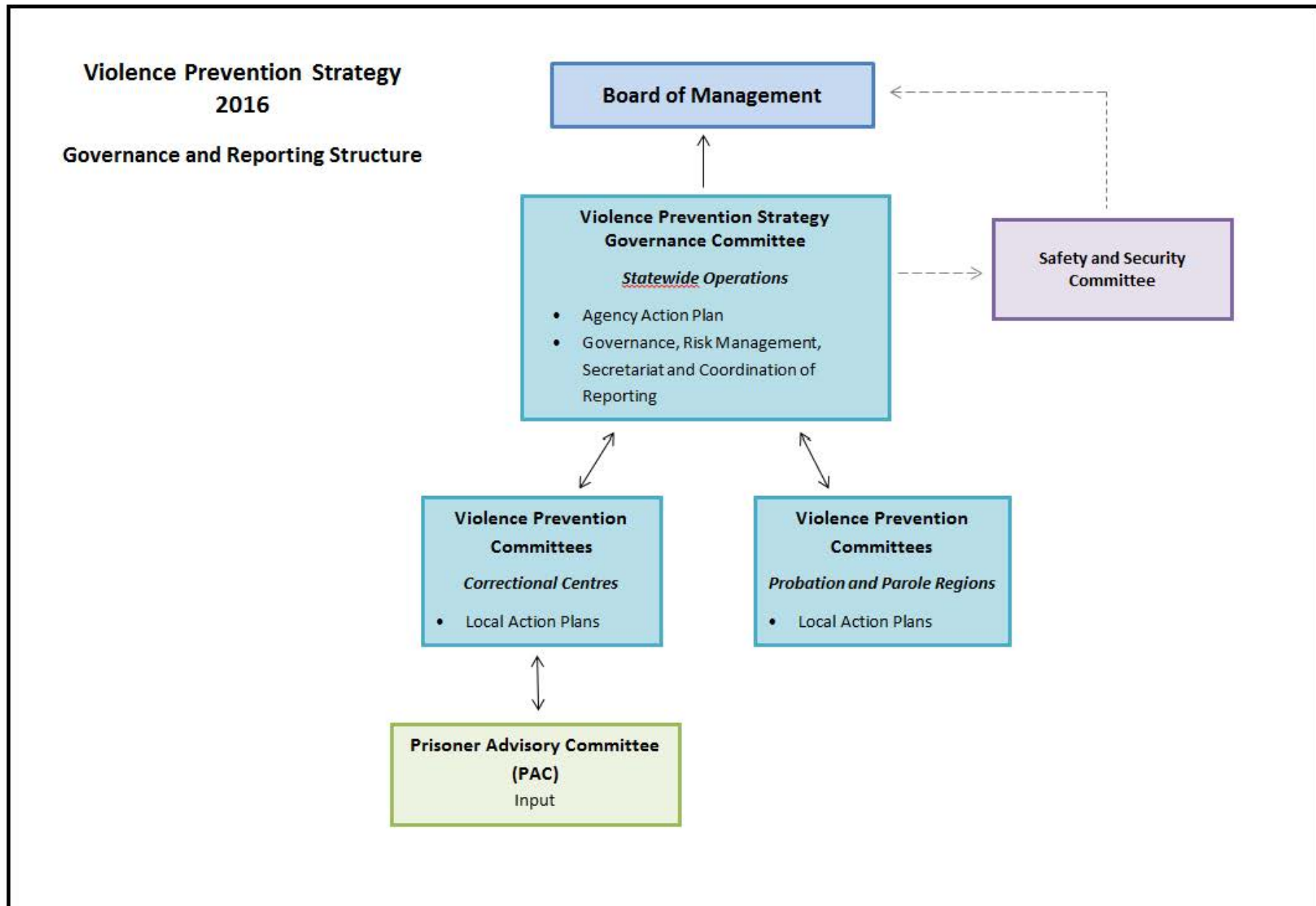
A Violence Prevention Committee will be established in each correctional centre and Probation and Parole region. Each committee will be chaired by a Violence Prevention Coordinator, who will lead the coordination, development, implementation and reporting of local actions.

A Local Action Plan template has been developed to document each centre/office's local actions. This template is a multi-purpose document that will double-up as a reporting tool.

The Agency Action Plan and the above mentioned key priority areas, initiatives and predictors of violence should be used as a guide to develop of a range of local actions aimed at reducing violence.

Reporting

Correctional centres will report on the progress and performance of their violence prevention initiatives on a monthly basis, while Probation and Parole offices will do so every two months. This will be coordinated by the central governance committee.



Fraud and Corruption Control Policy



The Fraud and Corruption Control Policy aligns to the value of *be courageous*.

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Version Control

Version	Action	Date of action	Author	Approval	Approval date	Classification
1.0	Created from Revised fraud risk framework and Fraud and Corruption Control Plan	November 2014	Corporate Governance	Director-General	December 2014	Public
1.1	CGU administrative revision	September 2015	Corporate Governance	FROG	October 2015	Public
				ARMC	November 2015	
2.0	CGU review	November 2016	Corporate Governance	ARMC	July 2017	Public
				Director-General	August 2017	

Resources

The following resources are used to inform and support the *Fraud and Corruption Control Policy*.

Resource reference	Resource title	Creation date	Author	Location of resource	Classification
Appendix A	DJAG and other government links and resources	November 2014	Corporate Governance	Within policy	Public
Appendix B	Roles and responsibilities	November 2014	Corporate Governance	Within policy	Public
Appendix A	DJAG and other government links and resources	October 2015	Corporate Governance	Within policy	Public
Appendix B	Roles and responsibilities	November 2015	Corporate Governance	Within policy	Public
Appendix A	DJAG and other government links and resources	November 2016	Corporate Governance	Within policy	Public
Appendix B	Roles and responsibilities	November 2016	Corporate Governance	Within policy	Public
Appendix C	Fraud reporting register	November 2016	Corporate Governance	Within policy	Public

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1. Introduction

1.1. Purpose

The Department of Justice and Attorney-General (DJAG) is committed to ensuring robust governance and the ethical conduct of all employees by preventing, detecting and investigating all forms of fraud and corruption that may occur.

It is the responsibility of all Queensland Government employees and contractors to report all suspected cases of fraud or corruption.

The *Fraud and Corruption Control Policy* identifies the minimum requirements and responsibilities for the governance, prevention, detection, and the response to suspected fraud and corruption within DJAG.

The *Fraud and Corruption Control Policy*:

- ensures that our workforce acts legally, ethically and in the public interest
- enables staff to understand their obligations and implement practices to stop fraud and corruption occurring in DJAG, and
- aligns with the vision, purpose and values outlined in the DJAG Strategic plan.

1.2. Policy review

This policy will be reviewed at least every two years, or in circumstances where extra vigilance is required. This may include times of significant organisational change or high security.

2. Authorities

Crime and Corruption Act 2001

Financial Accountability Act 2009

Financial and Performance Management Standard 2009

Public Service Act 2008

Public Sector Ethics Act 1994

Public Interest Disclosure Act 2010

Code of Conduct for the Queensland Public Service 2011

*AS8001:2008 Fraud and Corruption Control*¹

3. What is fraud?

Fraud is any deceitful conduct or omission to cause actual or potential loss to any person or entity for the benefit of any person or entity. The risk of fraud may be:

- **internal** (performed by an employee or contractor of an organisation), or
- **external** (performed by a customer or an external service provider or third party).

¹ The Australia Standard *AS8001:2008 Fraud and Corruption Control* is not a mandatory standard, however it was considered in the development of this policy as best practice.

Fraud can relate to theft, false representations, concealment, destruction and unauthorised use of information. In complex fraudulent activity, there may be collaboration between employees, contractors and/or external service providers.

Internal fraud examples include:

- using work resources for commercial purposes
- using departmental information to gain a personal advantage
- using personal relationships to gain an advantage in recruitment/procurement processes
- claiming benefits where the individual or entity is not entitled (this includes misuse of leave and/or work time and unentitled accruing, and use, of flex-time)
- falsely recording work time to gain additional flexi-time or over-payment of wages, and/or
- misuse of cab charge vouchers (ie. not using them for travelling on official business).

External fraud examples include:

- customers deliberately claiming benefits from government programs that they are knowingly not eligible for
- customers obtaining false identities or licences
- individuals making false declarations or fraudulently completing forms (e.g. court forms, statutory declarations)
- an existing external DJAG client knowingly providing a false invoice for payment
- individuals creating a false vendor in order to request payment from DJAG for goods and/or services that were not provided
- misuse of grant or community funding, and/or
- false application for grant or community funding.

Corruption is dishonest activity by an official, employee or contractor which is contrary to the interest of the organisation or its clients.

An incident of corruption may include an element of fraud or deception.

Accepting benefits which may be perceived to conflict with public duties, or using information obtained from work for personal benefit is corruption.

For example, if an official abused their position of trust to gain advantage or avoid disadvantage to the detriment of the organisation and/or its clients, this would be corruption.

3.1. Why is managing fraud and corruption important?

DJAG has zero-tolerance of fraud and corruption, with all incidents regarded as serious.

Fraud and corruption undermines the department's ability to deliver its strategic vision, purpose and values, and any potential case could cause:

- reputational loss, by destroying public confidence in the department
- financial harm and loss to the department

- reduction in staff morale and performance, and
- inability to effectively deliver services.

4. Framework

DJAG's Fraud and Corruption Control Framework (the Framework) encompasses both internal and external authorising legislation, policies, procedures, best-practice models, and work practices, as outlined in **Appendix A**.

The Framework incorporates legislative requirements and consists of the following internal resources and processes:

- the *Fraud and Corruption Control Policy* (this document)
- the *Risk Management Framework*
- DJAG fraud risk controls (see Section 5.3)
- training and awareness, and
- reporting processes.

The policies and procedures in the Framework govern DJAG's risk of fraud and corruption through clear and accountable processes.

5. Management and Prevention

5.1. *Risk management and fraud prevention*

Everyone in DJAG is responsible and accountable for risk management, including managing the risk of potential fraud.

DJAG is committed to proactively managing fraud risk to minimise exposure to potential losses by embedding risk management into the department's culture, governance systems, accountability arrangements, planning, reporting and improvement processes.

Effectively managing fraud risk allows the business to achieve its objectives by assessing and mitigating potential risks to better inform planning processes and improve accountability, transparency and ethical decision making.

Effective fraud management relies on: the honest and fearless advice and support of all managers and staff; staff's ability to identify, treat, monitor and evaluate risk; effective reporting; and the review of DJAG's risk management framework and fraud policies.

5.2. *Roles and responsibilities*

Fraud prevention and control is everyone's responsibility.

All staff and contractors are obliged to report and prevent fraud.

Managers are required by law to manage staff conduct by taking prompt and appropriate action to address the matter.

Specific roles throughout DJAG also have delegated responsibilities which are outlined in **Appendix B**.

5.3. *DJAG fraud risk controls*

DJAG has a sound control environment to reduce the likelihood of internal and external fraud risk, including:

- an emphasis on effective accountability, performance, leadership and high standards of ethical and professional conduct
- an organisational structure that details clear reporting relationships and accountabilities
- a delegation schedule for financial and human resource decisions
- a Financial Management Practice Manual which sets out DJAG's financial policies and practices
- a program of regular internal and external financial, compliance and performance audits
- an independent Ethical Standards Unit to provide advice and investigate fraud and corruption
- pre-employment criminal history screening, as per DJAG [Criminal history checks policy](#)
- mandatory reporting of all gifts and benefits for DJAG's register
- mandatory reporting of all perceived and actual conflicts of interest to the relevant Executive Director through a supervisor. This includes any potential conflicts of interest of family members of employees that may have perceived or actual influence over a DJAG decision or process
- comprehensive Public Interest Disclosure and Complaints Management Frameworks
- governance committees that identify and assess current and emerging issues
- clear policies for the delegation and separation of duties, and
- an organisational culture that encourages feedback to improve current governance systems.

In addition to DJAG's controls listed above, business areas with a higher risk of external fraud are required to have a local policy and/or procedure to reduce the likelihood of external fraud risk. This includes business areas responsible for grant or community funding, contract management and procurement, information technology, and management of personal and sensitive information.

5.4. *Training and awareness*

All DJAG employees must be trained in ethics and fraud prevention. All staff and contractors must undertake mandatory training, including:

- attend the Ethical Standards Unit's (ESU) face-to-face *Workplace Ethics* course (where available) or, if unable to attend the face-to-face course, complete ESU's *Workplace Ethics* online Evolve course within one month of commencement
- complete ESU's *Workplace Ethics* online Evolve course every year as a refresher, and
- complete the Corporate Governance Unit's *Fraudulent Behaviour* online Evolve training every two years.

Awareness activities can be found on the intranet and internet throughout the year. Training and awareness activities are considered, as required, by the Fraud Risk Operational Group.

6. Detection

6.1. *Warning signs (red flags)*

Awareness of warning signs (red flags) for possible fraud or corruption is a useful method of detection. Often fraud indicators are inter-related and in some situations, evidence of one indicator may imply a potential risk but may not constitute fraud or corruption. The more inter-related indicators identified, the higher the risk of potential fraud or corruption.

Examples of common fraud indicators, include:

Internal fraud

- unexplained and/or sudden sources of wealth
- excessive secrecy in relation to work
- employees who are aggressive or defensive when challenged, and/or controlling of certain colleagues
- poorly reconciled cash expenses or customer accounts
- employees known to be under external financial pressure
- employees who delay providing information or who provide different answers to different people
- employees under apparent stress without identifiable pressure
- employees making procedural or computer enquiries inconsistent or not related to their normal duties
- managers who avoid using the Procurement Unit (e.g. excessive use of petty cash or credit cards to purchase items outside the procurement framework)
- employees who appear to make a large number of mistakes, especially those leading to financial loss
- employees with competing or undeclared external business interests
- employees (especially managers) with too much hands-on control
- employees refusing to take leave
- an unusual number of customer complaints, and/or
- customers or suppliers insisting on dealing with just one individual

External fraud

- client applications for government assistance with inconsistent signatures, mismatched fonts or handwriting on different pages of the same document
- invoices which look different to previous invoices issued by the same provider

- lack of supporting evidence, or falsified supporting evidence, that eligibility criteria for grant or community funding has been met
- expenditure has exceeded approved budgets for grant funding but there is not adequate information to explain the variance
- a high volume of transactions from one service provider, such as a registered training organisation, used to support a licence, community or grant funding application, may indicate collusion between applicants and the provider, and/or
- attempts to obtain sensitive information such as usernames, passwords and credit card details (e.g. phishing emails, whaling attacks).

7. Reporting process – what to do

7.1. *Internal fraud*

All employees must report suspected fraud and corruption in a timely manner. Any instance of suspected fraud should be reported, regardless if the situation is brought to your direct attention, or if you have received the information indirectly. Reporting suspected fraud not only allows individual cases to be investigated, but drives the improvement of DJAG's fraud and corruption risk management practices.

Who do you report suspected fraud to?

Suspected fraud should be reported to a supervisor. If you are reluctant to report the situation to your immediate supervisor, you can report it to:

- a more senior manager, or
- the Executive Director, Ethical Standards Unit (ESU).

Note: all managers must report fraud or corruption concerns to the Executive Director, ESU. Ensure any evidence is preserved and prepared to be provided to ESU when requested.

Some warning signs of fraudulent behaviour (e.g. employees refusing to take leave, making a large number of mistakes) may relate to conduct and/or performance issues rather than being an indicator of fraud. [DJAG's Human Resources team](#) can assist with conduct and performance management advice.

How to report fraud

- **Directly** – Reporting suspected fraud or corruption can be done directly between individuals using various communication tools, including: direct conversation; telephone conversation; or email. Do not confront the employee directly and try to preserve any evidence which may help an investigation.
- **Public Interest Disclosure (PID)** – A PID is a statement disclosing information that is in the public's interest regarding public sector wrongdoing. A PID can be made to report suspected corrupt conduct, maladministration, wasting of public funds, substantial and specific danger to public health and safety, the environment or a person with a disability, and reprisal action.

The *Public Interest Disclosure Act 2010* governs the PID process. The act states that staff making a PID are entitled to protections and support to help them make such disclosures. Information on making a PID is outlined in the [Public Interest Disclosure Policy](#).

7.2. *External fraud*

All instances of external fraud or attempted external fraud must be reported in a timely manner. While staff must be diligent in identifying, reporting and dealing with potential external fraud, communication with clients must remain respectful and thoughtful.

Who do you report suspected fraud to?

Instances of suspected external fraud should be reported to your supervisor, a more senior manager or director. If business areas become aware that their corporate credit cardholder details have been compromised then the Commonwealth Bank should be informed immediately to isolate the circumstance. Should you believe that you have encountered a fraudulent payment, it is important that you immediately:

1. contact the Director, Financial Operations:

Phone: 3239 0900

Email: financialstrategy@justice.qld.gov.au

Who will advise whether or not to escalate the issue to the Commonwealth Bank.

2. escalate the issue to the CommBiz help desk and advise them that you believe the payment may be fraudulent and advise the commonwealth Bank DJAG relationship manager, and
3. brief your divisional head and seek approval to report the incident to police.

Should your business area suffer a loss as a result of fraud, this should also be reported to the Director, Financial Operations, who will report to the Queensland Audit Office, as required.

Business areas with a higher risk of external fraud are required have a local policy and/or procedure to outline the reporting process.

7.3. *Reporting to the Fraud Control Officer (FCO)*

All instances of attempted and confirmed fraud are to be recorded by the business area, and reported to the FCO on a quarterly basis for monitoring and oversight, as per the Fraud Risk Operational Group's Terms of Reference. A report template which may be used for recording instances of fraud is at **Appendix C**. For information on external reporting see 9.6 *External oversight functions*.

8. Response

8.1. *ESU investigation process*

All alleged instances of employee fraud or corruption are referred to the Executive Director, ESU.

The Executive Director, ESU manages the investigations into allegations of misconduct and corrupt conduct, and the submission of reports and advice to decision makers involving serious workplace conduct and disciplinary issues.

The Executive Director, ESU also performs the role as the Department's Crime and Corruption Commission (CCC) Liaison Officer and the PID Officer. The Executive Director, ESU liaises with the Director-General to refer matters to the CCC. The CCC decides to either take action or refer the matter back to the department for investigation. The ESU can provide advice to relevant managers on this process, if required.

There is a statutory obligation under Section 38 of the *Crime and Corruption Act 2001* to refer corrupt conduct matters to the CCC. As fraud and corruption fall within the definition of corrupt conduct, these matters will need to be referred automatically. ESU will undertake preliminary investigations to establish the substance of the complaint.

If an investigation is likely to occur:

- staff are obliged to respect the dignity and rights of the alleged perpetrator, pending a full and timely investigation
- management must ensure the preservation of due process, discourage staff from speculating on matters pending investigation and retain all relevant records, and
- the outcome of all investigations is subject to review by the Crime and Corruption Commission (CCC).

Following an investigation of a suspected fraud or corruption incident, managers are required to revisit their risk registers and review fraud controls within their business.

8.2. *External fraud investigation process*

Should you believe that you have encountered fraudulent activity, it is important that you report this immediately. If the fraudulent activity is financial (e.g. fraudulent payment), report it immediately as per section 7.2.

Otherwise, if you suspect an instance of external fraud, you should:

- identify the suspect situation or behaviour
- conduct a preliminary assessment to determine:
 - what the suspected fraud was (e.g. claiming for government assistance when not entitled)
 - who attempted the fraud
 - when the fraud occurred, and
 - where and how the fraud occurred.
- discuss the situation with your supervisor/manager.

After you discuss the situation with your supervisor, further investigation may be required. For routine or minor matters (i.e. instances of fraud that, on initial assessment, would be unlikely to be accepted by the Queensland Police Service for investigation) an investigation may be able to be conducted by a person with subject knowledge, who is required to document the reasons for their decisions, no matter what the outcome of the investigation. However, more complex or serious matters should be referred to the Queensland Police Service. If you are unable to determine a suitable person to conduct an investigation, please contact the FCO on 310 99111.

Once the investigation is completed, a brief should be progressed as follows-

For confirmed fraud – a brief to the divisional head seeking approval to refer the matter to the Queensland Police Service for prosecution, followed by a brief to the Director-General advising of any associated loss as a result of the fraud and action taken.

For attempted fraud – the affected business area to brief the Director-General seeking approval for appropriate action, which may include issuing a written warning.

As part of the investigation, any weaknesses in DJAG's control system should be identified and modified or amended to prevent the same instance of external fraud occurring again.

Business areas with a higher risk of external fraud are required to have a local policy and/or procedure to outline the investigation process, including the appointment of an appropriately qualified investigator if required, and appropriate quality assurance over investigations.

8.3. *Consequences*

Investigation findings that substantiate the allegation of fraud or corruption, or attempted fraud or corruption, will be actioned in accordance with legislative and policy requirements, and the principles of natural justice. Consequences for committing or attempting fraud and/or corruption may include, but are not limited to:

- disciplinary action
- demotion
- repayment of misappropriated funds and other costs
- written warnings, which may be appropriate in situations where there is no financial loss and damage to reputation is not likely
- termination of employment, and/or
- referral to the CCC or prosecution agencies.

Business areas with a higher risk of external fraud are required to have a local policy and/or procedure to outline the types of actions which may be taken, and guidance on when and how to take such action. This may need to reference relevant legislation.

9. Monitoring, review and oversight

9.1. *Fraud Control Officer and the Fraud Risk Operational Group*

DJAG has a Fraud Control Officer (FCO) within the Corporate Governance Unit. The FCO's role is to actively improve the fraud risk and corruption framework and to support operational areas in preventing fraud within DJAG.

The FCO chairs the Fraud Risk Operational Group (FROG) which: sets organisational fraud and corruption management strategy; ensures that the fraud risk framework complies with public sector requirements; and consults with operational areas.

The FROG also monitors related activities such as policy reviews, audit issues, complaints, training and compliance. The FROG is accountable to the Assistant Director-General, Corporate Services who in turn reports to both the Director-General and the Audit and Risk Management Committee.

9.2. *Audit and Risk Management Committee*

The Audit and Risk Management Committee (ARMC) is a governance committee chaired by an external party. The ARMC monitors and assesses DJAG's financial and governance compliance, audit activities, risk management and internal controls. A representative from the Queensland Audit Office (QAO) is also an observer member.

9.3. *Audits (internal and external)*

DJAG is subject to both internal and external auditing.

The QAO (external audit) is an external agency responsible for undertaking regular independent audits of agencies' risk management processes and internal controls in order to enhance public sector accountability.

The DJAG Internal Audit unit provides independent, authoritative and confidential advice to the Director-General, and independently reviews departmental operations.

Internal Audit conducts a range of frequent financial, compliance, performance, business improvement, information systems and regional audits to identify issues and recommend improvements. Once Internal Audit finalise an audit, they provide reports to both the Director-General and to the audited business areas to facilitate compliance and improvement.

Risk-based audits are conducted by both the DJAG Internal Audit and the QAO, testing DJAG's management of fraud by sampling and selecting transactions to review, and reporting on identified issues.

All outcomes of risk management audits are considered by the ARMC.

9.4. *Internal oversight reporting*

The FROG reports through the Assistant Director-General to the ARMC about fraud and corruption prevention strategies, complaints and issues across DJAG. In addition to the monitoring and reporting done by the FROG, Internal Audit and the Ethical Standards Unit regularly report issues to the Director-General.

The Assistant Director-General, Corporate Services reports to ARMC quarterly about fraud risks.

The Director-General receives quarterly reports from Corporate Governance on general complaint trends and DJAG performance (including reporting gifts and benefits and contact with registered lobbyists).

9.5. *Risk registers*

DJAG requires all fraud risks to be assessed annually. The ARMC receive quarterly risk reporting on DJAG risks, including fraud risks.

The DJAG risk management framework requires all risks, including fraud risks, to be captured in divisional or operational risk registers when the potential for fraud arises.

9.6. *External oversight functions*

Queensland independent agencies perform complementary roles to promote good governance, accountability and integrity. The DJAG *Fraud and Corruption Control Policy* aligns the department to support the functions of these agencies.

The prominent agencies responsible for oversight and control functions of managing, monitoring and reporting in Queensland are included in table 9.6.1.

External reporting body	Reporting obligations
Crime and Corruption Commission (CCC)	The Director-General must notify the CCC if he/she suspects that a matter involves or may involve corrupt conduct.
Queensland Ombudsman	Under the <i>Public Interest Disclosure Act 2010</i> , agencies are required to provide regular reports to the Ombudsman about their PIDs. For information on how to make a PID please see the Public Interest Disclosure Policy .
Queensland Audit Office (QAO)	Any suspected material loss must be reported to the Auditor-General within six months of becoming aware of the loss, or if the loss is suspected to be the result of an offence under the Criminal Code or related Act. This is reported through the Director, Financial Operations (see section 7.2 above)
Queensland Police Service (QPS)	If an agency or Director-General suspects any crime the agency or accountable officer must also inform the QPS. This must be reported through the Director-General or accountable officer identified in a local policy and/or procedure.
Queensland Integrity Commissioner (QIC)	The Commissioner monitors compliance with the <i>Integrity Act 2009</i> and the Lobbyists Code of Conduct, and accepts reports of breaches. All divisions are required to report lobbying activity to the Corporate Governance Unit quarterly.
Office of the Information Commissioner (OIC)	The OIC manages privacy complaints and mediates conflicts between privacy and the public interest. These complaints are reported through the Right to Information and Privacy Unit .

Table 9.6.1

10. Further information and support

Assistance with implementing and administering fraud control processes within work environments is available.

If you have any questions or concerns about reporting suspected staff misconduct including fraud, please contact the DJAG Ethical Standards Unit (ethicalstandards@justice.qld.gov.au) for more information.

If you have any questions or concerns about reporting a fraud attempt on DJAG, please contact the relevant DJAG business unit at <http://justice.qld.gov.au/corporate/contact-us>.

If you have any questions about the fraud and corruption control framework please contact Corporate Governance at corpgov@justice.qld.gov.au.

Appendix A – DJAG and other Government links and resources

DJAG Internal resources

Corporate Governance

- [Risk Register template](#)
- [Client Complaint Management Policy](#)
- [Gifts and Benefits Policy](#)

Human Resources

- [Request for a Criminal History Check](#)
- [Declaration of previous serious discipline history template](#)
- [Human Resources Delegations](#)

Information Technology Services

- [Information security plan](#)
- [Information Security Policy](#)
- [Use of ICT Devices Policy](#)
- [Internet and Email Usage Standards](#)

Ethical Standards Unit

- [Conflicts of Interest Declaration](#)
- [Other employment](#)
- [Public Interest Disclosure](#)
- [Workplace Policy](#)
- [Workplace Ethics training calendar](#)

Financial Services Branch

- [Financial Management Practice Manual \(FMPM\)](#)
- [Financial Delegations](#)

Department of Premier and Cabinet

- [Code of Conduct for the Queensland Public Service 2011](#)

Public Service Commission

- [Access to Declaration of Interests](#)
- [Declaration of Interests – Chief Executives](#)
- [Declaration of Interests – Senior Executive Service](#)
- [Declaration of Interests – Public Service Employees](#)
- [Declaration of previous serious discipline history template](#)
- [Disclosure of previous employment as a lobbyist policy](#)
- [Gifts and Benefits Directive](#)
- [Gifts and Benefits Guideline](#)
- [Use of internet and email policy](#)

External resources

Queensland Legislation

- [*Community Services Act 2007*](#)
- [*Crime and Corruption Act 2001*](#)
- [*Financial Accountability Act 2009*](#)
- [*Financial and Performance Management Standard 2009*](#)
- [*Public Interest Disclosure Act 2010*](#)
- [*Public Sector Ethics Act 1994*](#)
- [*Public Service Act 2008*](#)

Ombudsman

- [Has one of your staff blown the whistle?](#)
- [Managing a Public Interest Disclosure Program](#)
- [Thinking about blowing the whistle](#)

Queensland Crime and Corruption Commission

- [Fraud, financial management and accountability in the Queensland public sector \(investigation report\)](#)
- [Corruption in focus: a guide to dealing with corrupt conduct](#)

Queensland Audit Office

- [Report 9: 2012-13 Fraud Risk Management](#)
- [Report 6: 2013-14 Internal Control Systems](#)

Victoria - Independent Broad-based Anti-corruption Commission

- [Fraud Prevention Checklist](#)
- [The Impact of Corruption](#)

Fraud Advisory Panel (United Kingdom)

- [Introduction to fraud indicators](#)

Australian National Audit Office

- [Fraud Control in Australian Government Entities – Better Practice Guide](#)

Standards Australia

- [AS 8001:2008 – Fraud and Corruption Control](#) (sample only)
- [AS/NZS ISO 31000:2009 – Risk management–Principles and guidelines](#) (sample only)

Appendix B – Fraud and Corruption roles and responsibilities

Internal Parties	Responsibilities
Director-General	<ul style="list-style-type: none"> • Overall responsibility for prevention and detection of fraud and corruption within DJAG. • Legislated responsibility to exercise authority, on behalf of the department. • Manage public resources of the department efficiently, responsibly and in an accountable manner. • Implement policies and priorities responsibly. • Ensure impartiality and integrity in the performance of the department's functions. • Ensure accountability and transparency in the department's operational performance. • Promote continual evaluation and improvement of department's management practices.
All executives and managers	<ul style="list-style-type: none"> • Display ethical leadership and high personal standards of behaviour consistent with the Code of Conduct for the Queensland Public Service. • Visibly promote the department's ethical framework and adherence by all employees. • Effectively manage risk in accordance with the department's fraud risk management framework. • Proactively manage staff conduct by taking prompt and appropriate action. • Develop strong internal controls to assist with fraud and corruption prevention. • Ensure all employees and contractors complete compulsory DJAG training and awareness sessions in addition to job-specific training. • Ensure employee compliance with relevant policies and procedures including identifying and reporting on potential fraudulent and corrupt activities. • Advise the Ethical Standards Unit regarding all reports of suspected fraud or corruption.
All employees (including contractors, volunteers, temporary and casual staff and QSS staff)	<ul style="list-style-type: none"> • Act in an ethical manner in the workplace • Understand and comply with all policies and procedures including: <ul style="list-style-type: none"> – safeguarding assets, information and other resources under their control – identify and report any potential issues – ensuring all administration is accurate with no deliberate omissions (e.g. allowance claims, recording accurate hours of work on timesheets) – <u>report all suspicions of fraud and corruption</u> – register all gifts and benefits offered, and – declare all perceived, potential and actual conflicts of interest including those of family members which may influence their official duties. • Undertake required education and training to responsibly and effectively undertake their duties.
Ethical Standards Unit	<ul style="list-style-type: none"> • Independently investigates all allegations of suspected fraud and corruption. • Ensure a proactive approach to public sector ethics by promoting an ethical culture and appropriate decision making through ethics education and training programs. • Report suspected fraud, corruption, criminal and other matters to appropriate external organisations where required. • Manage and DJAG public interest disclosures and ensure compliance with the <i>Public Interest Disclosure Act 2010</i>. • Develop and maintain ethics related policies and procedures for building and sustaining integrity and accountability. • Provide advice and direction to employees on the correct protocol for reporting unethical matters.

Internal Parties	Responsibilities
Fraud Control Officer	<ul style="list-style-type: none"> • Responsible for the overall fraud and corruption control framework. • Chairs the Fraud Risk Operational Group. • Ensure the fraud and corruption control framework undergoes a biennial review or more frequently as required. • Develop strategies in consultation with other key stakeholders to achieve an effective fraud and corruption control regime. • Ensure all operational areas implement effective risk management practices, including risk assessment of fraud and corruption. • Ensure that DJAG policies, training and reporting are effective, comprehensive and helpful for employees, contractors and clients to identify, report and prevent fraud and corruption.
Fraud Risk Operational Group (FROG)	<ul style="list-style-type: none"> • Advise the Assistant Director-General, Corporate Services on fraud and corruption control strategies. • Implement and monitor the fraud and corruption risk framework. • Review and evaluate the effectiveness of strategic and operational fraud and corruption control.
Audit and Risk Management Committee (ARMC)	<ul style="list-style-type: none"> • Monitor the implementation of risk management (including fraud and corruption matters) and independently recommend actions to improve management frameworks. • Monitor the internal audit function to ensure audits include key fraud and corruption risks and that audits are risk-based.
Internal Audit Branch	<ul style="list-style-type: none"> • Undertake scheduled audits, which include examining established controls to decide if there are robust enough to reduce the risks of fraud and corruption, including the identification of work practices that may lead to fraudulent and corrupt activities. • Report in writing any suspected activities of fraudulent or corrupt practices identified during an internal audit function to the Executive Director, Ethical Standards Unit for assessment and possible investigation or referral to the appropriate external agency.
Corporate Governance	<ul style="list-style-type: none"> • Undertake and advise on DJAG business and policy improvements. • Manage DJAG compliance, performance and risk in accordance with appropriate governance frameworks. • Ensure that governance, compliance, performance, and risk (including fraud risk) issues are reported to the Director-General and Board of Management. • Support the Fraud Control Officer and FROG by co-ordinating or implementing FROG actions as appropriate. • Report regularly on DJAG performance and compliance including complaints and fraud issues. • Manage the Gifts and Benefits register.
Information Technology Services	<ul style="list-style-type: none"> • Manage the security of DJAG's information through the use of technology. • Manage all information technology risks and ensure all DJAG IT users are acting ethically when using department software and assets.
Human Resources Branch	<ul style="list-style-type: none"> • Advise DJAG managers, staff and contractors on human resources and industrial relations matters. • Regularly report to the Director-General and BoM regarding human resources matters • Process recruitment activities in line with a recruitment and selection framework. • Liaise with QPS to manage pre-employment screening activities.

Appendix C – Fraud reporting register template

DJAG fraud register						
Reference number (if applicable)	Business unit / Division	Date of suspected fraud	Fraud incident description (who, what, when, where, how)	Investigation summary	Status	Outcome
	Justice Services / VAQ	31/03/2017	XX claimed for a payment with fraudulent receipts. Payment of \$XXX was made to the applicant	31/03/2017 - Investigation commenced 7/04/2017 - Investigation recommendations presented 14/04/2017 - Brief to DG progressed for approval to refer to QPS	Ongoing	Referred to QPS

OFFICE OF THE CHIEF INSPECTOR

OFFICIAL VISITOR SCHEME MANUAL

2017



Queensland
Government

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WELCOME TO THE OFFICIAL VISITOR SCHEME



Congratulations on your appointment as an Official Visitor and welcome.

In 1988 Mr J J Kennedy conducted a Commission of Review into Corrective Services in Queensland. In his landmark report Mr Kennedy recommended the introduction of an Official Visitor Scheme by which Official Visitors would be appointed to each correctional centre to receive complaints from prisoners.

He wrote:

“(Official Visitors) will have the power to question and probe, to make up their own minds on the fairness of the system and the appropriateness of decisions. They will have the power to report and recommend. It will be open and will provide a major check on the system. Official Visitors will be part of a new system of openness to public scrutiny.”

The Office of the Chief Inspector is responsible for coordinating the Official Visitor Scheme including appointments, administration and support.

At times your job will be demanding and challenging. I expect it will also be stimulating and rewarding. I look forward to working with you and wish you all the best in your endeavours.

Samay Zhouand
Chief Inspector

INTRODUCTION

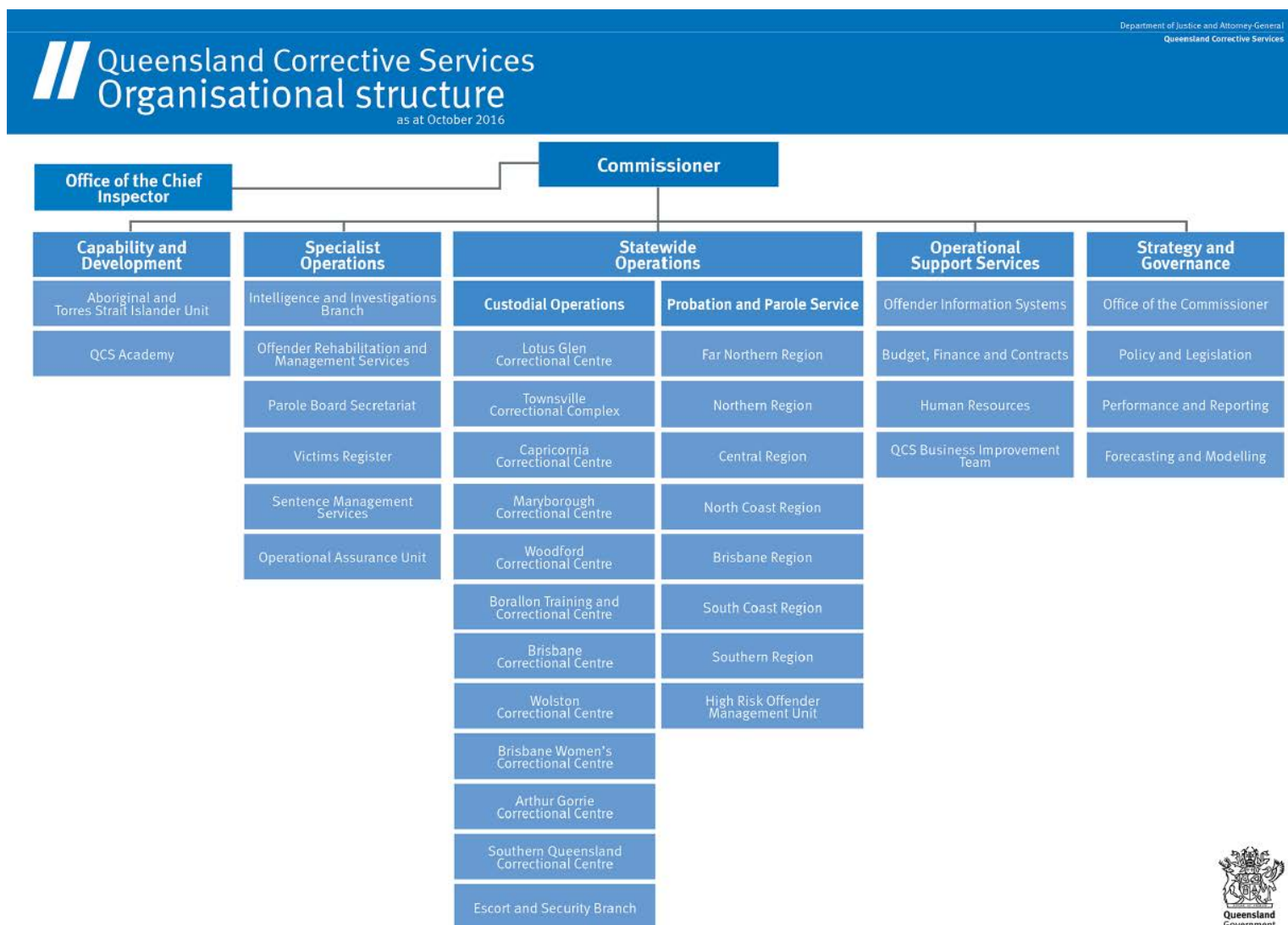
The Official Visitor Scheme is embodied in the *Corrective Services Act 2006* (the Act) and *Corrective Services Regulation 2001* (the Regulation) and was first introduced in 1989.

The Official Visitor Scheme Manual has been prepared as an operational aid for Official Visitors of Queensland Corrective Services (QCS). The content is based on the provisions of the Act (sections 53, 56, 60, 63, 70, 285 – 292, 341) and the Regulation (7-9, 11).

The Office of the Chief Inspector has been established to provide independent oversight of the operations of correctional facilities. In addition, the Chief Inspector will coordinate the operations of the Official Visitor Scheme.

The Chief Inspector reports directly to the Commissioner to ensure critical issues arising from the operations of the Official Visitor Scheme and inspections can be raised and addressed at a senior management level.

QUEENSLAND CORRECTIVE SERVICES ORGANISATIONAL STRUCTURE



STRATEGIC PLAN

The purpose of QCS, in partnership with other key criminal justice agencies, is to deliver community safety and crime prevention through the humane containment, supervision and rehabilitation of offenders.

The Plan is an important document for the Department of Justice and Attorney General (DJAG). It describes our vision, purpose and objectives, strategies to achieve our objectives, and the performance indicators we use to measure how well outcomes achieved deliver on our objectives. The Plan also reflects the great diversity in services delivered by DJAG.

Our vision for a fair, safe and just Queensland continues to be supported by five main objectives:

- 1) Queensland is safe;
- 2) Queensland is fair and just;
- 3) Queensland can get on with the job;
- 4) Queensland gets great service; and
- 5) DJAG is responsive and high performing.

The plan in its entirety has been included for you information.



Strategic plan 2016–20

• Our vision

A fair, safe and just Queensland.

• Our purpose

To contribute to a fair and just society and safe and healthy communities.

• Our values

Our values underpin everything we do and are the building blocks for our workplace culture. They guide our behaviour and decision making and support us in being a high performing, impartial and productive workplace that puts the people of Queensland first.

Our objectives



The Queensland Government's objectives for the community

We contribute to the following Queensland Government objectives for the community:

- **Delivering quality frontline services** – providing responsive and integrated government services; and supporting disadvantaged Queenslanders.
- **Building safe, caring and connected communities** – ensuring an accessible and effective justice system; encouraging safer and inclusive communities; and building regions.

Our strategic risks

We actively manage the following risks to achieve our objectives:

- **Service delivery** – working across government and with external parties to build partnerships, promoting integrated services and benefits for stakeholders and the community.
- **Technology** – providing the technology infrastructure to support contemporary service delivery practices and meet stakeholder and community expectations.
- **Resources** – maximising our human and financial potential and ensuring our capability aligns with our current and future needs.
- **Health and safety** – maintaining effective practices to ensure the safety of our staff, clients, customers and the community.
- **Governance** – maintaining effective governance structures to support decision-making, integrity, accountability and drive high performance.

Queensland is safe

Strategies

- Target organised crime
- Reduce alcohol-related harm and violence in and around licensed premises in Queensland
- Work with the Australian Government, other states and territories to tackle illicit drugs in the community
- Improve the justice system's response to domestic and family violence
- Ensure safe, secure and humane management of prisoners
- Manage and supervise offenders in the community
- Reduce crime and re-offending
- Protect adults with impaired decision making capacity
- Strengthen child protection services and safeguards
- Protect consumers and business against unsafe products and unethical behaviour
- Minimise the risk of harm from gambling
- Promote safe and peaceful communities by helping Queenslanders resolve disputes

Performance indicators

- ✓ High performance maintained in relation to escape rates (adult correctional centres and youth detention centres)
- ✓ Reduction in incidents of violence (adult correctional centres and youth detention centres)
- ✓ Number of vulnerable adults protected and number of vulnerable children and young people assisted
- ✓ Progress of community and product safety programs
- ✓ Reduction in re-offending (adults and young offenders)
- ✓ Improved timeliness of services

Queensland is fair and just

Strategies

- Improve access to justice
- Create a more integrated justice system
- Better manage service demand on the justice system and deliver results faster
- Hold offenders accountable
- Develop diversion initiatives that hold offenders accountable while addressing the causes of their offending behaviour
- Deliver a world class youth justice system that effectively addresses youth crime
- Deliver better outcomes for people in the justice system
- Maintain a high level of community confidence in Queensland's justice system
- Promote integrity and transparency and develop laws that take account of community expectations
- Support victims of crime
- Protect the rights and interests of vulnerable Queenslanders
- Promote marketplace fairness
- Provide mechanisms to protect legal and social rights and easy avenues to exercise those rights
- Respond to the needs of people from culturally and linguistically diverse backgrounds, people with disability and children in care
- Address the overrepresentation of Aboriginal and Torres Strait Islander people in the criminal justice system and create a more culturally appropriate and capable justice system

Performance indicators

- ✓ Improved timeliness of services
- ✓ Matters resolved outside of court and tribunal hearings
- ✓ Service demand initiatives
- ✓ Financial value of community service work performed by prisoners and offenders
- ✓ Amount of consumer redress
- ✓ Improved access to Justices of the Peace
- ✓ Successful completion of community-based orders
- ✓ Support for victims of crime
- ✓ Stakeholder satisfaction

Queensland can get on with the job

Strategies

- Reduce red tape
- Make it easier for Queenslanders to do business
- Ensure regulatory models encourage business growth while meeting community standards

Performance indicators

- ✓ Red tape reduction initiatives
- ✓ Increased online services

Queensland gets great service

Strategies

- Improve service delivery models and make it easier for people to use our services
- Foster a consultative approach and engage with our stakeholders and customers
- Work collaboratively to deliver seamless and connected services to Queenslanders

Performance indicators

- ✓ Service improvements in response to customer feedback
- ✓ Stakeholder and customer satisfaction
- ✓ Service delivery innovation
- ✓ Improved timeliness of services

DJAG is responsive and high performing

Strategies

- Ensure a high performance culture focused on organisational excellence
- Ensure a healthy, safe and rewarding workplace
- Ensure a highly skilled, sustainable and diverse workforce that meets current and future service delivery needs
- Ensure financial sustainability
- Deliver customer and business focused ICT solutions
- Be creative problem solvers
- Act with integrity and accountability
- Provide professional, high quality policy and legal advice
- Ensure robust governance practices
- Embed the Queensland Public Service culture and values
- Deliver integrated corporate services
- Streamline and remove unnecessary bureaucracy in internal processes

Performance indicators

- ✓ Corporate service delivery improvement
- ✓ Services are delivered within approved budgets
- ✓ Staff satisfaction and engagement
- ✓ Improved governance practices

ROLE AND FUNCTION OF THE OFFICIAL VISITOR

The role of the Official Visitor is to impartially investigate complaints by prisoners about acts or omissions by the chief executive, a person purportedly performing a function or exercising a power, of the chief executive or a corrective services officer. As such, Official Visitors are an integral component of the QCS system of accountability.

By listening to and investigating complaints by prisoners about QCS procedures or processes, the Official Visitor can ensure that decisions taken by QCS staff are made fairly and without prejudice.

CONDUCT WITHIN THE CORRECTIONAL CENTRE

Code of Conduct Policy

The Official Visitor must maintain principles of:

- (a) Confidentiality;
When investigating and reporting, a prisoner's name should not be divulged without permission from the prisoner.
- (b) Impartiality;
The Official Visitor should not be seen as an advocate for any one party: the prisoners, management of the centre, or the organisation. The Official Visitor must always keep sight of the fact that their role is to promote understanding between the prisoners, management of the correctional centres and QCS.
- (c) Independence;
The Official Visitor is the representative of the community within the correctional system. The Official Visitor must be seen as being independent of the organisation if they are to develop the trust of prisoners.

Confidentiality

The issue of confidentiality is paramount to the role of the Official Visitor. Under the Act, the Official Visitor has access to any and all information, whether written or electronic, at the corrective services facility bearing upon a prisoner's complaint.

Intelligence information gathered on individual prisoners within a correctional centre is highly sensitive, and the Official Visitor needs to be aware of the nature, value and use of the intelligence data. It may be appropriate to peruse such data in association with the manager responsible for intelligence to ensure relevant explanations are provided.

The Official Visitor should be aware that they are bound to secrecy under legislation, and hence cannot disclose any information on any individual obtained in the course of their duties, without prior authorisation (Section 341 of the Act). This provision reinforces the professional ethics of non-disclosure to which most professional persons are bound in their normal occupations.

Appropriate Dress Standards

Visitors are required to dress to the following standard:

- (a) clothing that is appropriate to attend professional or office related employment;
- (b) shoes (no high heels or sandals);
- (c) clothing that is not of a transparent type;
- (d) clothing that is not designed or altered to be of a revealing nature;
- (e) clothing that is clean and in good condition;
- (f) clothing that does not display offensive slogans or obscene words phrases or diagrams; and
- (g) clothing that will not represent the Official Visitor Scheme poorly.

Prohibited Items

Each of the following is a prohibited thing within a correctional centre:

- (a) a weapon, replica of a weapon or other replica under the *Weapons Act 1990*;
- (b) an explosive or ammunition under the *Explosives Act 1999*;
- (c) a flammable substance;
- (d) anything capable of being used to scale a fence, wall, door or gate;
- (e) anything capable of cutting or spreading metal bars;
- (f) anything capable of damaging or destroying a fitting or fixture designed to detain prisoners;
- (g) a key, card, or other device capable of opening a mechanical or electronic lock;
- (h) soap or another substance containing an impression of a prohibited thing, including, for example, a key;
- (i) a knife, a saw, scissors or another cutting implement;
- (j) kitchen utensils or equipment or tools;
- (k) a spirituous or fermented fluid or substance of an intoxicating nature;
- (l) a drug or medicine;
- (m) a syringe or other device capable of administering a drug;
- (n) cash, a credit card, debit card, cheque or money order or another negotiable instrument;
- (o) a document containing a person's credit card or debit card details;
- (p) a form of identification, including, for example, false identification;

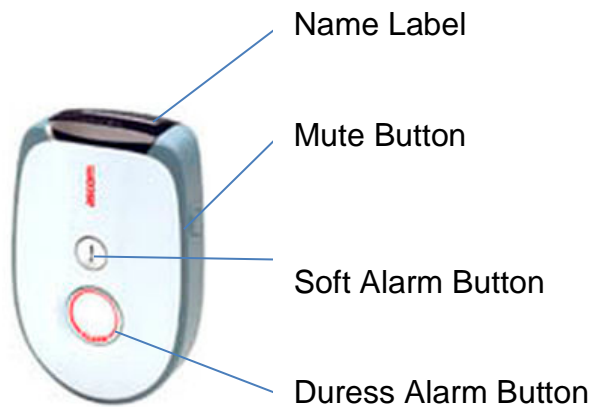
- (q) anything capable of being used to alter a prisoner's appearance so that it significantly differs from the prisoner's appearance described in the record kept under section 10 of the Act;
- (r) a communication device, for example a computer, modem, phone, radio, radio scanner or USB;
- (s) a device capable of enabling a prisoner to access information that could be a risk to the security of a corrective services facility;
- (t) an objectionable computer game under the *Classification of Computer Games and Images Act 1995*;
- (u) a film classified as an "R" film under the *Classification of Films Act 1991*, an objectionable film under that Act, or a film that, if it were classified under that Act, would be classified as an "R" film or an objectionable film;
- (v) a prohibited publication under the *Classification of Publications Act 1991*;
- (w) anything modified from its usual form to enable something to be concealed in it;
- (x) anything that poses a risk to the security or good order of a corrective services facility, including, for example, a drawing, plan or photo of the facility;
- (y) a smoking product under the *Tobacco and Other Smoking Products Act 1998*, section 25;
- (z) a smokeless tobacco product under the *Tobacco and Other Smoking Products Act 1998*;
- (aa) any part of a thing mentioned in paragraphs (a) to (z).

OFFICIAL VISITOR PERSONAL SAFETY

Safety and Security

The Official Visitor should only be escorted in certain circumstances, when in the General Manager/Centre Manager's opinion, it is necessary for security reasons. All correctional centres have personal duress alarms which are available to Official Visitors and other authorised visitors to the centre and must be worn at all times.

Duress Alarm



Man-down Alarm

- (a) The Alarm Transmitter is tilted more than 45 degrees for a pre-set time, for example when falling.
- (b) Before the alarm is sent, the Alarm Transmitter enters a warning phase called Man-down/no movement warning (MDW), with a repeated warning tone (default: 7 seconds).
- (c) The beep signal always starts with a pair of low volume beeps and then continues with high volume beeps.
- (d) Press the mute button during this warning phase to prevent the alarm from being sent.
- (e) If the mute button is not pressed an alarm is sent. Depending on set parameters, a beep/vibrator/LED signal confirms that the alarm has been sent.

Test Alarm

- (a) Press the alarm or soft alarm button for at least one second.
- (b) Depending on set parameters, a beep is heard, the green LED flashes once, and the vibrator stirs.

Duress Alarm

- (a) Press the alarm or soft alarm push button twice or more.
- (b) Depending on set parameters, a beep is heard, the green LED flashes once, and the vibrator stirs.

Pull Cord Alarm

- (a) An alarm is sent when the pull cord is pulled off the Alarm Transmitter.

- (b) Depending on set parameters, a beep/vibrator/LED signal confirms that the alarm has been sent.
- (c) Ensure that the clip of the pull-cord is safely attached, for instance, to clothes.

Phone Security

It is easy to access personal information including residential addresses and phone numbers from agencies that legitimately hold this information. Landline telephone details such as customer name, address and phone number are automatically published in your local telephone directory and the White Pages online. To protect your privacy please consider contacting your telecommunications service provider and enquire what services are available i.e. silent number.

Silent Electors

You can apply to register as a silent elector if you believe having your address on the electoral roll would put you or your family's safety at risk.

If you are granted silent elector status only your name is shown on the publicly available electoral roll. If you are already enrolled, you can register as a silent elector by selecting the silent elector form for your state or territory at http://www.aec.gov.au/Enrolling_to_vote/Special_Category/Silent_Electors.htm. You will need to read page one of the form to check you qualify for silent elector status, complete the form and complete the statutory declaration and explain what you consider the risk to be and why your personal safety (or that of your family) is at risk.

OFFICIAL VISITOR HEALTH AND WELLBEING

Influenza

Influenza vaccines help to protect our community from the virus and its severe consequences. The flu injection is up to 70% effective in young healthy adults and in older adults, vaccines can be less effective depending on their health; however older adults are at greater risk of complications from influenza so are advised to take precautions. If you would like a flu shot, please discuss with your doctor. If you incur any out-of-pocket expenses please submit a claim for reimbursement.

Hepatitis

A recent survey shows the level of hepatitis infection within the prisoner population is 30-40 times greater than in the general population. Due to the high numbers of prisoners with hepatitis, it is important all visitors and staff members are educated how to prevent infection. Queensland Health recommends that all persons who regularly attend correctional centres discuss with their doctor about immunisation. If you incur any out-of-pocket expenses please submit a claim for reimbursement. Please ensure correct hand washing practices whilst in the correctional centre.

Employee Assistance Program

DJAG is committed to supporting employees through the provision of a professional and confidential Employee Assistance Program (EAP). DJAG has engaged Optum to provide these services for all QCS personnel and Official Visitors. Access to the EAP Services is available 24 hours a day, seven days a week on 1800 604 640 for counselling for all eligible staff and their immediate family members for work or personal issues (ten session limit applies). Alternatively, Lifeline also provides free and confidential telephone counselling services and can be contacted 24 hours a day, seven days a week on 13 11 14 or by visiting www.lifeline.org.au.

Debriefing

Many of us 'debrief' after a difficult interaction with a person without realising that we are doing it. For example, after an abusive phone call we might turn to our neighbours to tell them about the horrible things that the person said to us and seek reassurance that they – not us – were being unreasonable. Doing this helps us to off-load the stress (and sometimes anger) that we feel when dealing with a challenging situation and gives us an opportunity to say all the things that we often want to (but cannot) say to a complainant.

Debriefing is an important part of managing our stress levels. As the example above suggests, it is usually a voluntary process, with the exception of operational debriefs, and can occur in a number of different ways:

- Professional debrief – is provided by an external professional service on an 'as needs' basis.
- Internal management debrief – is provided by a supervisor or senior manager. Any supervisors or senior managers who provide debriefing to staff should be trained in debriefing techniques.
- Informal peer debrief – debriefing after a minor incident can be provided by peers. It is an immediate opportunity to express your thoughts and feelings and receive appropriate support from your peers, for example, over a coffee, a walk or a short break. If this method is used, management needs to make it clear that it is a legitimate component of the work of each staff member to assist a colleague to debrief if they are asked for this assistance.
- Informal group debrief – frontline staff meet together to discuss recent and/or particular difficult incident.
- Operational debrief – this is to review operational issues following an incident. It is intended to deal with people's personal issues and usually occurs after people have worked through those issues via alternative means. What happened and whether things could have happened differently, or better, should be considered.

Key Components of Debriefing

Some key components and objectives of debriefing include the following:

- It aims to assist recovery from critical incident stress and avoid future problems such as post-traumatic stress syndrome.
- It generally needs to occur 24 to 72 hours after an incident, depending on the readiness of the affected staff member(s).
- Some people may display a delayed reaction, in which case, debriefing may occur weeks or even months after the event.
- Formal and operational sessions are always private and discussions are confidential.
- Participation is voluntary – although staff should be advised of the opportunity to debrief.
- Follow-up sessions may be necessary.
- It should also include an educational component about stress-related symptoms that may be experienced and how to manage them.
- The affected staff member(s) may need support for a period beyond debriefing – such as a lighter workload for a while, changed duties, part-time work or leave.

A debriefing report should be prepared at the end of each session. This is a confidential document that relates to the organisation's operation and should be kept separate from the affected staff member's personnel file.

Do not hesitate to discuss any concerns with the senior management team at the correctional centre and/or the State Coordinator, Official Visitors.

OFFICE OF THE CHIEF INSPECTOR CONTACT LIST

Chief Inspector			
Samay Zhouand Chief Inspector	3237 1665	0408 016 314	Samay.Zhouand@dcs.qld.gov.au
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Official Visitor Scheme			
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Frank King Inspector	3227 6547		Frank.King@dcs.qld.gov.au
Jay Lequertier Inspector	3224 6933		Jay.Lequertier@dcs.qld.gov.au

OFFICIAL VISITORS – CONTACT LIST

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Brisbane Correctional Centre

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Borallon Training Correctional Centre

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Brisbane Women's Correctional Centre

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Capricornia Correctional Centre

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MARSHALL, Paul	Paul.Marshall@dcs.qld.gov.au
CASEY, Vaughan	Vaughan.Casey@dcs.qld.gov.au

Numinbah Correctional Centre & Palen Creek Correctional Centre

GILL, Rebecca	Rebecca.Gill@dcs.qld.gov.au
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Southern Queensland Correctional Centre

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Woodford Correctional Centre

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PENNINGTON, Patricia	Patricia.Pennington@dcs.qld.gov.au
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CORRECTIONAL CENTRE CONTACT DETAILS

Centre	General Manger	Deputy General Manger	Support Officer	Address
Statewide Operations	Tamara Bambrick 3239 0242	-	Trish Mayes 3239 0596	GPO Box 1054 BRISBANE QLD 4001 50 Ann Street, Brisbane
Arthur Gorrie	Troy Ittensohn 3212 0480	Brad Kidd 3212 0423	Megan Barkle 3212 0428	Locked Bag 1300 ARCHERFIELD QLD 4108 3068 Ipswich Road DARRA QLD 4076
Borallon Training	Peter Henderson 5460 8429	Sue Burley 5460 8431	Fiona Allen 5460 8402	PO Box 782 IPSWICH QLD 4305 75 Ivan Lane IRONBARK QLD 4306
Brisbane	Bernie Kruhse 3274 9445	Joel Smith 3274 9448	Jarryd O'Brien 3274 9445	Locked Mail Bag 13101 ARCHERFIELD QLD 4108 234 Wacol Station Road WACOL QLD 4076
Brisbane Women's	Darryl Flemming 3271 9001	Sonya Raar 3271 8943	Lisa Muller 3271 9002	Locked Bag 2500 ARCHERFIELD QLD 4108 176A Grindle Road WACOL QLD 4076
Capricornia	Paula May 4912 6201	Arthur Aspinall 4912 6210	Maureen Rose 4912 6202	Locked Bag 20 REDHILL ROCKHAMPTON QLD 4701 Olives Road ETNA CREEK QLD 4702
Escort & Security	Peter Coyne 3274 9323	3274 9554	Kirsten Pearson 3274 9556	PO Box 306 SUMNER PARK QLD 4074
Helena Jones	Robyn Ernst 3624 8033	-	-	PO Box 30 ALBION QLD 4010 371 Sandgate Road ALBION QLD 4010
Lotus Glen	Gabby Payne 4092 9222	John Roberts 4092 9229	Julie Bunce 4092 9226	Private Mail Bag 1 MAREEBA QLD 4880 Chettle Road ARRIGA QLD 4880
Maryborough	Louise Kneeshaw 4123 7601	Alan Ingram 4123 7603	Cathy Bay 4123 7602	Locked Mail Bag 1950 MARYBOROUGH QLD 4650 Stein Road ALDERSHOT QLD 4650
Numinbah	-	Julie Steinheuer 5533 4811	Sue Halsall 5533 4813	Private Mail Bag 1 NERANG QLD 4211 2458 Nerang-Murwillumbah Road NUMINBAH VALLEY QLD 4211

Palen Creek	-	Lex Buchanan 5544 3701	Andrea Russell 5544 3702	Private Mail Bag 1 RATHDOWNEY QLD 4287
				12113 Mount Lindsay Highway PALEN CREEK QLD 4287
Southern Queensland	Mark Walters 5466 6811	Nick Rowe 5466 6888	Cheryl Colbran 5466 6810	Locked Bag 1008 GATTON QLD 4343
				Millers Road SPRING CREEK QLD 4242
Townsville	Michael MacFarlane 4799 8440	Russell Nuss 4799 8444	Belinda Mitchell 4799 8408	PO Box 5574 TOWNSVILLE QLD 4810
				22 Dwyer Street TOWNSVILLE QLD 4810
Townsville Women's	Michael MacFarlane 4799 8440	Barrie Emmanuel 4753 1819	Belinda Mitchell 4799 8408	PO Box 5574 TOWNSVILLE QLD 4810
				22 Dwyer Street TOWNSVILLE QLD 4810
Wolston	Stephen Simmons 3271 9402	Alan Houchin 3271 9404	Leonie Richardson 3271 9402	Locked Bag 2000 ARCHERFIELD QLD 4108
				176B Grindle Road WACOL QLD 4076
Woodford	Scott Collins 5422 5202	Paul Broanda 5422 5298	Leanne Wills 5422 5203	Private Mail Bag 1 WOODFORD QLD 4514
				Neurum Road WOODFORD QLD 4514

APPOINTMENT OF AN OFFICIAL VISITOR

Appointing Official Visitor (Section 285)

- (1) The chief executive may appoint an appropriately qualified person as an Official Visitor for a period of up to three years.
- (2) The person may be reappointed, once only, for a period of up to three years.
- (3) The chief executive must not appoint as an Official Visitor—
 - (a) an employee of a public sector entity; or
 - (b) an employee of an engaged service provider.

Assigning Official Visitor to corrective services facility (Section 286)

- (1) The chief executive must ensure that—
 - (a) if two or more Official Visitors are assigned to visit a corrective services facility, at least one of the Official Visitors is a lawyer; and

- (b) if a significant proportion of prisoners in custody in a corrective services facility are Aboriginal or Torres Strait Islander prisoners, at least one of the Official Visitors assigned to visit the facility is an Aboriginal or Torres Strait Islander person; and
 - (c) at least one of the Official Visitors assigned to visit a corrective services facility for female prisoners is a woman.
- (2) An Official Visitor must visit the corrective services facility to which the Official Visitor has been assigned—
 - (a) once each month, unless otherwise directed by the chief executive; and
 - (b) when asked to do so by the chief executive.
- (3) If an Official Visitor is unable to visit a corrective services facility as required by subsection (2), the Official Visitor must immediately notify the chief executive.

Networking with other Official Visitors

Official Visitors assigned to the same correctional centre are encouraged to develop a close working relationship with each other. This will provide opportunity to:

- ensure the centre receives visits spaced at regular intervals during the month by liaising with other appointees to the centre to organise a visiting schedule;
- ensure that the workloads are equally shared;
- cross-check the nature and source of complaints; and
- provide mutual support.

Official Visitors are encouraged to network with their peers throughout the state and this is facilitated by a number of Official Visitor teleconferences, the provision of a contact list for all Official Visitors and access to QCS e-mail.

Remuneration, allowances and expenses (Section 287)

An Official Visitor is entitled to the remuneration, allowances and expenses approved by the chief executive.

Terminating appointment (Section 288)

- (1) The chief executive may terminate an Official Visitor's appointment if the Official Visitor—
 - (a) is convicted of an indictable offence; or
 - (b) fails to perform the functions of an Official Visitor under this Act; or
 - (c) while acting as an Official Visitor, solicits business or otherwise fails to act properly in a matter in which the Official Visitor's personal interest conflicts with the public interest; or

- (d) does anything else the chief executive reasonably considers is adequate justification for terminating the appointment.
- (2) An Official Visitor may resign by signed notice given to the chief executive.

Prisoner's request to see Official Visitor (Section 289)

- (1) If a prisoner indicates to a corrective services officer that the prisoner wants to see an Official Visitor, the corrective services officer must—
 - (a) record the fact in an Official Visitor register; and
 - (b) advise an Official Visitor of the fact when the Official Visitor next visits the corrective services facility.
- (2) A prisoner is not required, and must not be asked, to tell a corrective services officer why the prisoner wants to see an Official Visitor.

ORGANISING A VISIT TO THE CORRECTIONAL CENTRE

The Official Visitor is required:

- (a) Decide on which day you intend to conduct your visit in accordance with the roster. The roster is flexible and is structured with a week commencing date (starting on a Monday). Your visit day can be scheduled to suit your professional and or personal commitments. You are required to contact the State Coordinator immediately if you are not able to conduct your visit in accordance with the roster or if you need to request a change to the roster;
- (b) Contact the General Manager Support Officer at least seven days prior to your visit date to ensure the date is operationally suitable and that it does not conflict with a centre lock-down, training day, or other event/function (see below table);

Centre	Morning Meeting	Training
Arthur Gorrie	N/A	Tuesday
Borallon Training	9am	Wednesday
Brisbane	8.45am	Wednesday
Brisbane Women's	8.30-am	Wednesday
Capricornia	8.45am	Wednesday (pm)
Lotus Glen	9am (except Tuesday)	Wednesday
Maryborough	8.30am	Every 2 nd Friday
Numinbah	8.30am	No lockdown training
Palen Creek	8.30am	No lockdown training
Townsville	9:00am	Tuesday (pm)
Wolston	8.45am	Wednesday
Woodford	8.30am	Wednesday pm

- (c) Confirm your attendance with the General Manager Support Officer 24 hours before your visit and request that you be added to the Visitors/Gate List which will assist with your entry into the centre;
- (d) Take a minimalist approach when it comes to taking items into the centre;
- (e) Ensure you have all Official Visitor stationery/requirements, ID card and name badge;
- (f) When you arrive at the centre, you are entitled to and encouraged to park in the staff car park;
- (g) Ensure you have stored your mobile phone and any other prohibited items in your vehicle or the lockers provided in the Visitors Processing Building. Please be mindful that some centres close the Visitors Processing Building during lunch and you may not have access to your personal items in the locker;
- (h) Report to Main Gate for entry and relevant security checks;
- (i) Collect a personal duress alarm and ensure you are competent with operating the device;

- (j) Proceed to Administration and check the Official Visitor Register;
- (k) Establish where the prisoners you need to interview are accommodated or obtain a nominal roll. This will aid with the planning of your visit. Ensure you contact the office or ask at the centre as the units may be recorded differently on the nominal roll than what is referred to by staff. For example at Townsville Correctional Centre:

Nominal Role	What it Means
H1, H2 and H3	Harold Gregg Units
R2-5 (Residential)	McCann
R19	Block 1
R10	Block 2
S1-4	Secure
M	Medical
SU	Safety Unit
DU	Detention Unit

- (l) Conduct a pre-visit briefing with the General Manager or Deputy General Manager and if possible make a suitable time for a post-visit briefing;
- (m) Attend the morning team meeting (refer to times on page 24);
- (n) Make arrangements with management when it would be appropriate to visit the Detention Unit, Maximum Security Unit and Safety Unit (if relevant);
- (o) Become aware of the centre layout and structured day routines.
- (p) You can plan your day how it suits you however; Safety Order Reviews and any other requests from the Office of the Chief Inspector are a priority and must be completed prior to leaving the centre. Please contact the Office for advice on how to proceed if you experience difficulties in relation to completing any statutory requirements;
- (q) Conduct reviews pursuant to s.56 of the Act (Review of Safety Order – Official Visitor) and reviews pursuant to s.63 of the Act (Review of Maximum Security Orders);
- (r) Investigate prisoner grievances and issues and advise the prisoner of the outcome of the investigation;
- (s) Check the welfare of any prisoners that are being maintained in the Health Centre, Detention Unit, Maximum Security Unit and Safety Unit (if relevant);
- (t) Conduct any interviews with Youthful Offenders and or Transgender Offenders as requested by the office;

- (u) There may be an occasion that you have to ensure a prisoner agrees in writing, in your presence, to their removal from a corrective services facility for law enforcement purposes, pursuant to s.70(2) of Act. The State Coordinator will make arrangements for this to occur prior to your visit;
- (v) During your post-visit briefing with the General Manager or Deputy General Manager, provide the General Manager with the opportunity of procedural fairness if you have investigated a complaint/s which you consider may be substantiated. If you have been unable to see the General Manager or Deputy General Manager prior to departing the centre, you must phone or email at a later time;
- (w) Submit online reports and make recommendations to the chief executive where necessary, however, it should be noted that the chief executive is not bound by the recommendation. Legislatively, Official Visitors must provide reports monthly however, it is recommended a more timely approach be taken;
- (x) Submit Review of Safety Order and Misconduct Complaints – ESU Referrals within 24 to 48 hours;
- (y) Highlight any concerns immediately with State Coordinator; and
- (z) Submit an Expense Claim Form for your visit. The claim will not be processed until all work associated with the visit has been submitted.

PRISONER ACCESS TO OFFICIAL VISITORS

Prisoners gain access to the Official Visitor in one of four ways:

- by having their name placed on the Official Visitor Register which will be checked by the Official Visitor before commencing each visit. The prisoner is not required to divulge the reason for requesting an interview;
- contacting the office via the free-toll number (CADL);
- by writing to the Official Visitor, via privileged mail (blue letter). A member of the staff at the centre will forward the blue letter to the Office of the Chief Inspector; and/or
- by approaching the Official Visitor during their visit to the centre.

INVESTIGATING PRISONER COMPLAINTS

Introduction

One of the main duties of an Official Visitor under the Act is to receive and investigate complaints from prisoners in the correctional centre/s to which the Official Visitor is appointed.

Prisoners complain about all aspects of life in a centre – accommodation, food, employment, property, programs, activities, health care, discipline, parole applications, the conduct of staff, and many other matters. Some may appear trivial, but in a correctional centre small matters can be very significant to a prisoner and each complaint should be given the same degree of care and attention.

Some complaints arise from simple misunderstandings and can be easily resolved by talking to centre staff and providing the prisoner with correct information. Some complaints are more difficult to resolve, especially if the prisoner has unrealistic expectations of what they are entitled to, or of what an Official Visitor can do for them. A few will be extremely serious and may reveal undesirable practices by a centre or improper conduct by staff.

Investigations and reports of prisoner complaints by Official Visitors do not only assist the individual prisoners who made them; they also provide information to the Office of the Chief Inspector (OCI) about how correctional centres are managing prisoners, and help the OCI to identify and monitor those areas which are causing concern.

Investigation Best Practice Principles

- (1) Ensure that you have jurisdiction to investigate the matter.
- (2) Prepare an investigation plan and revise and amend the investigation plan as necessary.
- (3) Understand your investigation powers.
- (4) Identify the complaint – understand the nature of the complaint, the allegations comprising the complaint and what needs to be established in order to investigate the complaint.
- (5) Legal risks – identify and understand the legal risks that are likely to arise in conducting the investigation including:
 - a. Natural Justice – both the hearing and bias rules;
 - b. The application of legal professional privilege to documents created by the investigation and to documents subject to the investigation;
 - c. Managing conflict of interest and corrupt conduct issues; and
 - d. Confidentiality issues.
- (6) Systematically and carefully identify other forms of evidence such as documents which are relevant to the investigations.
- (7) Gather evidence – interview relevant staff and obtain all other forms of evidence.
- (8) Evaluate the evidence – assess and evaluate the relevant evidence gathered allocating weight to each relevant piece of evidence.
- (9) Write the Official Visitor Report detailing all aspects of the investigation process, making supportable findings of fact and recommendations.
- (10) Ensure the prisoner is informed of the outcome of your investigation.

Request for Information from Central Office

If you need information from central office in Brisbane regarding a complaint or maximum security order, please send your request directly to OfficialVisitor@dcs.qld.gov.au. If we are unable to provide you with the information, arrangements for the information to be provided to you will be made as a matter of priority.

- (1) An Official Visitor must investigate a complaint made by a prisoner, but only if the complaint is—
 - (a) Made by a prisoner at the corrective services facility to which the Official Visitor is assigned; and
 - (b) About an act or omission of any of the following relating to the prisoner, whether the act was done or omission made before or after the commencement of this section—
 - (i) The chief executive;
 - (ii) A person purportedly performing a function, or exercising a power, of the chief executive;
 - (iii) A corrective services officer.
- (2) However, an Official Visitor must not investigate a complaint if:—
 - (a) It involves a matter that is currently before a court or tribunal; or
 - (b) It can be more appropriately dealt with by another person or agency; or
 - (c) It is made by a prisoner with whom the Official Visitor has a prior personal or professional relationship; or
 - (d) The Official Visitor's personal interest in the prisoner conflicts with the public interest; or
 - (e) The Official Visitor reasonably suspects the complaint involves or may involve corrupt conduct, unless the chief executive has advised the Official Visitor that—
 - (i) The complaint has been referred to the crime and corruption commission; and
 - (ii) The crime and corruption commission's chairman has advised the chief executive that the commission does not intend to investigate the complaint; or
 - (iii) The Official Visitor reasonably believes the complaint is frivolous or vexatious.
- (3) An Official Visitor must act impartially when investigating a complaint.

- (4) An Official Visitor may arrange for another Official Visitor assigned to the same corrective services facility to investigate a complaint if—
 - (a) The other Official Visitor agrees; and
 - (b) The prisoner is not significantly prejudiced by a delay because of the arrangement.
- (5) After investigating a complaint, an Official Visitor—
 - (a) May make a recommendation to the chief executive; and
 - (b) Must advise the prisoner—
 - (i) Whether the Official Visitor has made a recommendation to the chief executive; and
 - (ii) If a recommendation has been made—the terms of the recommendation, without disclosing confidential information.
- (6) To remove any doubt, it is declared that—
 - (a) The chief executive is not bound by an Official Visitor's recommendation; and
 - (b) An Official Visitor cannot overrule a decision about which a complaint has been made.

Official Visitor Powers (Section 291)

- (1) An Official Visitor assigned to a corrective services facility may—
 - (a) Enter the facility at any time, except when a declaration of emergency is in force for the facility under section 268; and
 - (b) On request, have access to a place where the Official Visitor may interview a prisoner out of the hearing of other persons; and
 - (c) Inspect and copy, at the facility, any document kept under this act relating to a complaint the Official Visitor is investigating, other than a document to which legal professional privilege applies.
- (2) The chief executive must give an Official Visitor reasonable help to exercise a power given to the Official Visitor under this act.

Official Visitor Reports (Section 292)

An Official Visitor must give to the chief executive—

- (a) If asked by the chief executive, a written report about an investigation; and

- (b) Each month, a written report summarising the number and types of complaints the Official Visitor has investigated.

Considerations when receiving and investigating a complaint

When you are interviewing a prisoner, please bear in mind the following points:

- (a) There are aspects of life in a correctional centre which an Official Visitor does not have the power to review – for example, health care in state-run centres is provided by Queensland Health, not QCS, and there is a separate complaints process to be followed.
- (b) If the complaint is about something within QCS' control, prisoners should use the existing complaints procedure before bringing the matter to an Official Visitor. You can explain this to a prisoner and advise them to follow the procedure, rather than investigating it yourself but, if you do, be sure to also explain to the prisoner that they can ask to see you again if they do not receive a reply within the (30 day) timeframe for responding to complaints, or if they are not happy with the outcome. A report is still required in this instance.
- (c) If a prisoner does or says anything during an interview that leads you to believe they might be intending to harm them self or someone else, or might pose a threat of some kind, report it immediately to staff in the unit where the prisoner is accommodated and to the General Manager on your post visit for briefing. Section 341 of the Act regarding confidential information authorises you to share a prisoners personal information if a person's life or physical safety could otherwise reasonably be expected to be endangered or it is otherwise in the public interest. You should also include it in your report to the Chief Inspector and, if you know it may be some time before you can submit the report, send an e-mail or make a call to alert the State Coordinator.
- (d) If a prisoner threatens you during an interview or behaves unacceptably, terminate the interview as soon as possible. Inform unit staff immediately, the General Manager and State Coordinator at the end of your visit.
- (e) The Official Visitor needs to become familiar with all sections of the Act, Regulation, and policies and procedures pertaining to their role within a corrective services facility. The Official Visitor needs to exercise judgment in relation to the content of complaints and the motivation of complainants prior to deciding whether investigations are warranted.
- (f) Complaints not associated with the functions of the QCS are outside the scope of the role of the Official Visitor and should not be entertained: for instance, legal issues pertaining to a case or an appeal against a sentence.

REPORTING

Official Visitors are able to access the report templates through the QCS website, using a link which will be provided by the State Coordinator. This system will operate in a similar way to the existing practice of submitting complaints or queries through government and commercial websites.

The email containing the link should be stored securely, as the report templates are not visible on the website and can only be accessed by using the link. If the e-mail is lost, contact the State Coordinator for a duplicate of the email containing the link.

Once a visit to a centre is completed, these reports are to be filled in on-line and submitted directly. It is not possible to partly complete, save and return to the on-line form; it must be completed and sent. The text of reports can, however, be written in a Word document and then cut and pasted into the relevant form. The forms will also remember previously entered information, such as names and e-mail addresses, and will offer prompts to populate those fields. Please ensure for privacy reasons, you use your @dcs account only.

The forms have mandatory fields which must be completed. If these fields are left empty the form will not be submitted and a prompt will appear requesting their completion.

Reports submitted through the website will include the Official Visitor's email address as a mandatory field. Once the report has been sent, a message will appear on the screen stating that the report has been successfully submitted. An e-mail will then be generated from the website and sent to the e-mail address in the report, with the content of that report for the Official Visitor's records.

Email records of reports and printed copies if they are made, should be stored securely in the same way as completed reports, reviews and correspondence in the current formats.

The reports will be sent from the website directly to the server holding QCS data and will be converted to daily entries in a spreadsheet available to the Chief Inspector and State Coordinator.

Official Visitors Complaint Report Online Form

Note, an asterisk () denotes a mandatory field.*

Official Visitor Details	
Name:*	<input type="text"/>
Email:*	<input type="text"/>
Location:*	<input type="text" value="Select an option..."/>
Date of Visit:*	<input type="text" value=""/> <input type="button" value=""/>
Visit Code:	<input type="text" value="Select an option..."/> <input type="text"/>
Complaint Details	
Prisoner's First Name:*	<input type="text"/>
Prisoner's Middle Name:	<input type="text"/>
Prisoner's Surname:*	<input type="text"/>
IOMS Number:*	<input type="text"/>
Category:*	<input type="text" value="Select an option..."/>
Sub Heading 1:*	<input type="text" value="Select an option..."/>
Sub Heading 2:*	<input type="text" value="Select an option..."/>
Report Summary:*	<div><div></div></div>
Outcome:	<input type="text" value="Select an option..."/>
Prisoner Informed of Outcome:*	<input type="text" value="Select an option..."/>
Official Visitor Checklist	
<p>* <input type="checkbox"/> I have collated and considered relevant as opposed to irrelevant information.</p> <p>* <input type="checkbox"/> I have double checked to ensure correct information - eg. offender details and history etc.</p> <p>* <input type="checkbox"/> My findings and recommendations are supported by evidence.</p> <p>* <input type="checkbox"/> I have double checked to ensure correct spelling and grammar.</p>	

PRIVACY STATEMENT AND PRISONER ACKNOWLEDGEMENT

Introduction

To inform prisoners that some of the information they provide to the Official Visitor may be personal information pursuant to the *Information Privacy Act 2009*. The *Information Privacy Act 2009* imposes obligations on government agencies including their employees, contractors and other people engaged by them, in relation to the collection and disclosure of personal information. Among other things it requires the person who is disclosing personal information to be given a privacy statement.

- If a prisoner requests an Official Visitor to investigate their complaint, the below privacy statement must be provided and explained to them;

"I am required to tell you that some of the information you have given to me in this interview is personal information under the Information Privacy Act 2009. This information has been collected by me so that I can assess and, if required, investigate your complaint. To properly investigate your complaint, some or all of the information may be given to staff of Queensland Corrective Services or the Department of Justice and Attorney-General, to which QCS belongs. The information may be given other bodies, such as Queensland Health, the Queensland Ombudsman's Office, the Queensland Police Service or the Crime and Corruption Commission if your complaint requires action by one of those bodies. I have read and/or had explained to me the above privacy statement and agree to the use/disclosure of my personal information for the above purposes."

- The prisoner must acknowledge and sign that they have read or had the privacy statement explained to them.
- If the prisoner is interviewed in the Detention Unit, Safety Unit or Maximum Security Unit, verbal consent is deemed appropriate.
- If the prisoner does not agree to the use or disclosure of their personal information, the prisoner should be made aware that the ability of an Official Visitor to assess and or investigate their complaint may be significantly limited or even not possible where they have not agreed to the use or disclosure of personal information by the Official Visitor. In these circumstances the Official Visitor must not detail in their report the complaint made by the prisoner.
- When conducting a Safety Order Review or a Maximum Security Review there is no requirement to complete a Privacy Statement and Prisoner Acknowledgement, as Official Visitors are powered in accordance with legislation.
- However, if the prisoner requests the Official Visitor to investigate a complaint which is separate to the review of the Safety Order or Maximum Security Order, a Privacy Statement and Prisoner Acknowledgement should be provided.

Worksheet for Official Visitor Reports

The worksheet developed for use by Official Visitors follows the format of the report, so that you are prompted to gather all the information you will need to enter into each report. The online report will not be submitted if certain sections are not completed, as the information in those sections is considered necessary to the proper investigation and

Prompts to ask relevant questions are included in the worksheet. Even if you have done a number of interviews and investigations, and are confident about your skills, it is useful to look through them regularly.

PRISONER'S NAME			
IOMS NUMBER		DATE OF INTERVIEW	
LOCATION			
SECTION A INTRODUCTION			
SECTION B EXPLAIN ROLE AND FUNCTION			
<p>An Official Visitor must investigate a complaint made by a prisoner, but only if the complaint is –</p> <p>a) Made by a prisoner at the corrective services facility to which the Official Visitor is assigned; and</p> <p>b) About an act or omission of any of the following relating to the prisoner, whether the act was done or omission made before or after the commencement of this section –</p> <p>i) The Chief Executive;</p> <p>ii) A person purportedly performing a function, or exercising a power, of the Chief Executive;</p> <p>iii) A corrective services officer.</p>			
SECTION C WHAT IS THE NATURE OF THE COMPLAINT?			
<ul style="list-style-type: none">Is it about a matter that is within QCS' control?Can you investigate the complaint or is it one that must be referred to another agency (i.e. ESU)Is it a discrimination complaint?			
<div></div>			

SECTION D HOW HAVE YOU ATTEMPTED TO RESOLVE YOUR COMPLAINT IE – BLUE LETTER/ ANOTHER OFFICIAL VISITOR? <ul style="list-style-type: none"> Has the prisoner followed the existing complaints procedure?
<hr/> <hr/> <hr/>
SECTION E HOW DO YOU HOPE THE MATTER IS RESOLVED?
<hr/> <hr/>
SECTION F PRIVACY DISCLOSURE
<p>I am required to tell you that some of the information you have given to me in this interview is <i>personal information</i> under the <i>Information Privacy Act 2009</i>. This information has been collected by me so that I can assess and, if required, investigate your complaint. To properly investigate your complaint, some or all of the information may be given to staff of Queensland Corrective Services or the Department of Justice and Attorney-General, to which QCS belongs. The information may be given other bodies, such as Queensland Health, the Queensland Ombudsman's Office, the Queensland Police Service or the Crime and Corruption Commission if your complaint requires action by one of those bodies. I have read and/or had explained to me the above privacy statement and agree to the use/disclosure of my personal information for the above purposes.</p> <p>..... (prisoner's signature) (date)</p>
SECTION G HOW WILL THE PRISONER BE INFORMED OF THE OUTCOME?
<hr/> <hr/>
SECTION H NOTES
<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

What is the prisoner’s complaint?

SECTION C WHAT IS THE NATURE OF THE COMPLAINT? <ul style="list-style-type: none"> Is it about a matter that is within QCS’ control? Can you investigate the complaint or is it one that must be referred to another agency (i.e. ESU) Is it a discrimination complaint?
<hr/> <hr/> <hr/>

Some prisoners have difficulty in “letting go” of a grievance, even when everything that can reasonably be done has been done, either by the centre or by another Official Visitor. Some prisoners “OV shop” to see if they can get a different or quicker result.

If you think a prisoner you are interviewing may have made the same complaint to another Official Visitor, or have written a blue letter to the OCI, ask who they spoke or wrote to, when/if they saw an Official Visitor and what has been done about the complaint already.

If the prisoner has been given an outcome by another Official Visitor, ask if the prisoner has any new information to add that might lead to a different outcome. If the prisoner tells you that the matter is still being investigated by another Official Visitor, tell them you will contact the other Official Visitor to find out what is happening with the complaint and ask if the prisoner has any new information for you to pass on.

You can contact the State Coordinator or the other Official Visitor to find out what has already been done, what reports have been submitted and what advice has been given to the prisoner before investigating the complaint yourself. If nothing has changed, your advice to the prisoner may be the same as previously.

For an Official Visitor to investigate a prisoner's complaint, it must be about a matter that is within QCS' control. Complaints about the Parole Boards, the prisoner's legal representative, or health care provided by Queensland Health in state-run centres are not matters that an Official Visitor can investigate. You will need to explain to the prisoner what other complaints procedure they can use.

You may however be able to take some simple action to assist a prisoner in these circumstances, such as following-up with the health centre to find out if an appointment has been made for a prisoner, or confirming with sentence management whether a report has gone to 'The Board' or a decision letter has been prepared.

If the complaint is about something within QCS' control, ask if the prisoner has already used the QCS complaints procedure and written a blue letter to the General Manager. If they have done so and haven't received a response, and it is still within the 30 days allowed for the General Manager to respond, tell the prisoner to wait for a reply and ask to see you, or another Official Visitor, if one is not received within the allowed time or if they are not happy with the response.

If the complaint is about misconduct, or corrupt conduct, by an officer you cannot investigate it and should not try to do so, other than to ask the centre for information to clarify what the prisoner has told you – for example, to confirm a name the prisoner cannot remember (*"Bill who was the supervisor that night"*) or to confirm the date on which an incident occurred.

If the prisoner tells you, however, that something took place within range of CCTV cameras, you should ask the centre if the recording still exists. Unless there is an investigation by the centre or by police (through the Corrective Services Investigation Unit, or CSIU), recordings are only kept for one month. You should advise the centre that you will be making a report to the OCI and that any relevant recording/s still in existence will be required.

If the complaint is about another Official Visitor whom the prisoner believes had not properly investigated a complaint, or about your own investigation of a matter, you cannot accept or investigate it. Tell the prisoner they must write to the Chief Inspector with any concerns and do not discuss the matter further or offer any opinion.

If the complaint is about discrimination, the prisoner must first make the complaint to the General Manager. The complaints procedure for discrimination matters is governed by part 12a of the corrective services act, which sets out (at ss.319e and 319f) a 3-step process:

- A complaint to the General Manager, who has four months to investigate and advise the prisoner of the outcome then, if the prisoner is not satisfied with the outcome, or if the General Manager does not respond within the timeframe;
- A complaint to the Official Visitor, who has one month in which to respond then, if the prisoner is not satisfied with the outcome, or if the Official Visitor does not respond within the timeframe; and
- A complaint to the Anti-Discrimination Commissioner.

What steps did you take/what advice did you give?

SECTION D HOW HAVE YOU ATTEMPTED TO RESOLVE YOUR COMPLAINT IE – BLUE LETTER/ ANOTHER OFFICIAL VISITOR?
<ul style="list-style-type: none">• <i>Has the prisoner followed the existing complaints procedure?</i>
<hr/> <hr/>

Once you have determined that you can investigate the complaint, remember that the Act gives you very wide powers to ask questions and view documents. You do not have to rely only on what you are told by staff; ask to see the source document, such as a log book, property record or CCTV footage.

As well as satisfying yourself that you have been given accurate information, you will be able to confirm to the prisoner that you have seen the evidence you are using to support your advice to them. This will be especially important if your finding is not in the prisoner's favour.

Some complaints will be resolved quickly and easily – for example, by finding out if and when a report or request was submitted, whether a requested appointment has been made, or when a course is due to start. Simple matters like this should be relayed back to the prisoner in person, before you leave the centre, if there is time to do so.

If it is evident from the nature of the complaint that it will take you some time to investigate and resolve, tell the prisoner before you finish the interview so that they don't have an unreasonable expectation of how long it will be before they hear something from you.

Sometimes a prisoner may already have been given the information or answer they want, but they may not have understood or remembered it. A significant proportion of prisoners have poor literacy or comprehension skills, or mental health issues, which prevent them from properly understanding what they are told or what is expected of them. You may be able to resolve the complaint by finding someone to explain the information to the prisoner, or by reading a document to them yourself.

You also need to bear this in mind if you cannot give a prisoner an outcome before you leave the centre. If you know or suspect they have difficulty with the written word, follow-up next time you are in the centre, or have another Official Visitor do so for you.

If the complaint relates to something not managed through the prisoner's unit – for example, issues about food, property or programs – get your information from the area involved, preferably from a manager or supervisor, and confirm it if necessary by inspecting documents.

You may find after investigating a complaint that, although everything the centre has done has been lawful and in accordance with the relevant procedures, the outcome is less than fair and reasonable in the circumstances. If that is the case, take the matter up with the General Manager in your exit interview and let them know what you think would be a reasonable outcome.

Be sure you follow-up with the prisoner in this case to ensure that action has been taken by the centre, and alert other Official Visitors who may see the prisoner to check on the matter.

What information or documents did you obtain or view?

SECTION H	NOTES
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<hr/>	
<hr/>	

Make a note of any documents or information you were given or shown, and ask for copies if you need them. If the document involved is an incident report or case note on IOMS, you can make a note of the number/date and include that in your report to the OCI. Staff of the office can see IOMS documents.

If you want to give a copy of a document to a prisoner – for example, a print-out form trust account records or a property list – check first that they are allowed to have documents in their cell (prisoners in the Detention Unit or Safety Unit may not be able to have paperwork with them). Also check that there is nothing in it that the prisoner should not see.

If you are given information by the Intelligence Unit, always check how much, if any, of that information you can pass on to a prisoner. If you are in doubt about whether your reply to a prisoner about whom you know there is sensitive information on record, you can check with the General Manager or intelligence staff to ensure that you are not inadvertently giving something away.

What is your finding?

The following should be used as a guide to determine which outcome category should be applied to a complaint.

Substantiated wholly or partially

After investigation, the Official Visitor is reasonably satisfied that:

- (a) There is sufficient evidence to support the prisoner's complaint; and
- (b) The centre/agency was at fault in some way.

Not substantiated

After investigation, the Official Visitor is reasonably satisfied that:

- (a) There is insufficient evidence to support the prisoner's complaint; or
- (b) the complaint is frivolous or vexatious¹.

Situation Clarified

After investigation and having considered the prisoner's complaint, the Official Visitor is satisfied that the actions of the centre/agency are reasonable in all the circumstances.

Discontinued

After initially assessing the complaint, the Official Visitor considers that it is not a matter that should be investigated by an Official Visitor because, for example, the matter raised by the prisoner:

- (a) is outside the scope of Official Visitor role (i.e. not a complaint about the centre/agency/person performing a function of the chief executive of QCS);
- (b) "*can be more appropriately dealt with by another person or agency*" (s290(2)(b) of the CSA);
- (c) "*involves corrupt conduct*" (s.290(2)(e) of the CSA), unless the matter has been referred to the CCC and the CCC does not intend to investigate.

Withdrawn

After making the complaint, the prisoner elected not to proceed with it.

Complaint Categories

Prisoners should first exhaust their right to make a complaint through the QCS Complaint Management System (CMS). Prior to commencing an investigation, Official Visitors should ask prisoners whether they have done so (and confirm with centre staff the advice provided by the prisoner). In the event that the prisoner has not made a complaint they should be advised to lodge a complaint in accordance with the CMS procedure. The Official Visitor should not investigate the complaint until the matter has been dealt with under the CMS.

¹ The Macquarie Concise Dictionary states:

- (a) *frivolous to mean of little or no weight, worth or importance; not worthy of serious notice; and*
- (b) *vexatious to mean annoying, instituted without sufficient grounds, and serving only to cause annoyance*

In the event that a complaint has been made pursuant to the CMS procedure the Official Visitor will need to make further inquiries with the prisoner and/or the centre as to the progress of the matter before determining what, if any, further action should be taken.

When dealing with a complaint, Official Visitors should always endeavour to resolve the issue or grievance at the centre level through negotiation with centre staff. The benefits of this are:

- the General Manager/Centre Manager has a greater awareness and control of the issues in their centre so as to prevent recurrence of the matter;
- prisoners receive a timely response to their issues/grievances; and
- the involvement of the Office of the Chief Inspector, in the resolution of a grievance, is reduced to a practical level.

It is sometimes necessary to take issues/grievances to the Office of the Chief Inspector, but this is done only when:

- there is no way to resolve the issue/grievance at the centre level;
- no other external agencies are already investigating the complaint e.g. Ombudsman, Prisoners' Legal Service; or
- a prisoner has been transferred prior to the follow up of a complaint and the receiving centre needs to be informed.

Official Visitors must categorise all prisoner complaints. In doing so, Official Visitors must assign a main complaint category (e.g. Offender Management) followed by a first (e.g. Court Ordered Parole) and then second (e.g. Suspension) sub-category for each complaint.

Official Visitor Complaint Category Listing

Complaint Management	Correctional Centre	Access to Blue Envelope
		Delayed Response
		Unreasonable Outcome
		Access to OV
		Other
Staff Conduct	Code of Conduct Breach	Behaviour
		Discrimination
		Excessive Force
		Other
Health Services	Dental Services	Access
		Adequacy of Treatment
		Other
	Medical Services	Access
		Adequacy of Treatment
		Other
	Medication	Distribution
		Refusal to Supply
		Other
	Optometry	Access
		Adequacy of Treatment
		Other

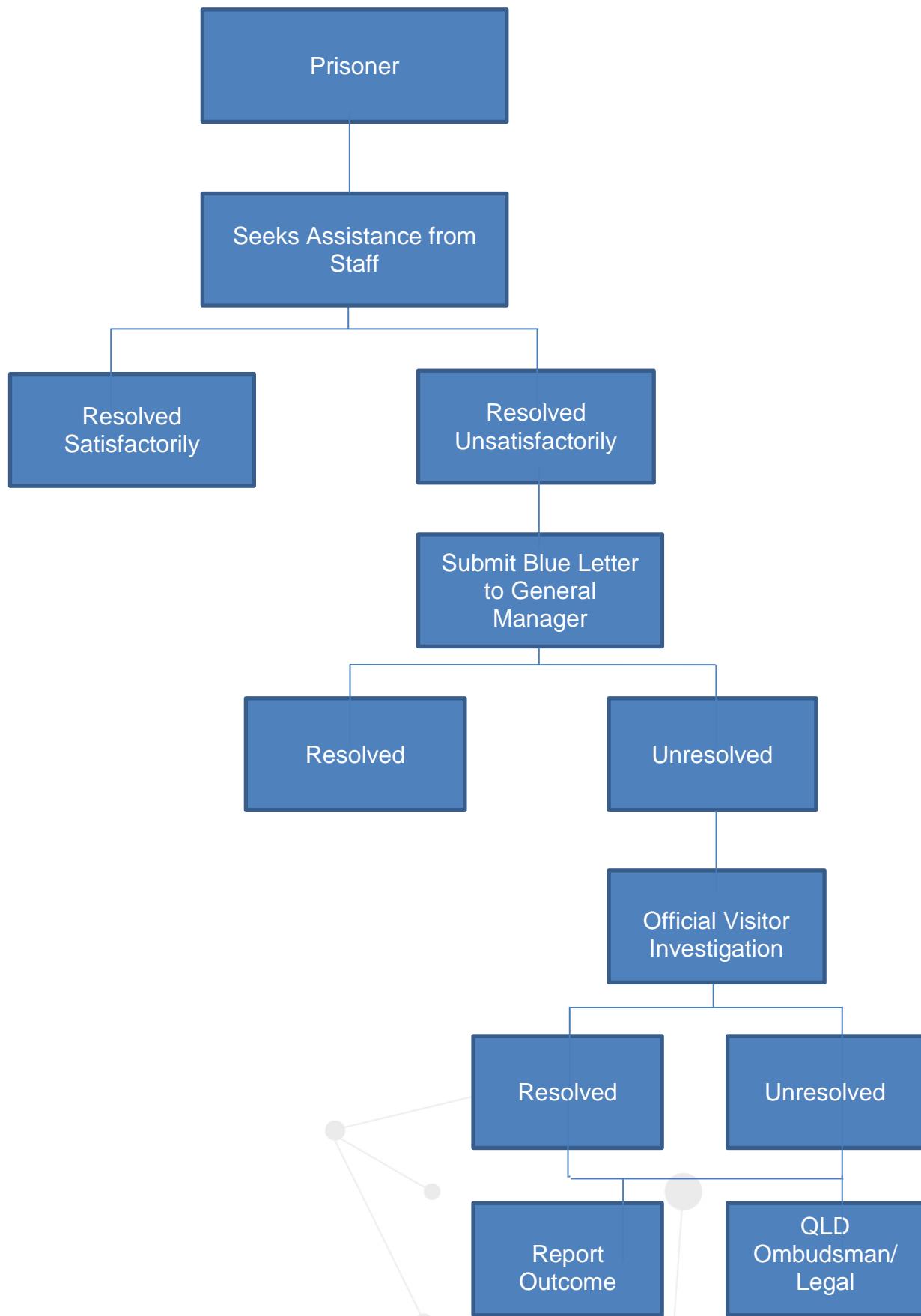
	Special Diet	Adequacy
		Approval
		Other
Legal	Assistance	Access
		Other
Safety and Security	Prisoner Identification	ID Card
		Other
	Search – Facility	Loss/Damage
		Procedure/Process
		Other
	Search – Prisoner	Procedure/Process
		Other
	Search – Visitor	Procedure/Process
		Other
	Visits – Personal Visitor	Access Times
		Conditions
		Procedure/Process
		Restrictions
		Review
	Visits – Professional Visitor	Other
		Procedure/Process
		Access
	Visits – Religious Visitor	Other
		Procedure/Process
		Access
		Other
Miscellaneous	Other	Other
Support Services	Transport and Escort	Conditions
		Costs
		Procedure/Process
		Other
Offender Management	Accommodation	Placement
		Standards
		Lockdowns
		Other
	Breaches of Discipline	Procedure/Process
		Review
		Segregation Conditions
		Severity of Penalty
		Other
	Board Ordered Parole	Reports by Centre
		Reports by P&P
		Conditions
		Interstate
		Delay
		Outcome
		Suspend/Cancel
		Communication
	Court Ordered Parole	Other
		Cancellation
		Conditions
		Procedure/Process
	Counsel and Psych Services	Suspension
		Other
		Access
		Adequacy of Service
		Assessments
	Detention Units	Reports
		Other
		Conditions
	Discharge / Release	Reasons for Placement
		Other
		Early Discharge Refusal
		Extradition / Immigration
		Pre-discharge Assistance
		Procedure/Process
		Travel Costs

		Other
	Education / Vocation	Access to Computer
		Access
		Adequacy of Course
		Assessment
		Student Status
		Other
	Information and Records Management	Access
		Accuracy
		Confidentiality
		Right to Information
		Privacy
		Other
	Leave of Absence	Procedure/Process
		Refusal
		Other
	Management Plans	Conditions
		Decision
		Procedure/Process
		Review
		Other
	Maximum Security Orders	Assessment
		Decision
		Procedure/Process
		Review
		Transition
		Access to Programs
		Conditions
		Other
	Programs	Access
		Assessment
		Availability
		Exit Reports
		Procedure/Process
		Other
	Protection	Procedure/Process
		Refusal
		Other
	Safety Orders	Conditions
		Decision
		Procedure/Process
		Review
		Other
	Security Classification	Assessments
		Procedure/Process
		Progression
		Review
		Other
	Sentence Calculation	Accuracy
		Procedure/Process
		Other
	Substance Testing	Accuracy
		Procedure/Process
		Other
	Transfer – Inter-Centre	Procedure/Process
		Refusal
		Other
	Transfer - Interstate	Procedure/Process
		Refusal
		Other
	Transfer – Involuntary	Procedure/Process
		Review
		Other
	Work Orders	Assessment
		Conditions
		Eligibility
		Procedure/Process
		Refusal
		Other
Prisoner Services	Accommodation – Children	Procedure/Process
		Refusal

		Other
	Communication – Telephone	Access
		Approved Numbers
		Other
	Communication - Fax	Access
		Other
	Communication/ Video Conferencing	Access
		Approval
		Other
	Daily Living	Computer Access
		Cell Access
		Conditions
		Maintenance
		Restrictions
		Other
	Employment	Access
		Conditions
		Approval
		Termination
		Procedure/Process
		Other
	Family Liaison	Cultural
		Service Provision
	Food Services – Meals	Delivery
		Quality
		Quantity
		Other
	Food Services – Religious Diets	Approval
		Provision
		Other
	Hobbies and Activities	Access
		Approval
		Purchase
		Refusal
		Other
	Inter-Facility Prisoner Contact	Approval
		Frequency
		Procedure/Process
		Refusal
		Other
	Library	Access
		Resource Adequacy
		Other
	Mail – Ordinary	Procedure/Process
		Other
	Mail – Privileged	Procedure/Process
		Other
	Marriages	Procedure/Process
		Other
	Prisoner Advisory Committees	Procedure/Process
		Other
	Prisoner Purchases – Buy Ups	Access
		Allowed Items
		Pricing
		Procedure/Process
		Other
	Prisoner Purchases – STPs	Access
		Items Allowed
		Pricing
		Procedure/Process
		Other
	Property – Compensation	Amount
		Procedure/Process
		Refusal
		Other
	Property – Hobbies/Artwork	Damage/Loss
		Sales
		Storage
		Other
	Property	Access
		Damage/Loss
		Limit

		Procedure/Process
		Recording
		Other
	Remuneration / Allowances	Error
		Non-Payment
		Procedure/Process
		Rate
		Other
	Trust Accounts	Funds Management
		Transactions
		TV Rental
		Other

Complaint Resolution and Reporting Flow Chart



Fact sheet

A guide for offenders in custodial or community corrections

Offenders

Complaints Management System

February 2007

This fact sheet is designed to help you understand the Complaints Management System (CMS), how the system works, how complaints can be made, privacy issues, and what you can do to help Queensland Corrective Services (QCS) address your complaint quickly and efficiently.

Please give QCS an opportunity to resolve your complaint prior to seeking external resolution, but should you be unhappy with your complaint determination and review process, other agencies may be able to assist.

What is the CMS?

The CMS is a new complaints process for all corrective services centres and offices throughout Queensland.

How do I make a complaint?

Offenders in correctional centres are encouraged to take their complaint to their unit manager or supervising officer in the first instance. Try talking about your complaint before lodging a written complaint. Most complaints should be able to be resolved at this level. If your complaint cannot be resolved at this level, you can write to a General Manager. You can use a departmental complaint form or write a letter. Your complaint can be placed in a blue envelope if you wish. Filling in the complaint form will help QCS address your complaint quickly and efficiently. It is available at all correctional centres and probation and parole offices.

Before lodging a written complaint that is considered to be negligible or minor in nature, you must be able to demonstrate that you have already attempted to resolve the matter informally at the unit level. Should this not be the case, you will be directed to do this before your written complaint will be processed.

If you are an offender in the Probation and Parole service, your complaint should be directed to the probation and parole office concerned. Offenders are encouraged to take their complaint to their supervising parole officer in the first instance. If the matter cannot be resolved at this level, you should write to the Regional Manager who may be able to make a determination on your complaint.

QCS staff must provide reasonable assistance to enable you to make a complaint if you need help.

Are all complaints covered by the new CMS?

No. The CMS does not cover complaints about the conduct of staff nor does it deal with complaints where there is an existing right of review or appeal. If you wish to make a complaint of this nature you can write to a General Manager (Correctional Centre), Regional Manager (Probation and Parole), or direct to the Director Ethical Standards Branch in QCS.

How does the CMS work?

Once QCS receives your written complaint you will receive a written acknowledgement. Your complaint will be assessed as negligible, minor or major. This will determine the timeframe for dealing with your complaint. Complaints assessed as negligible or minor will, where practicable, be determined within 30 days of receipt. Complaints assessed as major will, where practicable, be determined within 60 days of receipt. You will be advised in writing if these timeframes cannot be met. You will also be advised in writing of the final outcome of your complaint.

What if I'm not satisfied with the outcome of my complaint?

If you are not satisfied with the outcome of your complaint, you may request in writing that your complaint outcome be reviewed. This request must be submitted to QCS within 28 days from the date of your complaint outcome advice. Your request for review will, where practicable, be completed within 21 days of its receipt. Where the 21 day timeframe cannot be met, you will be advised in writing. You will also be advised in writing of the outcome of the review. In certain circumstances, you will have no right of internal

continued...



Queensland Government
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Fact sheet

A guide for offenders in custodial or community corrections

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review. This will normally apply in cases of negligible or minor complaints that have been determined by a General Manager or Regional Manager.

What if I'm not satisfied with my review outcome?

If you are dissatisfied with your review outcome, you can submit your complaint to an appropriate external agency for further consideration.

What can I do to help?

To assist QCS respond to your complaint, there are a few things you can do:

- Provide QCS with as much detail and relevant information as possible to help us understand your complaint;
- Explain any previous attempts you have made to resolve your complaint;
- Tell us clearly what outcome you are seeking;
- Keep us updated on any new developments on your complaint as this will assist us to assess and investigate your complaint.

Any other things I should know?

Anonymous complaints – Anonymous complaints will be accepted, however, in circumstances where an anonymous complaint is received, QCS may find it difficult to thoroughly investigate the complaint without sufficient detail or the ability to maintain effective liaison. Also we cannot advise you of the outcome. Should this be the case, there is a strong chance your complaint will not be investigated.

Withdrawing a complaint – You may withdraw your complaint at any time, preferably in writing. Investigation of the complaint may still proceed if the complaint concerns a significant or serious issue and QCS believes that an investigation is still warranted.

Vexatious complaint – If a complaint is considered to be vexatious, QCS may elect not to pursue the matter any further.

A vexatious complaint is a frivolous complaint that is an abuse of the complaint process; is not made in good faith, or attempts to reopen an issue that has been determined by raising the same issue again or a similar issue or issues.

If your complaint is considered to be vexatious, you will be notified in writing outlining the reasons behind this decision. This does not remove your right to submit your complaint to an external party.

Please note there are severe penalties for providing false or misleading information to an official, including a document, that is known to be false or misleading (s134 *Corrective Services Act 2006*).

Also a prisoner may commit a breach of discipline if they make a complaint, other than a complaint to an official visitor, about an act or omission of another prisoner, or a Corrective Services Officer, that is frivolous or vexatious (S6 *Corrective Services Regulation 2006*).

Safeguards against retribution

Complaints will be treated confidentially and complainants should not be concerned that there will be any reprisal from QCS for making a complaint. If you believe reprisal action has been taken because you have made a complaint, you should immediately notify the person handling your complaint or their supervisor or manager.



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PROVISION OF PROCEDURAL FAIRNESS TO CENTRE MANAGEMENT

There is a requirement for an Official Visitor to inform the General Manager of the correctional centre or delegate of which the complaint relates to, that a preliminary view has been formed that a complaint/s may be substantiated.

- To ensure procedural fairness, the General Manager or delegate of a correctional centre should be provided with an opportunity to respond to a possible finding of substantiated. This opportunity can be provided in person or by phone or correspondence.
- Despite any response by a General Manager or delegate, the Official Visitor must still form their own independent view on the outcome, including satisfying themselves about the accuracy of any response or evidence supplied by the correctional centre (including the General Manager or delegate).
- It must be declared on the Official Visitor Report whether the General Manager or delegate of the correctional centre was informed.

Relationship with Centre Management and other Official Visitors

The relationship between the Official Visitor and the General Manager/Centre Managers is crucial to the successful development of the Official Visitor Scheme.

Mutual trust and respect is the cornerstone of the Official Visitor Scheme. The relationship is a professional one. It is enhanced by regular meetings to discuss issues and problems. The Official Visitor and General Manager/Centre Manager or delegate should meet at the start and finish of each visit for briefings. The Official Visitor should resolve complaints through discussions with appropriate Correctional Officers or Managers prior to consultations with the General Manager/Centre Manager.

The General Manager/Centre Manager may delegate to an appropriate member of staff, responsibility for the resolution of outstanding matters, or may even acknowledge that certain issues should be referred to central office. As the Official Visitor is reporting on issues relating to the working effectiveness of the centre, neither party should underestimate the importance of a close, open and honest working relationship.

It should be understood the General Manager/Centre Manager is not bound by an Official Visitor's recommendation and that an Official Visitor cannot overrule a decision about which a complaint has been made.

GUIDELINES FOR DISCRIMINATION COMPLAINTS

Introduction

These guidelines are designed to help you understand the complaints process that must be followed by all prisoners when making a complaint alleging discriminatory treatment by while under the supervision of management of QCS.

Recent legislative amendments have been made requiring all prisoners under the supervision of QCS, prior to lodging a complaint with the Anti-Discrimination Commission Queensland, to make a written complaint regarding the alleged discrimination to both:

- (a) QCS; and
- (b) An Official Visitor.

Section 319E(1) of the *Corrective Services Act 2006* (CSA 2006) states:

“A relevant person cannot complain to the anti-discrimination commissioner under the Anti-Discrimination Act, section 134 about alleged contravention of that Act committed by a protected defendant² against an offender until –

- (a) if the offender was detained in a corrective services facility when the alleged contravention happened – at least 4 months after the offender makes a written complaint about the alleged contravention to the chief executive at the corrective services facility where the offender was detained.”*

Relevantly, in relation to Official Visitors, section 319F(2) of the *Corrective Services and Other Legislation Amendment Act 2008* states:

“A relevant person cannot complain to the anti-discrimination commissioner...until at least one month after the prisoner makes the written complaint under section 290(1) to an Official Visitor about the alleged contravention.”

Section 319F(1) contemplates that the prisoner can not make a complaint to the Official Visitor in relation to the matter until first having complained to QCS and waiting either until:

- (a) the day the offender is notified in writing by the chief executive that the chief executive has finished dealing with the offender’s complaint under that section;*
- (b) the day that is 4 months after the offender makes a written complaint to the chief executive under that section.*

Process for dealing with discrimination complaints

Section 319F(2) requires a prisoner to complain in writing to an Official Visitor. QCS has issued an information notice to prisoners advising that they should address their complaint to the State Coordinator. Within **3 days** of receiving the prisoner letter of complaint, the State Coordinator will:

- assign the complaint to an Official Visitor at the centre in which the prisoner is accommodated; and
- issue a letter of acknowledgement to the prisoner advising them that the matter has been assigned to an Official Visitor.

² A protected defendant is defined to include QCS and its employees and engaged service providers.

Review by Official Visitor

Upon receipt of the letter from the State Coordinator enclosing the prisoner's complaint, as the reviewing Official Visitor, you should arrange to attend the centre to review the complaint. As part of this review, you should review any written material, interview the prisoner and, where you consider necessary, and discuss the matter with relevant centre management. The State Coordinator will forward any relevant supporting documentation. You are not required to interview witnesses as part of this process.

Owing to the timeframes established in the relevant sections, you should endeavour to complete your review with **14 days** of receipt of the complaint.

Pursuant to section 290(1) of the CSA 2006, and subject to some qualifications (detailed below), an Official Visitor must review a complaint from a prisoner. While it is mandatory to review, an Official Visitor is not bound to make a recommendation.

It is considered that there is likely to be three possible outcomes from your review of a prisoner's discrimination complaint, namely:

- (a) **review and dismiss the prisoner's complaint** on the basis that after fully reviewing the matter you consider the complaint to be unmeritorious – therefore **no recommendation** to the Agency is made;
- (b) **review complaint but you are unable to come to any clear conclusions** on the basis, for example, that there is significantly conflicting evidence – therefore **no recommendation** to the Agency made; and
- (c) **review and recommend the Agency take some action** on the basis that after fully reviewing the matter you consider that the prisoner's complaint is meritorious.

No recommendation made to the Agency

If you are dismissing the prisoners complaint or are unable to make a recommendation, please advise the prisoner of this outcome in writing and send a copy of your letter to the State Coordinator. This will finalise your involvement in the matter. Owing to the timeframes established in CSA 2006 section 319F please endeavour to provide your written response to the prisoner within **3 days**.

Recommendation made to the Agency

If you intend to make a recommendation, please direct this to the Commissioner by letter with a copy of your letter to the State Coordinator. Please endeavour to send this written advice to the Commissioner with **3 days**. This will allow the Agency to respond to you within the established timeframes.

The Agency will endeavour to consider your recommendation and provide you with advice concerning the outcome with **7 days**. This will allow you to respond to the prisoner in a final letter. This should advise the prisoner of the recommendation that you have made and the outcome from the Agency.

Provided you receive return advice from the Agency within time, you should endeavour to respond to the prisoner with the final letter within **30 days**. It should be noted that pursuant to section 290(5)(b) of the CSA 2006 an Official Visitor must advise the prisoner:

- (i) whether the Official Visitor has made a recommendation to the chief executive; and
- (ii) if a recommendation had been made – the terms of the recommendation, without disclosing confidential information.

Qualifications

As stated above, there are exceptions to the mandatory requirement to review. Most relevantly in relation to discrimination complaints, these are:

- (a) Allegations of official misconduct:

CSA 2006 section 290(2)(e) provides that an Official Visitor must not review a complaint if:

“The Official Visitor reasonably suspects the complaint involves or may involve official misconduct, unless;

- (i) The complaint had been referred to the CMC; and*
- (ii) The CMC has advised the chief executive that the commission does not intend to investigate the complaint.”*

The State Coordinator will advise the Official Visitor when allocating a discrimination complaint to them whether the matter has been considered by the CMC.

- (b) Frivolous and vexatious complaints:

CSA 2006 section 290(2)(f) provides that an Official Visitor must not investigate a complaint if:

“The Official Visitor reasonably believes the complaint is frivolous or vexatious”.

Should you have any queries in relation to the process please do not hesitate to contact the State Coordinator or Chief Inspector.

Offenders

November 2008

Changes to the *Corrective Services Act 2006*: New process for discrimination complaints

This fact sheet is designed to help you understand the new complaints process that must be followed by all offenders when making a complaint alleging discriminatory treatment while under the supervision or management of Queensland Corrective Services (QCS).

This new process allows QCS to resolve your complaint quickly and efficiently prior to you seeking an external resolution.

If you are still unhappy with your complaint determination, you are free to progress your complaint through other avenues such as the Anti-Discrimination Commission Queensland (ADCQ).

Changes to the *Corrective Services Act 2006*

Recent amendments have been made to the *Corrective Services Act 2006* in respect of:

- ensuring all offenders under the supervision of QCS make a written complaint to QCS prior to lodging a complaint to the ADCQ; and
- making it compulsory for an offender in custody to make a written complaint to the Official Visitor who attends their centre prior to lodging a complaint to the ADCQ.

Complaint regarding treatment by QCS (or their agents and service providers)

Under the changes to the *Corrective Services Act 2006* an offender may still lodge a complaint to the ADCQ alleging that QCS has discriminated against them, but only after following the QCS Complaints Management System (CMS).

How do I make a complaint regarding treatment by QCS (or their agents and service providers) under the CMS?

All complaints must be made in writing. If you are having difficulty in writing your complaint, assistance may be obtained from other people such as your family, friends or corrective services staff.

If you are an offender supervised by Probation and Parole, your written complaint should be directed to the district office where you are required to report.

The Regional Manager of the office will accept the complaint on behalf of the Chief Executive of QCS.

If you are serving a sentence or are on remand, your written complaint should be directed to the General Manager of the facility where you are currently detained.

The General Manager of the facility will accept the complaint on behalf of the chief executive of QCS.

What if my complaint is in regard to the General Manager of the facility where I am detained or the Regional Manager of the office where I am supervised?

If your complaint relates to treatment by a General Manager whilst in a corrective services facility, your written complaint should be addressed to the Assistant Director-General, Custodial Operations.

If your complaint relates to treatment by a Regional Manager whilst being supervised in the community, your written complaint should be addressed to the Assistant Director-General, Probation and Parole.

What happens after I have lodged my written complaint?

Once QCS receives your written complaint, you will receive written acknowledgement.

Complaints that relate to alleged discrimination by QCS in regard to delivery of a service will be dealt with under the existing CMS.

These complaints will be assigned a level, which will determine the timeframes for dealing with your complaint. Complaints assessed as Level 1 or Level 2 will be determined within one month of receipt. Complaints assessed as Level 3 will be determined within two months of receipt. You will also be advised in writing of the final outcome of your complaint.

Complaints that concern an allegation of discrimination involving misconduct committed by an individual employed by QCS will be referred to the Agency's Ethical Standards Branch for assessment and appropriate action.



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Offenders

Changes to the *Corrective Services Act 2006*:

New process for discrimination complaints

Can I request the outcome of my complaint to be reviewed?

If you are not satisfied with the outcome of your complaint, you may request a review of the decision in writing, however this is not mandatory.

In cases where the determining officer was the General Manager, Regional Manager or Director an internal review may not be available.

What if I'm not satisfied with the outcome of my complaint?

If you are in custody at the time you receive your complaint outcome and you are not satisfied with the outcome, you must make a written complaint to an official visitor before lodging a complaint to the ADCQ.

If you are not in custody at the time you receive your complaint outcome, a complaint may be forwarded to the ADCQ.

Complaints to an Official Visitor.

The changes to the *Corrective Services Act 2006* make it compulsory for an offender in custody to lodge a written complaint to the Official Visitor before lodging a complaint to the ADCQ.

The role of the Official Visitor is to ensure that administrative decisions made within corrective services facilities are open and accountable.

To make a complaint to the Official Visitor in relation to an allegation/s of discrimination you must outline your complaint in writing and address to the:

Official Visitor Coordinator
GPO Box 1054
Brisbane Q 4001

Once the Official Visitor Coordinator receives your written complaint you will be sent a written acknowledgement and the complaint will be referred to an Official Visitor of the facility where you are detained.

You will be advised in writing by the Official Visitor as to the outcome of their review of the complaint within one month.

What happens next?

If you remain dissatisfied, a complaint may be forwarded to the ADCQ.

What can I do to help?

To assist QCS's response to your complaint, there are a few things you can do:

- provide QCS with as much detail and relevant information as possible to help us understand your complaint;
- explain any previous attempts you have made to resolve your complaint;
- tell us clearly what outcome you are seeking; and
- keep us updated on any new developments on your complaint as this will assist us to assess and investigate your complaint.



SAFETY ORDERS

Introduction

A Safety Order (SO) is an order made under the Act, for up to one month, which places restrictions on a prisoner, above and beyond those which apply to all prisoners. Very often a SO will require the prisoner to be separately confined (for example, in a Detention Unit); it may limit their contact with others, remove certain privileges (such as contact visits), deny access to programs and activities or restrict access to property. A Consecutive Safety Order (CSO) extends the initial Order beyond one month; some prisoners remain on CSO's for months at a time. Any order which places such restrictions on a prisoner requires careful monitoring and review.

These guidelines are to help you to complete a CSO review to the best possible standard. The reviews of CSO's carried out by Official Visitors serve three purposes:

- (a) to meet the requirement under s.56 of the CSA to review any SO which is for a period of more than one month – that is, an initial Order and one or more CSO's;
- (b) to give independent advice to the person who made the Order, and who may be considering the making of a further Order; and
- (c) to provide information to the OCI about how correctional centres are managing prisoners on CSO's, and to advise the OCI of any concerns the Official Visitor has about a prisoner's management or well-being.

Every CSO should be critically examined. The role of the Official Visitor is to cast a fresh and independent eye over the reason/s for making the Order, its conditions and its continuing relevance, and to consider whether it is still the best way of managing the prisoner to whom it applies.

Consideration when reviewing a Consecutive Safety Order

When reviewing a Consecutive Safety Order (CSO), please bear in mind the following points:

- (a) CSO's are not a form of punishment; that is the purpose of a short-term Separate Confinement Order. If you suspect that a prisoner may be subject to a CSO for that purpose, rather than for their safety or that of others, this should be clearly noted in your review of the Order.
- (b) The reason for placing a prisoner on a CSO – or even an initial SO – may cease to exist before the Order is completed. If you can find no evidence that the prisoner still poses a threat to their safety, or that of others, you should consider recommending that the CSO be amended or cancelled.
- (c) A prisoner placed on a CSO for their safety – for example, if they are considered at risk of self-harm – may show a deterioration in their condition as a result of the restrictions placed on them by the Order. If you believe this is the case, you should consider recommending that the CSO be amended to better manage the prisoner; it

may not be practicable to recommend cancelling the CSO under those circumstances.

- (d) If you have concerns about the prisoner's physical or mental well-being after reviewing a CSO, you should bring them to the attention of staff in the unit where the prisoner is being managed at once, and discuss them with centre management at your exit interview. You can also send an e-mail to the State Coordinator to alert the Office of the Chief Inspector before you submit your report.

Authority for making and reviewing CSO's

The CSA gives clear directions on how SO's and CSO's are to be made and what they must include, as well as making provision for review by Official Visitors.

53. Safety Order

- (1) *The chief executive may make an Order (a Safety Order) for a prisoner if—*
 - (a) *a doctor or psychologist advises the chief executive that the doctor or psychologist reasonably believes there is a risk of the prisoner harming himself, herself or someone else; or*
 - (b) *the chief executive reasonably believes—*
 - (i) *there is a risk of the prisoner harming, or being harmed by, someone else; or*
 - (ii) *the Safety Order is necessary for the security or good order of the corrective services facility.*
- (2) *The Safety Order must not be for a period longer than 1 month.*
- (3) *The Safety Order must state the conditions, prescribed under a regulation, that apply to the prisoner's treatment.*
- (4) *The chief executive may limit the privileges of a prisoner during the period of the Safety Order if the chief executive reasonably believes that during the period—*
 - (a) *it will not be practicable for the prisoner to receive privileges to the extent the prisoner would otherwise have received them; or*
 - (b) *having regard to the purpose of the Safety Order, it is not desirable that the prisoner receive privileges to the extent the prisoner would otherwise receive them.*
- (5) *Without limiting subsection (3), the Safety Order must also state the extent to which, as decided by the chief executive, the prisoner may receive privileges during the period of the Safety Order.*
- (6) *During the period of the Safety Order, the prisoner may be accommodated separately from other prisoners, including, for example, in a health centre at the corrective services facility.*

- (7) *If the prisoner is separated from other prisoners during the period of the Safety Order, the chief executive may provide for the prisoner's re-integration, before the period ends—*
- (a) *Into the mainstream prisoner population of the corrective services facility; or*
 - (b) *Into the routine that applied to the prisoner before the Safety Order took effect.*

54. Consecutive Safety Orders

- (1) *The chief executive may make a further Safety Order for a prisoner to take effect at the end of an existing Safety Order.*
- (2) *However, if the existing Safety Order was made on the advice of a doctor or psychologist, the further Safety Order may be made only on the advice of a doctor or psychologist.*
- (3) *The further Safety Order must be made not more than 7 days before the end of the existing Safety Order.*
- (4) *Also, if the existing Safety Order is taken to be for a period of more than 1 month under subsection (5), the chief executive must not make the further Safety Order unless—*
 - (a) *not more than 14 days before the end of the existing Safety Order, the chief executive give written notice to the prisoner advising the prisoner that—*
 - (i) *the chief executive is about to consider whether a further Safety Order should be made; and*
 - (ii) *the prisoner may, within 7 days after receiving the written notice, make submissions to the chief executive about anything relevant to the decision about making the further Safety Order; and*
 - (b) *the chief executive considers any submission the prisoner makes under paragraph (1)(ii).*
- (5) *For this section, two or more Safety Orders running consecutively are taken to be one Safety Order.*

56. Review of Safety Order – Official Visitor

- (1) *A prisoner subject to a Safety Order may apply in writing to the chief executive for referral of the Order to an Official Visitor for review.*
- (2) *After receiving the application, the chief executive must refer the Safety Order to an Official Visitor.*
- (3) *The Official Visitor must review the Safety Order.*
- (4) *If a Safety Order for a prisoner is for a period of more than 1 month, an Official Visitor must review the Order—*

- (a) *as near as practicable to the end of the first month; and*
 - (b) *subsequently, at intervals of not more than 1 month until the period ends.*
- (5) *When reviewing a Safety Order, an Official Visitor may exercise the powers mentioned in section 291.*
- (6) *After completing a review, an Official Visitor must recommend to the chief executive whether the Safety Order should be confirmed, amended or cancelled.*
- (7) *If the Official Visitor recommends that the Safety Order be amended by reducing the period of the Order, or that the Order be cancelled, the Official Visitor must also recommend to the chief executive what should be done about any privileges forfeited by the prisoner while the Order applied to the prisoner.*
- (8) *The chief executive must consider the recommendations and either confirm, amend or cancel the Safety Order.*
- (9) *To remove any doubt, it is declared that the chief executive is not bound by an Official Visitor's recommendations.*
- (10) *For this section, two or more Safety Orders running consecutively are taken to be one Safety Order.*

The *Corrective Services Regulation 2009* (the CSR) includes some special provisions for SOs.

8. Safety Order conditions—Act, s 53(3)

The conditions a Safety Order for a prisoner must state are as follows—

- (a) *the extent to which the prisoner is to be separated from other prisoners accommodated in the corrective services facility;*
- (b) *any special needs of the prisoner and how the needs must be met;*
- (c) *how and when the prisoner may receive visits;*
- (d) *the amount of property the prisoner may keep and access while subject to the Safety Order;*
- (e) *the prisoner's access to approved activities, courses and programs;*
- (f) *phone calls and electronic communications the prisoner may make.*

9. Safety Order for Aboriginal or Torres Strait Islander prisoner

- (1) *After making a Safety Order for an Aboriginal or Torres Strait Islander prisoner, the chief executive must tell the following about the Order—*
 - (a) *an Aboriginal or Torres Strait Islander health worker;*

- (b) if an Aboriginal or Torres Strait Islander elder, respected person or indigenous spiritual healer has been appointed for the corrective services facility—the elder, respected person or indigenous spiritual healer;*
- (c) the person nominated by the person as the prisoner’s contact person.*
- (2) When telling the Aboriginal or Torres Strait Islander health worker about making the Safety Order, the chief executive must ask the worker to visit the prisoner.*
- (3) A failure to comply with subsection (1) or (2) does not invalidate the making of the Safety Order.*

The CSO also makes general provision for prisoners on separate confinement orders, which can include CSO’s if, for example, the prisoner is in a Detention Unit.

5. Safety Order conditions—Act, s 53(3)

The chief executive must ensure a prisoner undergoing separate confinement—

- (a) can access reticulated water, a toilet and shower facilities that, as far as practicable, are constructed in a way to prevent the prisoner from associating with other prisoners; and*
- (b) is given the same type of mattress, sheets, blankets and pillow as the prisoner would have were the prisoner not in separate confinement; and*
- (c) is given clothing appropriate for the prevailing conditions; and*
- (d) is given the opportunity to exercise, in the fresh air, for at least 2 daylight hours a day.*

Worksheet for CSO reviews

Consecutive Safety Order reviews, like Official Visitor reports, are submitted on-line. The worksheet developed for use by Official Visitors follows the format of the report, so that you are prompted to gather all the information you will need to enter into each report. The online report will not be submitted if certain sections are not completed, as the information in those sections is considered necessary to a proper review of the CSO. Please give careful thought to how you complete these mandatory sections.

Some of the information required can be entered before your visit to the centre where you will be reviewing a CSO, as a copy will have been sent to you by the Office of the Chief Inspector:

- (a) the prisoner’s details;*
- (b) when the CSO was made and by whom;*
- (c) when the initial Order was made;*
- (d) the reason for making the CSO; and*
- (e) whether the conditions of the CSO are clearly set out in it.*

The worksheet will also prompt you to find out other information which will be relevant to your decision to recommend confirming, amending or cancelling the CSO.

If a prisoner alleges during a review that they had not been properly informed about the reasons for, or conditions of, the CSO, or that they are not receiving all the conditions they are supposed to, ask as many questions of centre staff as you feel are necessary to get to the bottom of the matter. For example, you might consider:

- (a) whether the prisoner was given information in writing which they did not have the ability to understand – a significant proportion of prisoners have poor literacy or comprehension skills;
- (b) does the prisoner have difficulty understanding or remembering information – written or oral – because of his/her mental health or intellectual abilities;
- (c) are conditions in the CSO not being given because the prisoner has been difficult to manage or not behaving well (this should not occur) or because of concerns for the prisoner's safety (for example, certain items of property being withheld because the prisoner might use them to cause harm).

Prompts to ask relevant questions are included in the worksheet. Even if you have done a number of CSO reviews, and are confident about your interviewing skills, it is useful to look through them regularly.

OFFICE OF THE CHIEF INSPECTOR

Consecutive Safety Order Reviews

PRISONER'S NAME			
IOMS NUMBER		LOCATION	
DATE OF INTERVIEW		COMMENCEMENT DATE OF CONSECUTIVE ORDER	
DATE OF INITIAL SAFETY ORDER		EXPIRY DATE OF CONSECUTIVE ORDER	
SECTION A HAS THE SAFETY ORDER BEEN APPROVED BY AN AUTHORISED DELEGATE?			
<p>Name: _____ Date: _____</p> <p>Comments:</p> <p>_____</p> <p>_____</p>			
SECTION B WHAT GROUND AND REASONS ARE GIVEN FOR MAKING THE ORDER?			
<p>1. Ground</p> <p><input type="checkbox"/> A doctor or psychologist reasonably believes that there is a risk of the prisoner harming him/herself or someone else – s.53(1)(a)</p> <p><input type="checkbox"/> The Chief Executive reasonably believes that there is a risk of the prisoner harming, or being harmed by, someone else – s.53(1)(b)(i)</p> <p><input type="checkbox"/> The Chief Executive reasonably believes that the safety order is necessary for the security or good order of the corrective services facility – s.53(1)(b)(ii)</p> <p>2. Reason (must be more specific than grounds).</p> <p>Comments:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>			
SECTION C ARE YOU SATISFIED THAT THERE ARE ADEQUATE GROUNDS FOR MAKING THE CONSECUTIVE SAFETY ORDER?			
<p>Are you satisfied that there is evidence to support the Delegate's views?</p> <p>Is that evidence still relevant?</p> <p>If not, you might consider the Order is no longer necessary and recommend amendment or cancellation.</p> <p>Comments:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>			



SECTION D HAS A DOCTOR/PSYCHOLOGIST PROVIDED THE NECESSARY ADVICE TO THE DELEGATE PRIOR TO THE ORDER BEING ISSUED?*			
Yes <input type="checkbox"/>	No <input type="checkbox"/>	Not Applicable <input type="checkbox"/>	<i>*This only applies if the Consecutive Safety Order is made under s.53(1)(a) of the CSA.</i>
SECTION E ACCOMMODATION			
<input type="checkbox"/> Safety Unit	<input type="checkbox"/> Detention Unit (powered)	<input type="checkbox"/> Maximum Security Unit	
<input type="checkbox"/> Medical Unit	<input type="checkbox"/> Detention Unit (unpowered)	<input type="checkbox"/> General Accommodation	
SECTION F ARE THE PRISONER'S CONDITIONS UNDER THE ORDER CLEARLY STATED?			
<p>Are the conditions that apply to the prisoner under the Order clearly stated?</p> <p>a) extent to which the prisoner is to be separated from other prisoners in the facility;</p> <p>b) any special needs of the prisoner and how those needs must be met;</p> <p>c) visits the prisoner may receive;</p> <p>d) the amount of property the prisoner may keep and may access while subject to the Order;</p> <p>e) the prisoner's access to approved activities, courses and programs;</p> <p>f) phone calls and electronic communications the prisoner may make.</p> <p>Comments:</p> <hr/> <hr/> <hr/>			
SECTION G IF PRISONER IS ABORIGINAL OR TORRES STRAIT ISLANDER, HAVE THE REQUIREMENTS OF THE CORRECTIVE SERVICES REGULATION s.9 BEEN ACTIONED?			
<p>a) has an Aboriginal or Torres Strait Islander health worker been informed and asked to visit the prisoner?</p> <p>b) has an Aboriginal or Torres Strait Islander elder, respected person or indigenous spiritual healer appointed to the corrective services facility been informed?</p> <p>c) has the person nominated by the prisoner as the prisoner's contact person been informed?</p> <p>Comments:</p> <hr/> <hr/> <hr/>			
SECTION H IS THE PRISONER RECEIVING THE CONDITIONS/PRIVILEGES STATED IN THE ORDER?			
<ul style="list-style-type: none"> • To be discussed with <u>both</u> the prisoner <u>and</u> staff managing the prisoner. • If the prisoner is not receiving any of the conditions/privileges, consider the following: <ul style="list-style-type: none"> • Is the prisoner refusing the offer (e.g. of visits or courses) and, if so, why? • If the Centre is declining to provide one or more, what are the reasons for this and <u>are you satisfied the prisoner understands them?</u> • Do you consider the Centre is justified in its refusal? • If the Centre is not providing a condition or privilege because of some concern (e.g. for the prisoner's safety), could the condition be met in some other way? • If the Centre is not providing a condition or privilege because of some concern (e.g. for the prisoner's safety), could the condition be met in some other way? 			

- Segregation
- Special needs
- Visits
- Property
- Approved activities, courses and programs
- Phone calls

Comments:

SECTION I IS THE PRISONER PROVIDED WITH RE-INTEGRATION OPPORTUNITIES?

- *If not, should opportunities be offered? Is it possible for the prisoner to be offered re-integration at this time?*

Comments:

SECTION J PROCEDURAL FAIRNESS

- *The Chief Executive must give the prisoner notice not less than 14 days before the end of the previous Order that another one may be made; and*
- *The prisoner is given 7 days to make submissions to the Chief Executive.*

- Has the prisoner been given a copy of the CSO and does s/he understand the conditions of it and the reasons for making it?
- If the prisoner has trouble reading/understanding documents, has someone explained the CSO in person?
- Has the Chief Executive given the prisoner notice not less than 14 days before the end of the previous Order that another one may be made?

Yes No

<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Comments:

SECTION K IS THERE EVIDENCE THE PRISONER IS SEEN BY A DOCTOR/NURSE EVERY 7 DAYS?

- *Even if the prisoner answered "Yes", check this with relevant staff/IOMS.*
- *Please include a comment if the doctor is only doing a "walk-through" or visual inspection, rather than a contact physical examination.*
- *Note the reason/s for a prisoner not receiving a weekly examination (including refusal by the prisoner to co-operate)*

Dates of examinations/comments:

Yes No

<input type="checkbox"/>	<input type="checkbox"/>
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SECTION L HAVE YOU MET WITH THE KEY STAFF ASSOCIATED WITH THE MANAGEMENT OF THE PRISONER CONCERNED UNDER THE SAFETY ORDER?	
<div style="display: flex; justify-content: space-between;"> <div style="width: 70%;"> General Manager/Director Deputy General Manager/Deputy Director Correctional Manager/Supervisor Manager Offender Development Psychologist/Counsellor Other _____ </div> <div style="width: 25%; text-align: center;"> <div style="display: flex; justify-content: space-around; font-weight: bold; color: #c00000;"> Yes No </div> <div style="display: flex; justify-content: space-around;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div> </div> </div>	
SECTION M INTERVIEW	
<div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div>	
SECTION N PRIVACY DISCLOSURE	
<p>I am required to tell you that some of the information you have given to me in this interview is <i>personal information</i> under the <i>Information Privacy Act 2009</i>. This information has been collected by me so that I can assess and, if required, investigate your complaint. To properly investigate your complaint, some or all of the information may be given to staff of Queensland Corrective Services or the Department of Justice and Attorney-General, to which QCS belongs. The information may be given other bodies, such as Queensland Health, the Queensland Ombudsman's Office, the Queensland Police Service or the Crime and Corruption Commission if your complaint requires action by one of those bodies. I have read and/or had explained to me the above privacy statement and agree to the use/disclosure of my personal information for the above purposes.</p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 45%; border-top: 1px solid black; text-align: center;"> <p>.....</p> <p>(prisoner's signature)</p> </div> <div style="width: 45%; border-top: 1px solid black; text-align: center;"> <p>.....</p> <p>(date)</p> </div> </div>	
SECTION O RECOMMENDATION	
<div style="display: flex; justify-content: space-between; margin-bottom: 10px;"> Confirmed <input type="checkbox"/> Amended <input type="checkbox"/> Cancelled <input type="checkbox"/> </div> <p style="color: #c00000; font-weight: bold;">Reasons for your recommendation:</p> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div>	

Worksheet questions

The notes below relate to the numbered sections of the worksheet, and you should read it together with these guidelines. Not all sections have prompts some of the information can be answered as a simple yes or no.

Section A – Approval of the Consecutive Safety Order

SECTION A HAS THE SAFETY ORDER BEEN APPROVED BY AN AUTHORISED DELEGATE?	
Name: _____	Date: _____
Comments: _____ _____	

- (1) A CSO can be made by the General Manager of a correctional centre or others. Check that the CSO you have been asked to review has been made by the proper person.

Before you interview the prisoner, confirm with the centre that the CSO has not been cancelled. Even if another Order is issued for that prisoner, it is not a CSO if there has been a gap between the cancellation and re-issue.

- (2) Ensure that the CSO states the reason for which it was made. There are three circumstances in which a SO or CSO can be made, set out in s.53(1).
- (3) What evidence did the delegate have, when approving the CSO, that the Order and the conditions in it were necessary for the proper management of the prisoner? You will not find this in the CSO itself and will need to ask when in the centre.

You should also consider whether the reason/s for making the CSO still exist when you come to review it. If they are no longer applicable, consider whether the prisoner should still be on a CSO at all and, if you believe they should, whether the conditions of it should be varied?

- (4) Approval by a doctor/psychologist only applies if the CSO is made under s.53(1)(a) of the CSA.
- (5) “Powered” and “unpowered” cells in a Detention Unit do not mean that not all cells have electricity; a “powered” cell is set up to take a television, while an “unpowered” cell can’t. There are usually fewer cells capable of taking a television.

Section B – Requirements of the Consecutive Safety Order

SECTION C ARE YOU SATISFIED THAT THERE ARE ADEQUATE GROUNDS FOR MAKING THE CONSECUTIVE SAFETY ORDER?
Are you satisfied that there is evidence to support the Delegate's views? Is that evidence still relevant? If not, you might consider the Order is no longer necessary and recommend amendment or cancellation. Comments: <hr/> <hr/>

- (1) The conditions of a CSO should be clearly set out in it. The items that must be included are found in s.9 of the CSR. If a prisoner identifies as Aboriginal or Torres Strait Islander, however, an additional set of conditions must be met if a CSO is made.
- (2) If a prisoner tells you during a review that they are not receiving all privileges they believe they are entitled to, consider whether:
 - the prisoner has chosen to refuse certain conditions or privileges – for example, has refused the offer of exercise time, declined to receive a visit or not wanted to make a phone call;
 - whether, for example, the prisoner is receiving different food or bedding under the CSO because of security concerns:
 - a prisoner may only be given finger food if it is considered likely that they could use plastic cutlery to self-harm; or
 - they may be refused hot drinks if there is a likelihood that they will throw hot liquid over staff; or
 - instead of ordinary bedding and clothing a 'suicide' gown and doona may be issued to prevent the prisoner from tearing a piece of fabric to use as a noose.

Ask if the prisoner understands the reasons for the conditions s/he is receiving, and consider whether they are still relevant. You may want to consider recommending amendment of the order to better reflect the conditions the prisoner is receiving if they are necessary.

If a prisoner does not understand the conditions of an Order, you can explain them to them.

- (3) If the prisoner is not being offered re-integration opportunities, find out why not and whether there are any plans by the centre to do so before the prisoner is removed from SO's altogether, especially if the prisoner has been on Orders for a significant period.

Bear in mind that some prisoners on CSO's may be very fearful of their safety (and may have genuine reasons for being so) and may become upset if you suggest re-integration. If this happens, move on with the review.

Section C – Legislative compliance and procedural fairness

SECTION J PROCEDURAL FAIRNESS	
<ul style="list-style-type: none"> <i>The Chief Executive must give the prisoner notice not more than 14 days before the end of the previous Order that another one may be made; and</i> <i>The prisoner is given 7 days to make submissions to the Chief Executive.</i> 	
<ul style="list-style-type: none"> Has the prisoner been given a copy of the CSO and <u>does s/he understand the conditions of it and the reasons for making it?</u> If the prisoner has trouble reading/understanding documents, has someone explained the CSO in person? Has the Chief Executive given the prisoner notice not more than 14 days before the end of the previous Order that another one may be made? <p>Comments:</p> <hr/> <hr/> <hr/>	<p>Yes No</p> <p><input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> <input type="checkbox"/></p>

- (1) Check whether the prisoner has been informed, as s.54 of the CSA requires them to be, of the reason for making the CSO, the conditions in it, and how they can put their views to the chief executive. Just giving the prisoner a copy of their Order, or letting them read it when it takes effect, may not be enough if the prisoner is not literate, or has difficulty understanding information or instructions. Genuine procedural fairness takes account of an individual's ability to understand what is happening to them and why.
- (2) Section 57 of the CSA requires all prisoners on SO's and CSO's to be examined at least every seven days by a doctor or nurse. This may not happen in all centres at the present time, as there may not be sufficient staff. Please note this in your reports.

You should be aware that some doctors and nurses interview but do not physically examine prisoners on Orders and may only do so if the prisoner indicates that they want to speak to the doctor or nurse. Some prisoners may refuse the offer to be seen by a doctor. Please also note this in your reports.

A prisoner may not always be sure whether they have seen a doctor regularly. Check the relevant log book for the unit in which the prisoner is accommodated to confirm whether the doctor has visited.

Section D – Review of the Consecutive Safety Order

SECTION M	INTERVIEW

- (1) You should never leave assertions by a prisoner during a CSO review untested. Always speak to staff in the Detention Unit or unit in which the prisoner is accommodated after your interview, and mention any matters of concern in your meeting with the General Manager or Deputy General Manager before you leave the centre.
- (2) In your interview with the prisoner, it is possible that they will make a complaint or raise an issue that does not fall within the scope of a CSO review. Make separate notes and send this to the OCI as an Official Visitor report or misconduct complaint.

Your interview with the prisoner is the opportunity to explore any matters that aren't covered by the other parts of the review. You may want to:

- go over something that has already been raised in again, to make sure that you understand the prisoner's concerns;
 - ask further questions to satisfy yourself as to whether the prisoner has been treated fairly and reasonably. You may have doubts about this, even if the CSO has been properly made and the prisoner is receiving the conditions in it – it may be legally and procedurally correct, but may not be the best and most effective way of managing the prisoner and his/her situation;
 - look at whether the prisoner is better or worse off under the Order – are the conditions s/he is subject to having a negative effect on his/her physical or mental health, or preventing him/her from undertaking programs that might be on benefit?
- (3) Remember to tell the prisoner at the end of the review that you have asked him/her for personal information so that you could review the Order under the CSA, and that you will be giving the information s/he has provided to QCS so that a decision can be made about their Order.

If the prisoner has given you additional information, in the form of a complaint, which you will be reporting separately, tell the prisoner that you will be providing his/her personal information so that the complaint can be investigated by QCS and any necessary action can be taken.

Tell the prisoner that his/her personal information may also be given to third parties, such as a health provider or the Ombudsman.

Section E – Recommendation and reasons

SECTION O	RECOMMENDATION
Confirmed <input type="checkbox"/>	Amended <input type="checkbox"/> Cancelled <input type="checkbox"/>
Reasons for your recommendation:	
<hr/>	
<hr/>	
<hr/>	

You need never feel obliged to confirm an Order only because the delegate or the centre feels that it is necessary for their management of the prisoner to whom it applies. If you have doubts about its appropriateness, and these persist after you have spoken to centre staff/management, you should recommend amendment or cancellation and explain your reasons in the final section of the report. The online reporting format can support a lengthy and detailed explanation if you feel that one is necessary. You could also consider calling or emailing the State Coordinator with further information about the matter.

The chief executive's delegate is not obliged to follow an Official Visitor's recommendation but, even if the delegate does not do so, there may be material in your report which the OCI will use to question the practices of a centre or the conduct of staff. If a number of reports raise the same issues, in one or more centres, the OCI will investigate those issues.

Matters which the Official Visitor should consider when reviewing the order include:

- that the order is justified in accordance with the Act;
- there are copies of the order readily available for the staff at the place in which the prisoner is being held;
- the conditions under which the prisoner is being held;
- the appropriateness of the order including the term; and
- what action, if any, is being taken to return the prisoner to the mainstream population.

SAFETY ORDER PROCEDURES

Intensive Management Plans

Custodial Operations Practice Directive



Intensive Management Plans

Need for Placement on IMP

An Intensive Management Plan (IMP) is multipurpose and implemented for prisoners who have been identified as requiring a higher level of supervision and/or case management and/or intervention strategies.

Examples of situations where an IMP may be required for a prisoner include but are not limited to:

Cognitive impairment or Intellectual Disability	<ul style="list-style-type: none">assessed as having a specific need such as those relating to a cognitive impairment or intellectual disability that impact on their staff and peer interactions and/or ability to undertake daily living activities
Elevated Baseline Risk	<ul style="list-style-type: none">assessed as being an Elevated Baseline Risk of self harm or suicide and is not currently assessed as being at-risk of suicide or self harm
Reintegration purposes	<ul style="list-style-type: none">subject to a maximum security order and is to be re-integrated into the general prisoner population (refer Maximum Security Practice Directive)subject to a safety order for an extended period and is to be re-integrated into the general prisoner population (Refer Safety Order section of this Practice Directive)
Behaviour Management	<ul style="list-style-type: none">identified to have a pattern of problematic behaviour, through behavioural case reports and/or intelligence reports for example:<ul style="list-style-type: none">observed to bullyintimidate or victimise other prisoners; oractively engaged in substance abuse and other drug related behaviours
Specialised Prisoner Management	<ul style="list-style-type: none">subject to a preventative detention orderin the management of a terrorist prisoner

Refer Assessment and Planning Practice Directive, Maximum Security Practice Directive and Risk of Harm to Self section of this Practice Directive.

An IMP must not be used in conjunction with any other plans (except for above mentioned reintegration purposes). For example, a prisoner who is considered at risk of suicide or self harm must be managed on an At-Risk Management Plan, or a prisoner who is accommodated in a maximum security unit (MSU) must be managed on a MSU Management Plan.

Refer Assessment and Planning Practice Directive and Maximum Security Practice Directive.

An IMP may be used to authorise a restriction of out of cell access time for a prisoner placed in an accommodation unit however an IMP can not be used to restrict a prisoner to only two hours out of cell time, nor be used as a means of separate confinement, refer Facility Security Practice Directive. Any restriction of out of cell time must not impact on the prisoner's opportunity to exercise, in the fresh air, for at least 2 (two) daylight hours a day, refer CSR s5(d).



<p>Additional Considerations Prisoner with At-Risk Presentation</p>	<p>Refer Risk of Harm to Self section of this Practice Directive</p> <p>If any staff member becomes aware that the prisoner may be at-risk of suicide or self-harm or has concern for a prisoner's safety and welfare, the Risk of Harm to Self section of this Practice Directive must be followed.</p> <p>If a prisoner subject to an IMP is placed under at-risk observations, the conditions of the IMP must be immediately ceased. The Risk Assessment Team must consider the IMP in the development of an At-Risk Management Plan.</p> <p>Refer At Risk Management Plan Administrative Form 63.</p> <p>When a prisoner is removed from at-risk management (suicide/self harm) observations consideration must be given by the At Risk Management Panel in relation to whether the prisoner should be subject to an IMP.</p>
<p>Additional Considerations Youthful Prisoners</p>	<p>Where a staff member considers that a youthful prisoner may be vulnerable in relation to a mental health condition, cognitive impairment/intellectual disability or physical impairment, a case conference must be organised with the prisoner as soon as possible. The case conference members should include:</p> <ul style="list-style-type: none"> • a correctional manager • correctional supervisor • a psychologist and / or counsellor • a cultural officer (where appropriate);and • a disability support officer (where available). <p>The case conference must assess the individual risk and need of the youthful prisoner and determine if an IMP needs to be developed that incorporates strategies to address the specific needs of the prisoner.</p> <p>Where a prisoner who has turned 18 requires ongoing case management/supervision strategies (for example prisoner with special needs) an IMP should be maintained until the prisoner has been assessed as having sufficiently transitioned into adult prisoner accommodation and managed as an adult prisoner.</p>



<p>Additional Considerations Preventative Detention Orders</p>	<p>A detainee must be managed in accordance with an IMP, or if accommodated in a maximum security unit, a maximum security unit management plan (MSU management plan). A detainee who is considered at risk of suicide or deliberate self harm must be managed on an at-risk management plan.</p> <p>Refer Practice Directive – Maximum Security Units and the Risk of Harm to Self section of this Practice Directive.</p> <p>The General Manager of the corrective services facility must develop either an IMP or a MSU management plan (whichever is applicable), to remain in force for the duration of the PDO. The IMP or MSU management plan must commence on the day of reception of the detainee and must:</p> <ul style="list-style-type: none"> • be no longer than the length of the PDO (14 days) • provide for the single cell accommodation of the detainee (must be changed at least twice a week and searched at least daily) • not permit associations between the detainee and other detainees or prisoners. Verbal contact with other prisoners or detainees must be prevented to any practical extent • provide for the detainee being searched, including a search requiring the removal of clothing (refer – Direction for a Search Requiring the Removal of Clothing of Prisoners); for example, when the detainee enters or leaves his or her cell, to and from escort and as part of a cell search • provide for escort requirements regarding the detainee; and • provide for the detainee's: <ul style="list-style-type: none"> ○ internal movement within the corrective services facility ○ meals ○ property; and ○ access to psychological and counselling services, health and medical services, interpreters, official visitors, ombudsman etc. and legal practitioners. <p>The plan must also identify and manage any risk to the security and good order of the corrective services facility where the detainee is accommodated.</p> <p>A copy of the detainee's plan must be provided to the Deputy Commissioner, Statewide Operations as soon as practicable.</p> <p>Refer Maximum Security Units Practice Directive and the Safety Orders and Risk of Harm to Self section of this Practice Directive.</p>
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<p>Additional Considerations Terrorist Prisoners</p>	<p>The General Manager of the corrective services facility must develop an initial IMP, to remain effective until the completion of a risk assessment profile and security classification and placement decisions have been made. The initial IMP commences on the day of reception and must take into account prisoner conditions.</p> <p>A copy of the prisoner's initial IMP must be provided to the Deputy Commissioner, Statewide Operations or General Manager, Operational Service Delivery.</p> <p>In those instances where consecutive IMP/s* are required the plans must be clearly defined, include all available information of the risks that need to be addressed and the reasons for management under the IMP.</p> <p>The initial and subsequent IMPs* must also identify and manage risk to the security and good order of the corrective services facility by evaluation of factors including, but not limited to:</p> <ul style="list-style-type: none"> • the offences for which the prisoner has been charged or convicted • the prisoner's behaviour in relation to the charges or convictions • the prisoner's membership of an organisation, or association with others, with terrorist or criminal connections • any violent behaviour being exhibited • the prisoner's risk of self harm • the prisoner's risk of harming others; and • a health or mental health assessment regarding the prisoner. <p>The IMP must be consistent with the requirements of the current safety order, if an order is in place.</p> <p>*If the prisoner is classified as Maximum Security, a maximum security management plan will be used in place of an IMP.</p>
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Request Assessment for an Intensive Management Plan

Any staff member that reasonably believes that a prisoner requires an IMP can request through their relevant supervisor that the prisoner be assessed by an IMP panel.

Request for Assessment Reviewed

The supervisor will ensure that a case note is entered in IOMS detailing the outcome of the Intensive Management Plan request.

Intensive Management Plan Panel

The IMP must be written in a manner that can be easily read and understood by the prisoner and include:

- purpose of the IMP
- identified target behaviours
- behavioural objectives
- prisoner goals



- supervision, case management and intervention risk mitigation strategies
- summary of a prisoner's progress, if applicable
- review date/s
- panel members' recommendations
- where relevant – any out of cell time restrictions
- General Manager of a corrective services facility or nominee's comments and approval; and
- prisoner's acknowledgement.

Refer Intensive Management Plan Administrative Form 72, Intensive Management Plans Considerations Administrative Form 15.

The IMP panel should be representative of all staff relevant to the supervision, case management and intervention of the prisoner. The General Manager of the corrective services facility or nominee will determine the representatives to be in attendance, which may include:

- correctional manager
- correctional supervisor
- psychologist; and
- cultural liaison officer (if applicable).

Where appropriate, a prisoner may be provided an opportunity to participate in the development of the IMP for the purpose of developing the prisoner's goals.

Where relevant health and medical information needs to be obtained from Queensland Health, refer - Offender Health Services, Forms, Consent Release Information to QCS.

If prisoner consent is provided and relevant information exists, a Queensland Health representative including Prison Mental Health Services, if applicable, should be invited to participate in the development and implementation of the IMP.

Additional Consideration Prisoner with Specific Needs	<p>If specific needs have been identified such as cultural or language barriers, cognitive impairments or intellectual disability, or low literacy levels that may impact on the prisoner's ability to contribute to the development of prisoner goals, or understanding of the purpose and content of the IMP, an appropriate internal/external service provider/s should be engaged.</p> <p>For example, if the prisoner has been identified as having a language barrier it would be appropriate for an interpreter to be involved in the development of prisoner goals and implementation of an IMP.</p> <p>Other relevant services providers may include an appointed adult guardian, cultural liaison officer, chaplains or a transitional service provider such as Bridging the Gap or Disability Support Services.</p> <p>The identification of any specific needs and engagement of any service providers must be clearly recorded in the relevant sections of the IMP including, specialised interventions and/or external agency services.</p> <p>A sentence management officer must also ensure that any identified specific needs are considered in the prisoner's current Offender Rehabilitation Plan.</p>
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Approve Intensive Management Plan



IMPs must be approved by the General Manager of the corrective services facility or nominee prior to implementation.

Prisoner Interview

Prior to implementing the approved IMP, the prisoner must be interviewed by a correctional supervisor.

During the interview, the purpose and content of the IMP must be explained to the prisoner and the prisoner must sign the IMP acknowledging that they understand the purpose and content of the IMP. Where a prisoner refuses to sign the IMP, the date and time that the interview with the prisoner was convened must be recorded on the IMP. A copy of the IMP must be given to the prisoner.

A case note must then be completed to record that the prisoner has been provided with an opportunity to acknowledge the purpose and content of the IMP, whether the prisoner signed or refused to sign the IMP, and that a copy of the IMP has been given to the prisoner.

Implement Intensive Management Plan

The correctional supervisor and/or psychologist must also brief staff responsible for the supervision, case management and intervention in relation to the contents and purpose of the IMP.

An IMP does not replace the need for a sentenced prisoner to undergo assessment and planning and any Offender Rehabilitation Plan recommendations should be considered in the development of the IMP. Refer Practice Directives– Admission and Induction, Preliminary Assessment and Planning and Review.

The IMP must be electronically saved attached to IOMS – Offender Attachments as Intensive Management Plan ID.dd.mm.yy and/or placed on the Offender File.



<p>Additional Considerations Transfer</p>	<p>Refer Movements and Transfers Practice Directive.</p> <p>If a prisoner subject to an IMP is recommended for transfer to another facility the General Manager of a corrective services facility or nominee of the sending facility must provide, with the request for transfer, detailed information to the General Manager of the receiving corrective services facility.</p> <p>If the transfer is approved, the receiving corrective services facility must convene an IMP panel prior to a prisoner's reception and determine if any changes to the IMP are required.</p>
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Review Intensive Management Plan

An IMP must be reviewed by an IMP panel. For prisoners reintegrating from a maximum security unit, refer Maximum Security Practice Directive.

If an IMP is required in excess of six (6) months an Event Based Review (EBR) must be conducted. The EBR must consider classification, placement and planning for the prisoner.

The prisoner must be provided an opportunity to participate in the review process, where appropriate, and to acknowledge the purpose and contents of the reviewed IMP prior to implementation.

The relevant supervisor must also provide a summary of the information as it relates to the prisoner's progress in relation to the behavioural objectives and response to the supervision and case management strategies, and/or intervention strategies during the review period.



A summary of the reviewed information must be provided in the IMP section, summary of a prisoner's progress.

Approve Review

The reviewed IMP must be approved by the General Manager of a corrective services facility or nominee prior to implementation.

The reviewed IMP must be placed on the Offender File and electronically saved attached to IOMS – Offender Attachments as Intensive Management Plan ID.dd.mm.yy



Additional Considerations Terrorist Prisoners	<p>The committee must review the prisoner's subsequent IMP (or maximum security management plan if applicable) at intervals of no more than six months.</p> <p>The review must also consider whether the continued management of the prisoner under the IMP and is consistent with the prisoner's classification and placement.</p>
Timeframe	An IMP must be reviewed at intervals not exceeding three (3) months but may be reviewed earlier if otherwise determined by the IMP panel.
Responsible Officer	<p>Correctional Officers are responsible for providing appropriate referrals to supervisors for prisoners identified with a need for an IMP.</p> <p>Correctional Supervisors are responsible for assessing the referrals for IMPs and forwarding to the IMP panel. They are also responsible for the implementation of the IMP and communication to the offender.</p> <p>The IMP panel is responsible for identifying and developing the IMP conditions and reviewing the plan.</p>
Approval and Review	The General Manager of a corrective services facility or nominee is responsible for approval of the IMP and subsequent reviews.



Detention Units

Accommodation in a Detention Unit

A detention unit provides for the accommodation of a prisoner who has been found to have committed a breach of discipline and has been ordered to undergo a period of separate confinement.

A prisoner undergoing separate confinement must be given the opportunity to exercise, in the fresh air, for at least two daylight hours a day, refer - CSA, s5(d).

When a prisoner is accommodated in a detention unit, for the purposes of a Safety Order all staff must be cognisant of the at-risk indicators that may present as a consequence and take immediate action as required in accordance with the Risk of Self Harm section of this Practice Directive where there are grounds for the raising of a Notification of Concern.

In circumstances where a prisoner has been identified as being at-risk of self harm or suicide the door between the cell and the exercise yard of the detention unit is not to remain open unless the prisoner is under constant observation.

Where a prisoner is accommodated in a Detention Unit and has not been identified as being at-risk of self harm or suicide and does not present with at-risk indicators then any decision in respect to the prisoner's access to the exercise yard will be made in accordance with the ordinary day to day operation of the Unit.

A prisoner must not be accommodated in a non-powered cell unless:

- no other appropriate accommodation is available
- the placement is necessary to mitigate risk to the prisoner or others; or
- the placement is necessary given the nature of an order (or particular requirement of an order) that the prisoner may be subject to.

Should a prisoner be accommodated in a non-powered cell, the assessment and decision making of the placement is to be clearly documented in IOMS or within the relevant order and must be reviewed in line with requirements of the order.

Should a prisoner be placed in a non-powered cell, staff are to ensure that the prisoner's privileges are not affected (as far as practicable) unless specifically identified and approved within the relevant order.

Prisoner Access to Recreational or General Equipment

All recreational or general equipment available to prisoners in a detention unit must be approved by the Deputy Commissioner, Statewide Operations prior to prisoner issue. Refer Approved Recreational and General Equipment Available to Prisoners in a Detention Unit Appendix 21 for current approved items.

Recreational or general equipment in a detention unit available to a prisoner must be inventoried and checked daily to ensure integrity of the item.

A detention unit inventory report must be provided to the General Manager of the corrective services facility on a quarterly basis.

Prisoner access to items in a detention unit such as brooms, mops etc, should be on a risk assessed basis and not stored or left unattended in exercise yards where they may be used as weapons. For security reasons, all recreational or general equipment that is issued to a prisoner which is not a fixture, must be removed from access and secured on completion of the purpose for which it was issued.



Duties of Officers in a Detention Unit

Officers carrying out duties in a detention unit must ensure that the following is undertaken and recorded in the unit Log Book:

- a prisoner undergoing separate confinement is given the opportunity to exercise, in the fresh air, for at least two daylight hours a day, refer - CSAs 5
- regular unit patrols are conducted during the shift
- significant behavioural observations or change to the prisoner's status is recorded and reported to the relevant supervisor
- the prisoner's cell is searched before and after the completion of the prisoner's placement in a detention unit
- each cell and all security fittings are searched at least once a day
- bars and mesh fitted to all cells, windows and exercise yards and other common areas are examined and tapped or checked during unlock and lock away
- a prisoner leaving or entering a detention unit is searched in accordance with CSA ss 33-40
- a search requiring the removal of clothing must be conducted in accordance with the Direction for a Search of Prisoners Requiring the Removal of Clothing of Prisoners and ~CSA ss36 – 39
- all items, including meals, are searched before entry into a detention unit; and
- prisoners providing goods and services must not be granted access to the unit and must be closely monitored at all times. This does not include a prisoner who may be approved by the General Manager of the corrective services facility or nominee to clean the detention unit.

Log Book Requirements – Application of Restraints

A Log Book must be maintained for all Detention Units.

To prevent a prisoner from harming themselves or others restraints may need to be applied that result in the prisoner having significantly restricted movement (e.g. lying prone on the floor and unable to stand). In the event that this occurs, in addition to the log book requirements specified the Facility Security Practice Directive, staff rostered to detention units must record:

- the time the restraints were applied and when they are removed
- the times apparent good health checks of the prisoner were conducted; and
- the attendance of offender health service staff.

This section does not apply to prisoners who have restraints applied in accordance with Movements and Transfers Practice Directive Escort Staffing, Weapons and Restraint Matrix Appendix 3 for external escorts.

Refer to Safety and Security Equipment Practice Directive Restraints Schedule Appendix 1 and training manual Control and Restraint Student Manual.

Records

A file must be established for a prisoner placed in a detention unit. The file must include:

- the prisoner's personal details
- the date the prisoner was placed in the unit
- the reason the prisoner was placed in the unit
- a copy of any authorisation placing the prisoner in the unit
- indication of any review date or statutory assessments; and
- daily entries of the prisoner's behaviour.



A supervisor must check the file of each prisoner placed in the detention unit once during his/her shift or as required under any observation regime. This check should assess information recorded on the file and whether further action needs to be taken for individual cases. This check must be placed in the unit log and recorded on the prisoner's file.

The contents of the file must be scanned and placed in IOMS and/or transferred to the prisoner's Offender File when the period of detention is completed.

A supervisor must ensure that any officer entering the unit is aware of his/her responsibility for entering details in case files and the unit log book as required. It is to include all elements outlined in the Facility Security Practice Directive and:

- periods of open air exercise for prisoners undergoing separate confinement, refer Corrective Services Regulations 2006 (CSR), ss5 (d)
- the times apparent good health checks are conducted on those prisoners who have restraints applied for purpose of preventing them from harming themselves or others; and
- attendance of Offender Health Services staff.

Refer appendix – Gate Books, Log books and Registers Requirements and requirements for Offender File Management.

Daily Routine

The General Manager of a corrective services facility must document the daily routine and privileges for prisoners detained in the detention unit, refer Example Daily Routine Detention Unit – Separate Confinement Appendix 22; Standard Behaviour Requirements Separate Confinement Appendix 23, Example Daily Routine Detention Unit – Safety Order Appendix 24, Detention Unit Prisoner Accommodation Conditions – Separate Confinement Administrative Form 76, Detention Unit Prisoner Accommodation Conditions Administrative Form 77 and Detention Unit Prisoner Accommodation Conditions – Safety Order Administrative Form 78.

Authorised Access

Only those persons authorised by the General Manager of a corrective services facility may access a detention unit.

Specialist Staff

The General Manager of a corrective services facility must determine and provide for the required level of intervention by specialist staff and their access to the unit.

Minimum Requirements

The General Manager of a corrective services facility must specify the minimum requirements for staff accessing a cell and escort arrangements, which take into account the reasons for detention or safety order.

Privileges

The General Manager of a corrective services facility must provide for a prisoner's needs in accordance with the reason for his/her confinement in a detention unit. Subject to the safety and security of a corrective services facility, consideration must be given for access to:

- property (items in cell)
- use of plastic plates and cutlery
- telephone calls, mail, visits



- exercise; and
- programs, activities, and services.

For further details regarding a prisoner undergoing separate confinement refer - CSR s5; Detention Unit – Authorised Property – Separate Confinement and At-Risk Observations Appendix 25 and Detention Unit Authorised Property – Safety Order Appendix 26.

Search

Refer Direction for a Search Requiring the Removal of Clothing of Prisoners.

Medical

For self harm/suicide concerns refer to the Risk of Harm to Self section of this Practice Directive.

A prisoner detained in the detention unit under this Practice Directive must be examined by a doctor in compliance with CSA s121 (separate confinement).

Officers must immediately refer any medical needs of a detention unit prisoner to the Queensland Health Nurse Unit Manager and/or registered nurse.

The General Manager of a corrective services facility or nominee, in consultation with the Nurse Unit Manager, where applicable, may determine more frequent services in accordance with a prisoner's medical needs or the operational needs of the corrective services facility. A record of that consultation must be placed in the unit log and recorded on the prisoner's file as listed in Duties of Officers Carrying Out Duties in a Detention Unit section of this Practice Directive.

If a prisoner requires medical treatment that cannot be provided in the detention unit, the prisoner must be removed to the Queensland Health centre located within the corrective services facility with the approval of the General Manager of a corrective services facility.

Electronic Visual and Audio recordings

The General Manager of the corrective services facility must provide for the use and storage of electronic visual/audio recordings used in a detention unit and account for all recordings in a register (or where applicable recorded on a digital system) containing the following information:

- time, day and date of changing of recordings
- identification marking of recordings inserted
- recording dates and times
- rotation and storage of all electronic visual/audio recordings; and
- name and signature of the unit or accommodation or supervising officer who changed the recordings.

Any electronic visual and audio recording registers and log books must be archived under the conditions specified in the *Libraries Act 1988* and the - Retention and Disposal Schedule.

Electronic visual and audio recordings which depict the commission of an offence in a detention unit, must be treated as evidence and removed from circulation, secured and signed for by the General Manager of the corrective services facility.

Refer Incident Management Practice Directive.

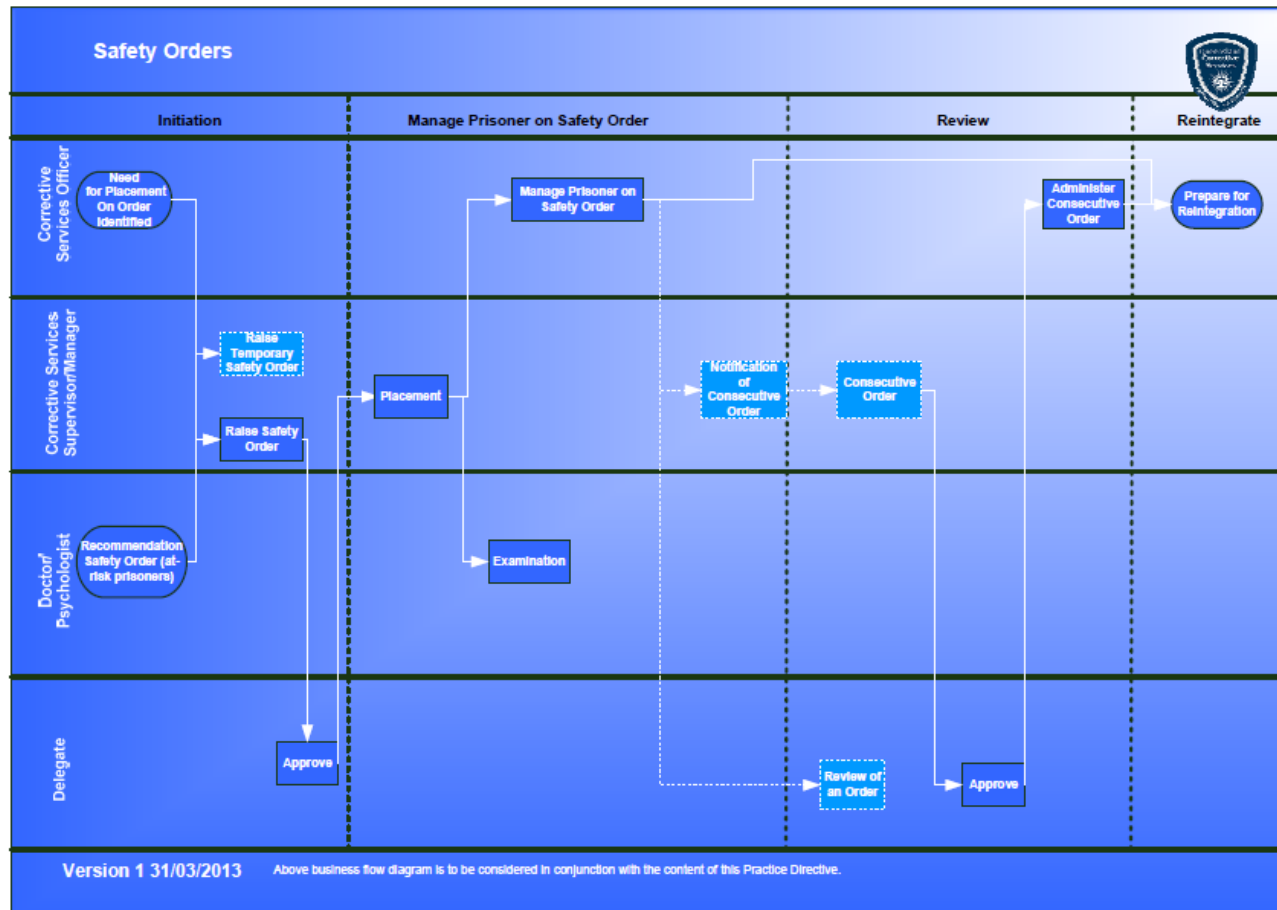
**Code of Conduct**

The General Manager of a corrective services facility must ensure that all personnel operating closed circuit television monitoring and recording devices are instructed on and acknowledge the intent of the Agency's Code of Conduct and [Use of Information and Communication Technology Facilities and Devices](#) Procedure.

Timeframe	On-going
Responsible Officer	Corrective Services Officers (with a detention unit assignment) are responsible for ensuring prisoners in a detention unit are managed in accordance with the unit provisions.

Safety Orders

Custodial Operations Practice Directive





Safety Orders

The General Manager of a corrective services facility must ensure that all personnel operating closed circuit television monitoring and recording devices are instructed on and acknowledge the intent of the - Code of Conduct for the Queensland Public Service and Use of Information and Communication Technology Facilities and Devices Procedure.

Need for Placement on Order Identified

Safety Order

The safety of staff and prisoners is provided for by separating prisoners from the general prison population in certain circumstances. The conditions of a prisoner's separation is based on the individual risk and need of the prisoner and the reason for the separation.

A prisoner may be placed on a safety order if:

- the Chief Executive or authorised delegate receives advice from a doctor or psychologist that he/she reasonably believes there is a risk of the prisoner harming himself/herself or someone else; or
- the Chief Executive or authorised delegate reasonably believes there is a risk of the prisoner harming, or being harmed by, someone else; or
- the Chief Executive or authorised delegate reasonably believes the safety order is necessary for the security or good order of the corrective services facility.

A prisoner assessed as acutely psychotic and requiring specialised psychiatric intervention will be referred to a doctor or consultant psychiatrist for assessment and consideration for placement at a medical facility.

In determining the placement of a prisoner subject to a safety order, consideration must be given to a secure environment for the safe management of the prisoner in accordance with the assessed risk to staff, other prisoners and the prisoner.

Where relevant, refer to Risk of Harm to Self section of this Practice Directive.

Temporary Orders

A prisoner may be placed on a temporary safety order if:

- a doctor or psychologist is not available to assess a prisoner who is thought to be at risk of harming himself/herself or someone else; and
- a corrective services officer or nurse believes the prisoner may harm himself/herself or someone else.

Raise Safety Order

Safety orders must be generated through IOMS.

Should any of the above occur the correctional supervisor of the relevant area or a Psychologist in the instance of an at-risk prisoner, a Safety Order must be raised in IOMS. This is to be forwarded to the relevant delegate for review and approval.



Temporary Safety Order

Temporary Orders

Should a temporary order be required a correctional supervisor is to raise it. Refer CSA, s58.





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- the Chief Executive or authorised delegate reasonably believes the safety order is necessary for the security or good order of the corrective services facility.

A prisoner assessed as acutely psychotic and requiring specialised psychiatric intervention will be referred to a doctor or consultant psychiatrist for assessment and consideration for placement at a medical facility.

In determining the placement of a prisoner subject to a safety order, consideration must be given to a secure environment for the safe management of the prisoner in accordance with the assessed risk to staff, other prisoners and the prisoner.

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Temporary Safety Order

Temporary Orders

Should a temporary order be required a correctional supervisor is to raise it. Refer CSA, s58.





A safety order for a prisoner must include directions about the extent to which:

- the prisoner is accommodated separately from other prisoners, if required (e.g. in a detention unit, health centre, safety unit or prisoner accommodation cell)
- the conditions (refer - CSA s53(3),(4) and - CSR ss8-9) that apply to the prisoner's treatment whilst on the safety order; and
- the privileges the prisoner will receive that do not impact on the security and good order of the facility (e.g. telephone calls, mail, visits and access to property).

The management of the prisoner must also take into account the reasons for the prisoner's placement on a safety order; refer Need for Placement Identified section of this Practice Directive.

Where a prisoner is placed on a safety order due to the risk of the prisoner harming himself/herself – the prisoner will be managed in accordance with the Risk of Harm to Self section of this Practice Directive and the prisoner's At Risk Management Plan Administrative Form 63 (safety order conditions and any privileges limitations must be developed in accordance with this, refer - CSA s53(3),(4) and - CSR ss8,9).

Where a prisoner is placed on safety order due to risk of the prisoner harming, or being harmed by, someone else or for the security or good order of the corrective services facility, the following applies:

- the safety order conditions and any privileges limitations (refer - CSA s53(3),(4) and - CSR ss8,9) must be developed and clearly stated on the safety order based on the individual risk and needs of the prisoner
- the reason for the prisoner's placement on the safety order must be a factor of consideration when developing the safety order conditions and any privileges limitations; and
- the development and implementation of an IMP must be considered for prisoners placed on safety order for an extended period or as result of problematic behaviour, refer Intensive Management Plans section of this Practice Directive.

<p>Additional Considerations--- Aboriginal and Torres strait Islander prisoners</p>	<p>When an Aboriginal or Torres Strait Islander prisoner is placed on a safety order, the Chief Executive must ensure the following persons have been advised of the prisoner's placement on a safety order (refer - CSR, s9):</p> <ul style="list-style-type: none"> • an Aboriginal and Torres Strait Islander health worker (contact is to be made with the Queensland Health Aboriginal and Torres Strait Islander Health Branch) • an Aboriginal and Torres Strait Islander elder, respected person or indigenous spiritual healer (where appointed to a facility) (where this is difficult due to clanship etc. it could be any person the prisoner considers a respected person); and • the person nominated by the prisoner as the prisoner's contact person (this requirement is not subject to privacy concerns and can be communicated by either the centre notifying the nominated person or alternately by an officer assisted call by the prisoner) <p>The provision of an Aboriginal and Torres Strait Island health worker's services will be identified through local arrangements between a corrective services facility and external Agencies.</p> <p>When informing the Aboriginal and Torres Strait Islander health worker of the prisoner's placement on a safety order, the Chief Executive must ask the worker to visit the prisoner and make provisions for regular cultural</p>
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	contact/support as appropriate. This relevant duty is exercised upon communication of the advice and request to visit the prisoner to the Agency responsible for the Aboriginal and Torres Strait Islander health worker. The notification must be recorded on the safety order register.
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Records

The General Manager of a corrective services facility must keep information of the details of each prisoner who is placed on a safety order or a temporary safety order containing the following:

- for a safety order:
 - the prisoner's name, identification number and age
 - whether the prisoner is an Aboriginal or Torres Strait Islander
 - the name of the doctor or psychologist on whose advice the order was made if applicable
 - the date on which the order was made
 - the period for which the order was made
 - the name of the delegated officer authorising the order; and
 - the dates the prisoner was medically examined.
- for a temporary safety order:
 - the prisoner's name, identification number and age
 - whether the prisoner is an Aboriginal or Torres Strait Islander
 - the name of the corrective services officer or nurse on whose advice the order was made
 - the date on which the order was made
 - the period for which the order was made
 - the name of the delegated officer authorising the order
 - the name of the doctor or psychologist reviewing the temporary safety order, if applicable; and
 - the decision of the chief executive or delegate in relation to the review.
- for a reviewed safety order:
 - the date of the review
 - the name of the doctor, psychologist or official visitor who reviewed the order if applicable; and
 - the decision of the chief executive or authorised delegate in relation to the review.

Refer Safety Orders Register Appendix 27 and Safety Orders Checklist Administrative Form 80.

A safety order register must be maintained which must include conditions prescribed in accordance with CSA s59.

Review of an Order

A prisoner subject to a safety order may apply to the General Manager of the corrective services facility requesting a review of the order by an official visitor. The General Manager of the corrective services facility must refer this request to an official visitor.

After completing a review, an official visitor must recommend to the Chief Executive or authorised delegate whether the safety order should be confirmed, amended or cancelled.

Refer - CSA, s 56

When a prisoner is placed on a safety order, the prisoner must be informed that they may apply to have the safety order reviewed by an official visitor. This notification must be case noted.



Add

View

Temporary Safety Order

A doctor or psychologist must review a temporary safety order before the end of the five day temporary safety order period and make a recommendation whether a safety order should be made or the temporary safety order should be cancelled.

This review must be conducted as part of the usual at-risk management assessment processes and the recommendation presented during the Risk Assessment Team (RAT) meeting – refer to the Risk of Harm to Self of this Practice Directive.

Where a doctor or psychologist recommends cessation of a temporary safety order, but the RAT meeting outcome is that the prisoner should be maintained on observations under separation, the Chief Executive or authorised delegate must consider the placement of the prisoner on a safety order.

Consecutive Safety Order

Refer - CSA, s54.



The Chief Executive or authorised delegate may make a further safety order for a prisoner to take effect at the end of an existing safety order if there are grounds to do so.

However, if the existing safety order was made on the advice of a doctor or psychologist, a consecutive safety order may only be made on the further advice of a different doctor or psychologist.

A consecutive safety order must be made not more than seven days before the end of the existing safety order.

Not more than 14 days before the end of the existing safety order, the Chief Executive or authorised delegate must give written notice to the prisoner advising the prisoner that:

- the Chief Executive or authorised delegate is about to consider whether a further safety order should be made; and
- the prisoner may, within seven days after receiving the written notice, make submissions to the Chief Executive or authorised delegate about anything relevant to the decision about making the consecutive safety order.

The Chief Executive or authorised delegate must consider any submission made by the prisoner in making the decision about whether to make a consecutive safety order.

When providing the written notice to the prisoner, the prisoner must be advised of their right to submit in writing anything of relevance to the Chief Executive or authorised delegate. This notification must be case noted.



An official visitor must review a decision to make a consecutive safety order (a safety order of more than one month, refer – CSA s56(4) and (10)) by the Chief Executive or authorised delegate. The safety order must be reviewed as soon as practicable to the end of the first month and at subsequent intervals of not more than one (1) month until the period ends. The review will occur after the making of the consecutive safety order as this is the decision that the official visitor must review. After completing



a review of a decision to make a consecutive safety order, an official visitor must recommend to the Chief Executive or authorised delegate if the safety order should be confirmed, amended or cancelled, refer – CSA s56(6).

Administration of consecutive Safety Orders

A recommendation to approve a consecutive safety order must be communicated to the Chief Executive or authorised delegate a minimum of three business days prior to the expiry of the existing safety order. To ensure consecutive safety orders are considered prior to the expiry of the existing safety order, the General Manager of a corrective services facility must establish a process that provides:

- a new consecutive safety order is raised in IOMS with the prisoner's submission (where provided); and
- an email notification advising that the order has been raised in IOMS is emailed to SafetyOrders@dcsgov.au a minimum of three business days prior to the expiry of the existing safety order. The email notification must provide the prisoners name, IOMS number, expiry date of the order and a summary of the reason/s for a consecutive safety order.



Where a consecutive safety order is approved, confirmation the order has been approved must be provided by the decision maker to the State Coordinator, Official Visitors.

The State Coordinator, Official Visitors will ensure that an official visitor report is completed and provided to the decision maker for consideration, refer Official Visitor Review of Safety Order (s56 CSA 2006) Form.

When the decision maker has recorded a review decision on the Official Visitor Review of Safety Order (s56 CSA 2006) form they must:

- notify the General Manager or Deputy General Manager of the corrective services facility where the prisoner is placed of the review decision; and
- provide the completed Official Visitor Review of Safety Order (s56 CSA 2006) form to the State Coordinator, Official Visitors who will attach the form in IOMS.

Reintegration

Reintegration of a prisoner from a safety order into general prison accommodation should be undertaken on a staged and progressive basis and in a manner that is consistent with the prisoner's coping skills. For example, staged reintegration for a prisoner could be facilitated through the prisoner's short term placement into the mainstream population or into a routine that applied to the prisoner before the safety order took effect.

For prisoners that have been placed on a safety order as a result of problematic behaviour (e.g. violent /abusive/ bullying) or concerns for the safety of the prisoner or for an extended period, consideration must be given to whether the prisoner should be managed under an IMP refer Intensive Management Plan section of this Practice Directive.

Timeframe	<p>Period of Placement on a Safety Order</p> <p>A safety order may be made for a period up to one month (refer CSA, s 53(2)). A month means a <i>calendar month</i> which means a period starting at the beginning of any day of one (1) of the 12 months and ending:</p> <ul style="list-style-type: none"> • immediately before the beginning of the corresponding day of the next named month; or • if there is no such corresponding day – at the end of the next named month. Refer <i>Acts Interpretation Act 1954</i>, s36.
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	<p><u>Period of Placement on a Temporary Order</u> A temporary safety order must not be made for longer than five days.</p> <p><u>Consecutive order</u> A recommendation to approve a consecutive safety order must be communicated to the Chief Executive or authorised delegate a minimum of three business days prior to the expiry of the existing safety order.</p>
Responsible Officer	<p>Corrective Services Officers are responsible for monitoring prisoners and reporting relevant information with regards to any risks that may require management via a Safety Order.</p> <p>Corrective Services officers are responsible for managing prisoners as per conditions of a safety order.</p> <p>Supervisors are responsible for raising Safety Orders in IOMS and are responsible for managing prisoners as per conditions of a safety order.</p> <p>The relevant Correctional Manager will manage the process should a consecutive order be required</p>
Approval and Review	<p>The relevant delegate will approve:</p> <ul style="list-style-type: none"> • Safety Orders • Temporary Safety Orders; and • Consecutive Safety Orders.
Internal Oversight Controls	Safety Order Oversight

INSTRUMENT OF DELEGATION OF CHIEF EXECUTIVE POWERS

<u>Column 1</u> CSA Sections and Headings	<u>Column 2</u> Delegates	<u>Column 3</u> Limits and Conditions
53 Safety Order	Commissioner	
53(1) and (4) Safety Order	Deputy Commissioner General Manager, Operational Service Delivery General Manager of a corrective services facility Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Executive Director, Specialist Operations General Manager, Sentence Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations	
	Correctional supervisor	Only when there are no other delegates available and only after consultation with General Manager, Deputy General Manager or Duty Manager
54 Consecutive Safety Order	Commissioner	
54(1) Consecutive Safety Order	Deputy Commissioner General Manager, Operational Service Delivery General Manager of a corrective services facility Executive Director, Specialist Operations General Manager, Sentence Management Services Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations	
55 Review of Safety Order—doctor or psychologist	Commissioner Deputy Commissioner General Manager, Operational Service Delivery General Manager of a corrective services facility Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Executive Director, Specialist Operations General Manager, Sentence Management Services	
56(8) Review of Safety Order – Official Visitor	Commissioner Deputy Commissioner General Manager, Operational Service Delivery General Manager of a corrective services facility Executive Director, Specialist Operations General Manager, Sentence Management Services	

	Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations	
58(1), (3) and (6) Temporary Safety Order	Commissioner Deputy Commissioner General Manager, Operational Service Delivery General Manager of a corrective services facility Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Duty Manager in a corrective services facility Executive Director, Specialist Operations General Manager, Sentence Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations	
	Correctional supervisor	Only when there are no other delegates available and only after consultation with General Manager, Deputy General Manager or Duty Manager
60 Maximum Security Order 61 Consecutive Maximum Security Orders 62 Other matters about Maximum Security Order and 63 Review of Maximum Security Order	Commissioner	
60(1) Maximum Security Order 61(1) and (3) consecutive Maximum Security Orders	Deputy Commissioner Executive Director, Specialist Operations	
62(1) and (3) Other matters about Maximum Security Order	Deputy Commissioner Executive Director, Specialist Operations	
63(9) and (10) Review of Maximum Security Order	Deputy Commissioner Executive Director, Specialist Operations	
70(2) Removal of prisoner for law enforcement purposes	Commissioner Deputy Commissioner	
	General Manager of a corrective services facility General Manager, Operational Service Delivery Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations General Manager, Escort and Security Branch	If the prisoner is classified maximum security then the Deputy Commissioner must be notified prior to the departure of the escort. The Commissioner must be notified by the Deputy Commissioner. If the prisoner is flagged as

		an 'Enhanced Security Offender' (ESO), the Executive Director, Specialist Operations must be notified prior to approval and departure of the escort.
	Detective Inspector, Corrective Services Investigation Unit Director, Intelligence and Investigation Branch	The General Manager of a corrective services facility where the prisoner is detained must be notified prior to the departure of the escort. If the prisoner is classified as maximum security then the Deputy Commissioner must be notified prior to the departure of the escort. The Commissioner must be notified by the Deputy Commissioner. If the prisoner is flagged as an 'Enhanced Security Offender' (ESO), the Executive Director, Specialist Operations must be notified prior to approval and departure of the escort.
	Manager, Helena Jones Centre	The General Manager or Deputy General Manager, Brisbane Women's Correctional Centre must be notified.

MAXIMUM SECURITY ORDERS

Maximum Security Order

- (1) The chief executive may make an order (the *Maximum Security Order*) that a prisoner be accommodated in a Maximum Security Unit.
- (2) The Maximum Security Order may be made only if—
 - (a) the prisoner's security classification is maximum; and
 - (b) the chief executive reasonably believes that one or more of the following apply—
 - (i) there is a high risk of the prisoner escaping, or attempting to escape;
 - (ii) there is a high risk of the prisoner killing or seriously injuring other prisoners or other persons with whom the prisoner may come into contact;

- (iii) generally, the prisoner is a substantial threat to the security or good order of the corrective services facility.

- (3) The Maximum Security Order must not be for a period longer than 6 months.

Consecutive Maximum Security Orders

- (1) The chief executive may make a further Maximum Security Order for a prisoner to take effect at the end of an existing Maximum Security Order.
- (2) The further Maximum Security Order must be made not more than 14 days before the end of the existing Maximum Security Order.
- (3) However, the chief executive must not make the further Maximum Security Order unless—
 - (a) not more than 28 days before the end of the existing Maximum Security Order, the chief executive gives written notice to the prisoner advising the prisoner that—
 - (i) the chief executive is about to consider whether a further Maximum Security Order should be made; and
 - (ii) the prisoner may, within 14 days after receiving the written notice, make submissions to the chief executive about anything relevant to the decision about making the further Maximum Security Order; and
 - (b) the chief executive considers any submission the prisoner makes under paragraph (a)(ii).

Other matters about Maximum Security Order

- (1) A Maximum Security Order for a prisoner must include, if it is practicable, directions about the extent to which—
 - (a) the prisoner is to be separated from other prisoners accommodated in the Maximum Security Unit; and
 - (b) the prisoner is to receive privileges.
- (2) The privileges the prisoner may receive while subject to the Maximum Security Order must be limited to privileges—
 - (c) that can be enjoyed within the Maximum Security Unit; and
 - (d) the enjoyment of which, in the circumstances of the order, may reasonably be expected not to pose a risk to the security or good order of the corrective services facility.

- (3) The Maximum Security Order may include directions about the prisoner's access, within the Maximum Security Unit, to programs and services, including training and counselling.
- (4) The chief executive may provide for the prisoner's reintegration into the mainstream prisoner population of the corrective services facility before the period of the Maximum Security Order ends.

Review of Maximum Security Order

- (1) A prisoner subject to a Maximum Security Order may apply in writing to the chief executive for referral of the order to an Official Visitor for review.
- (2) However—
 - (a) if the period of the Maximum Security Order is three months or less, the prisoner cannot ask for the order to be referred more than once; or
 - (b) if the period of the Maximum Security Order is more than three months, the prisoner cannot ask for the order to be referred more than twice in any six month period.
- (3) After receiving an application under subsection (1), the chief executive must refer the Maximum Security Order to an Official Visitor.
- (4) The Official Visitor must review the Maximum Security Order.
- (5) In addition to the prisoner's entitlement under subsection (2), the prisoner may also ask for the Maximum Security Order to be referred to an Official Visitor if the chief executive amends the Order, other than under subsection (9).
- (6) The Official Visitor, on the Official Visitor's own initiative, must review the Maximum Security Order if—
 - (a) the period of the order is more than three months; and
 - (b) the order has not been reviewed—
 - (i) at the prisoner's request; or
 - (ii) within the previous three months.
- (7) When reviewing the Maximum Security Order, the Official Visitor may exercise the powers mentioned in section 291.
- (8) After completing the review, the Official Visitor must recommend to the chief executive whether the Maximum Security Order should be confirmed, amended or cancelled.
- (9) The chief executive must consider the recommendation and confirm, amend or cancel the Maximum Security Order.

- (10) To remove any doubt, it is declared that the chief executive is not bound by the Official Visitor's recommendation.
- (11) For this section, two or more Maximum Security Orders running consecutively are taken to be one Maximum Security Order.



Review of Maximum Security Order

PRISONER'S NAME		IOMS NUMBER	
MSO COMMENCEMENT		DATE OF REVIEW	
MSO EXPIRY			
LOCATION	BRISBANE CORRECTIONAL CENTRE / WOODFORD CORRECTIONAL CENTRE		
SECTION A INTRODUCTION			
SECTION B EXPLAIN THE ROLE AND FUNCTION OF AN OFFICIAL VISITOR			
<ol style="list-style-type: none"> 1. A prisoner subject to a maximum security order may apply in writing to the chief executive for referral of the order to an official visitor for review. 2. However- <ol style="list-style-type: none"> a) If the period of the maximum security order is 3 months or less, the prisoner cannot ask for the order to be referred more than once; or b) If the period of the maximum security order is more than 3 months, the prisoner cannot ask for the order to be referred more than twice in any 6 month period. 3. After receiving an application under subsection 91), the chief executive must refer the maximum security order to an official visitor. 4. The official visitor must review the maximum security order. 5. In addition to the prisoner's entitlement under subsection 92), the prisoner may also ask for the maximum security order to be referred to an official visitor if the chief executive amends the order, other than under subsection (9). 6. The official visitor, on the official visitor's own initiative, must review the maximum security order if- <ol style="list-style-type: none"> a) The period of the order is more than 3 months; and b) The order has not been reviewed – <ol style="list-style-type: none"> (i) At the prisoner's request; or (ii) Within the previous 3 months. 7. When reviewing the maximum security order, the official visitor may exercise the powers mentions in section 291. 8. After completing the review, the official visitor must recommend to the chief executive whether the maximum security order should be confirmed, amended or cancelled. 9. The chief executive must consider the recommendation and confirm, amend or cancel the maximum security order. 10. To remove any doubt, it is declared that the chief executive is not bound by the official visitor's recommendation. 11. For this section, 2 or more maximum security orders running consecutively are taken to be 1 maximum security order. 			
SECTION C HAVE YOU MET WITH THE CHIEF EXECUTIVE OR DELEGATE AND DISCUSSED THE INFORMATION / DETAILS INFORMING THE APPROVAL OF THE MAXIMUM SECURITY ORDER?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Comments: <hr/>			
SECTION D CONDITIONS			
<input type="checkbox"/> there is a high risk of the prisoner escaping or attempting to escape; or <input type="checkbox"/> there is a high risk of the prisoner killing or seriously injuring other prisoners or other persons with whom the prisoner may come into contact; or <input type="checkbox"/> generally, the prisoner is a substantial threat to the security or good order of the corrective services facility.			
SECTION E ARE YOU SATISFIED THAT THE PRISONER MEETS THE CONDITIONS FOR THE MAKING OF A MAXIMUM SECURITY ORDER?			<input type="checkbox"/> Yes <input type="checkbox"/> No
<hr/>			
SECTION F OTHER MATTERS ABOUT MAXIMUM SECURITY ORDERS:			

<ul style="list-style-type: none"> A Maximum Security Order for a prisoner must include, to the extent that is practicable, directions regarding the extent to which: <ul style="list-style-type: none"> the prisoner is to be separated from other prisoners accommodated in the maximum security unit; and the prisoner is to receive privileges. Privileges received whilst subject to a maximum security order must be limited to those that can be provided within the maximum security unit, the enjoyment which, in the circumstances of the order, may reasonably be expected not to pose a risk to the security or good order of the corrective services facility. A maximum security order may include directions regarding the prisoner's access, within the maximum security unit, to programs and services, including training and counselling. The Chief Executive may provide for the prisoner's reintegration into the mainstream prisoner population of the corrective services facility before the period of the maximum security order ends. 	
SECTION G ARE YOU SATISFIED WITH THE CONDITIONS OF THE MAXIMUM SECURITY ORDER?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Comments: <hr/> <hr/>	
SECTION H MAXIMUM SECURITY CLASSIFICATION:	
Has the prisoner been diagnosed as having a psychiatric disorder?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has the prisoner been assessed as having an intellectual disability?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Comments: <hr/> <hr/>	
SECTION I COMMUNICATION WITH MAXIMUM SECURITY UNIT STAFF?	
Have you met with the key staff associated with the management of the prisoner concerned under the Maximum Security Order?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Comments: <hr/> <hr/>	
SECTION J ADDITIONAL COMMENTS / INTERVIEW WITH PRISONER	
<hr/> <hr/>	
SECTION K RECOMMENDATION:	
Reasons: <input type="checkbox"/> Confirm <input type="checkbox"/> Amend <input type="checkbox"/> Cancel	
<hr/> <hr/>	

MAXIMUM SECURITY AWARENESS

Prisoners' who are accommodated in a Maximum Security Unit (MSU) are at the time deemed to be a risk to the safety and well-being of other prisoners or staff if accommodated within the general prison population. As such, the propensity for inappropriate and or violent behaviour is significantly greater and therefore safety awareness and practice in an MSU environment is paramount.

When visiting a prisoner in the MSU it is utmost that the safety advice received at your MSU induction is observed and followed. Always let the MSU Supervisor know beforehand if there is the potential for an adverse reaction in an interview with a prisoner, for example previous response to interviews, bad news and or findings against a prisoner etc. On receipt of this information, MSU staff will not only have a heightened awareness of potential issues but can prepare or implement further safety precautions as deemed necessary.

Always ensure there is a physical barrier between yourself and a MSU prisoner and never place yourself in front of the safety line indicated on the floor. Never compromise your safe distance under any circumstances. Part of the role of correctional staff is to keep you safe however it is equally important that you maintain personal safety awareness in relation to the environment that you are in. If you have any safety concerns at any time please report this to correctional staff prior to interview with a prisoner so that extra precautionary measures can be considered to ensure your safety.

ALLEGATIONS OF CRIMINAL MISCONDUCT

The Official Visitor has no authority to become involved in either the determination of disciplinary charges within the centre, or criminal investigations being conducted at their centre of appointment.

In the event an Official Visitor receives information concerning criminal conduct, official misconduct or misconduct, the Official Visitor should immediately advise the General Manager of the centre, who has responsibility for dealing with such matters.

Should the information concern the General Manager, then it should be referred to the Chief Inspector. While it is not the function of the Chief Inspector to investigate the matter, the Chief Inspector will ensure that it is referred to the appropriate investigative body.

Misconduct Referral Process

The following process is undertaken after speaking with an Official Visitor about a complaint regarding alleged misconduct;

- The Official Visitor does not investigate; conduct interviews or view CCTV footage.
- The Official Visitor writes the referral with the information provided during the interview.
- The Official Visitor forwards the referral to the Official Visitors Scheme within 48 hours.
- The referral is forwarded for review to the;
 - Ethical Standards Unit
 - Corrective Services Investigation Unit
 - General Manager, Statewide Operations
- The referral is forwarded for information to the;
 - Chief Inspector
 - General Manager of the relevant facility
- The General Manager will receive a copy of the referral unless the allegations concern the General Manager in question or other situations where an Official Visitor has reasonable concerns after consultation with the Office of the Chief Inspector.
- The Official Visitor does not have the power to investigate the matter in accordance with the *Corrective Services Act 2006*.
- You will not receive any correspondence or outcome from the Office of the Chief Inspector or the Official Visitor.
- You may be contacted by Ethical Standards Unit and or Corrective Services Investigation Unit in relation to the referral.

Misconduct Complaint – ESU Referral

PRISONER'S NAME			
LOCATION			
IOMS NUMBER		DATE OF INTERVIEW	
SECTION A INTRODUCTION			
SECTION B EXPLAIN ROLE AND FUNCTION OF AN OFFICIAL VISITOR			
<p>An Official Visitor must not investigate a complaint if –</p> <p>c) It can be more appropriately dealt with by another person or agency; or</p> <p>d) The Official Visitor reasonably suspects the complaint involves or may involve corrupt conduct, unless the Chief Executive has advised the Official Visitor that –</p> <p style="margin-left: 20px;">i) The complaint has been referred to the Crime and Corruption Commission; and</p> <p style="margin-left: 20px;">ii) The Crime and Corruption Commission's chairperson has advised the Chief Executive that the commission does not intend to investigate the complaint.</p>			
SECTION C WHAT IS THE NATURE OF YOUR COMPLAINT?			
Date: _____			
Time: _____			
Location: _____			
Staff Member and Position: _____			
_____ _____ _____			
SECTION D HAS THE MATTER BEEN REPORTED TO ANY OTHER PERSON IN QCS, OR TO ANOTHER DEPARTMENT OR AGENCY?			
_____ _____ _____			
SECTION E SUPPORTING EVIDENCE			
Witnesses: _____ Documents: _____ Camera/Audio: _____			
PRIVACY STATEMENT			
<p>I am required to tell you that some of the information you have given to me in this interview is <i>personal information</i> under the <i>Information Privacy Act</i> 2009. This information has been collected by me so that I can assess and, if required, investigate your complaint. To properly investigate your complaint, some or all of the information may be given to staff of Queensland Corrective Services or the Department of Justice and Attorney-General, to which QCS belongs. The information may be given other bodies, such as Queensland Health, the Queensland Ombudsman's Office, the Queensland Police Service or the Crime and Corruption Commission if your complaint requires action by one of those bodies. I have read and/or had explained to me the above privacy statement and agree to the use/disclosure of my personal information for the above purposes.</p>			
..... (prisoner's signature)	 (date)	

THE REMOVAL OF A PRISONER FOR LAW ENFORCEMENT PURPOSES

Removal of prisoner for law enforcement purposes

- (1) A person may, in the approved form, apply to the chief executive for a prisoner to be removed from a corrective services facility to another place to enable—
 - (a) the prisoner to provide information to a law enforcement agency to help the agency perform its law enforcement functions; or
 - (b) a law enforcement agency to question the prisoner about an indictable offence alleged to have been committed by the prisoner.
- (2) The chief executive may authorise the removal of the prisoner only if the prisoner, in the presence of an Official Visitor, agrees in writing.
- (3) The prisoner may be removed only by a corrective services officer or police officer.
- (4) While the prisoner is absent from the corrective services facility, the prisoner is taken to be in the custody of the chief executive of the law enforcement agency.

Form 12
QUEENSLAND
Corrective Services Act 2006 (s. 70)

**APPLICATION FOR REMOVAL OF A PRISONER
FROM A CORRECTIVE SERVICES FACILITY
FOR LAW ENFORCEMENT PURPOSES**

Queensland Corrective Services

Prisoner: [name of prisoner]

Date of Birth: [insert DOB] **Identification Number:** [insert ID number]

To the Chief Executive, Queensland Corrective Services.

I, [insert full name of person applying for removal] of [insert law enforcement agency name] apply for the removal of the above named prisoner from [insert corrective services facility prisoner is current accommodated in] to [insert place prisoner will be removed to] for the following reasons:

[insert reasons for removal].

The prisoner, while absent from the above corrective services facility, will be under the custody and control of [name of person having custody and control].

The prisoner will be returned to the above corrective services facility on [insert date of return].

Signature of requesting officer: Date ____/____/____

Rank and identification number:

I, [insert prisoner name] the above named prisoner agree to be removed from the corrective services facility under the terms specified in this application.

Prisoner's Signature: Date ____/____/____

Witness: Date ____/____/____

Official Visitor

OFFICE OF THE HEALTH OMBUDSMAN

Recent advice received from Legal Services confirmed that the functions of an Official Visitor do not encompass investigation of a prisoner complaint about the provision of health services to the prisoner by Queensland Health staff (including doctors) at a correctional facility.

This advice does not apply to Official Visitors assigned to privately run correctional centres, namely Arthur Gorrie Correctional Centre (AGCC) (managed and operated by GEO Group Australia) and Southern Queensland Correctional Centre (SQCC) (managed and operated by Serco). Official Visitors assigned to privately operated centres can investigate prisoner complaints about the provision of health services.

If a prisoner requests an Official Visitor to investigate their complaint, involving a health or and medical matter at a correctional centre other than AGCC and SQCC, the prisoner must be informed that in accordance with Section 290(2)(b) of the *Corrective Services Act 2006*, it excludes Official Visitors investigating a complaint, if it that can be more appropriately dealt with by another agency.

The prisoner must be informed that any complaints with respect to offender health care can be reported and investigated through a comprehensive complaints management procedure implemented by Queensland Health, Offender Health Services (GPO Box 1054, Brisbane Qld 4001).

Prisoners must also be informed that they have access to the Health Quality and Complaints Commission (*now the Health Ombudsman*) via a free telephone call on the prisoner phone system and/or *PO Box 13281, George Street, Brisbane QLD 4003*.

A record of the interview is to be recorded on the Official Visitor Report and marked as discontinued.

If a prisoner requests an Official Visitor to investigate his or her complaint, involving the provision of health and medical services at AGCC or SQCC, the Official Visitor has the powers in accordance with Section 290(1)(b) of *Corrective Services Act 2006* to investigate the matter with privately employed medical staff (including doctors)

Office of the Health Ombudsman

The Office of the Health Ombudsman is Queensland's health service complaints agency. We are an independent statutory authority and the one place all Queenslanders should go if they have a complaint about a health service provider.

Our vision

To be the cornerstone of a transparent, accountable and fair system for effectively and quickly dealing with complaints and other healthcare matters in Queensland.

Our values

- We believe the health and safety of the public are paramount.
- We act independently, impartially and in the public interest.
- We treat people fairly and equitably.
- We respond to complaints in a timely manner. If we cannot assist, we will explain why and, if possible, suggest other options.
- We produce timely and high quality work.
- We develop our capability and use innovative processes to improve our service.

Our commitment to Queenslanders

We are committed to providing a high quality complaints handling, dispute resolution, conciliation and investigation service to Queenslanders. In doing so, we will act fairly, impartially and independently; making well-informed decisions and providing accurate advice to complainants, health service providers and other stakeholders.

Our role

- Protect the health and safety of the public.
- Promote professional, safe and competent practice by health practitioners.
- Promote high standards of service delivery by health service organisations.
- Maintain public confidence in the management of health complaints and other matters relating to the provision of health services.

Our functions

- Receive and investigate complaints about health services and health service providers, including registered and unregistered health practitioners.
- Decide what action to take in relation to those complaints and, in certain instances, take immediate action to protect the safety of the public.
- Monitor the health, conduct and performance functions of the Australian Health Practitioner Regulation Agency and national health practitioner boards.
- Provide information about minimising and resolving health service complaints.
- Report publicly on the performance of our functions.

Further information

Visit: www.oho.qld.gov.au

Email: info@oho.qld.gov.au

Call: 133 OHO (133 646)

Write: PO Box 13281 George Street
Brisbane Qld 4003

How to make a health service complaint

All Queenslanders have the right to make a complaint about a service provided by a health service provider. All you need to do is contact the Office of the Health Ombudsman. We are an independent authority and the one place Queenslanders should go if they have a health service complaint.

Should I make a complaint?

If you are not satisfied with a service provided by a health service provider, or you are concerned with the health, conduct or performance of a registered or unregistered health practitioner, then it is your right to make a complaint.

Before making a complaint, try talking with your health service provider—this is often the quickest and easiest way to address your concerns or fix a problem. Visit our website for advice on talking with your provider.

If you're not satisfied with the response, or feel uncomfortable talking with the provider directly, contact us.

Complaints are important

If you're like most people, you probably don't like to complain. You may not know what you can complain about, how to make a complaint, or might not think it will make a difference. It can be even more difficult if you're unwell, upset or busy.

Complaints about health services are very important, as they can identify areas for improvement, stop the same problems happening again and help to make health services better for all Queenslanders.

Rest assured, you will be heard when you lodge a complaint with the Office of the Health Ombudsman. Your complaint will be taken seriously, examined thoroughly and resolved as quickly as possible.

What can I complain about?

You can make a complaint about any health service, provided by any health service provider, anywhere in Queensland.

A **health service** is any service that is, or claims to be, for maintaining, improving, restoring or managing your health and wellbeing.

A **health service provider** can be an individual health practitioner or a health service organisation.

Individual health practitioners

- **Registered health practitioners**, such as: doctors, nurses, dentists, physiotherapists, chiropractors, occupational therapists, optometrists, osteopaths.
- **Unregistered health practitioners**, such as: nutritionists, masseuses, naturopaths, homeopaths, dieticians, social workers, speech pathologists.

Health service organisations

- These can include public and private healthcare facilities, ambulance services, health education services, pharmacies, mental health services, community health services.

Your complaint can be about any aspect of a health service you are not satisfied with, such as:

- your diagnosis or care
- sharing your information without permission
- inappropriate behaviour by a provider
- the quality of the health service provided
- how a provider has dealt with your complaint.

SUICIDE PREVENTION AND AT-RISK MANAGEMENT

As an Official Visitor, you are required to work with prisoners who at times may be considerably higher risk of suicide and deliberate self-harm. Critical periods of risk are times or events in a person's life which makes them more vulnerable to suicide or deliberate self-harm. Known periods of critical risk for prisoners include but are not limited to personal incidents (ie family crisis, relationship breakdown, death of friend, anniversary of death), court events or possible changes in custodial status (ie impending court appearance, adverse outcome or placed on Safety Order), close to points of custodial transfer (ie waiting for transfer, during transit, arrival at new centre), and or custodial incidents (ie hunger strike, escape, assault, sexual assault).

Warning signs for suicide and deliberate self-harm are those observable behaviours (verbal or non-verbal) that may indicate that an individual is contemplating suicide or deliberate self-harm. Warning signs may be obvious or they can be subtle in nature. It is important to note that warning signs are not proof that someone is considering suicide. A prisoner may present with a number of warning signs but may have given little or no thought to taking their own life. Alternatively, a prisoner may give no warning of deliberate self-harm or an impending suicide attempt.

Examples of potential warning signs may include: hopelessness; worthlessness; helplessness; isolation or social withdrawal; guilt or shame; unexpected or sudden changes in personality, routine, sleeping patterns, eating habits and/or appearance; giving away belongings; saying farewell; making final preparations; change in behaviour (for example, appearing depressed or appearing suddenly calm or in high spirits); and/or use of alcohol and/or drugs.

Be vigilant to warning signs and if you identify a prisoner who you believe may be at risk of self-harm or suicide, you must immediately report these observations to the unit manager and then to the Supervisor, Deputy General Manager, or General Manager. This will instigate a process whereby the prisoner will be assessed for self-harm/suicide risk by a centre psychologist. If you have any doubt about a prisoner's wellbeing you should discuss this with the unit manager or Supervisor immediately.

QUEENSLAND OMBUDSMAN

The Ombudsman investigates complaints people have about the way they have been treated by a government department. This includes QCS.

The Queensland Ombudsman's Office has a wider jurisdiction. They are able to investigate any administrative action of the Agency, a correctional centre, the Parole Boards or other State Government department or authority.

The Queensland Ombudsman and Official Visitors must act impartially. Also, no person or body can tell the Ombudsman:

- how investigations should be conducted;
- whether particular complaints should or should not be investigated; or
- the level of priority given to investigations.

The Queensland Ombudsman is wholly independent, objective and fair.

The Queensland Ombudsman will generally make recommendations to the Commissioner of the Agency. The Ombudsman cannot overturn a particular decision, but if the recommendations are not accepted, the Ombudsman can report on the matter to the Minister, the Premier and ultimately to the Parliament itself.

The Ombudsman's policy is that prisoners should try to resolve their concerns through the internal complaint management procedure at the centre level. If this does not resolve the issue, prisoners should access the Official Visitor. If they still require resolution, you can advise them to contact the Queensland Ombudsman by:

- using the free prisoner PhoneLink available from the access phones at the centre. Calls are confidential and not recorded; or
- writing to the Ombudsman using the prisoner complaint form and sending it in a blue envelope.

The Queensland Ombudsman can also offer advice on issues that may be affecting prisoners outside of the prison system such as complaints about Legal Aid, Parole Boards or the Department of Child Safety.

Queensland Ombudsman officers also regularly visit correctional centres. A representative from the Queensland Ombudsman may contact Official Visitors from time to time to discuss centre-based issues.

Contact details are as follows:

Post: GPO Box 3314 Brisbane, QLD, 4001

Tel: 07 3005 7000 or 1800 068 908 (outside Brisbane)

Email: ombudsman@ombudsman.qld.gov.au

Web: www.ombudsman.qld.gov.au

OFFICIAL VISITOR FEES

Expense Claim Forms

Official Visitors should forward expense claim forms to the State Coordinator for processing as soon as possible following a visit to a centre. Cut off for expense claim forms to be submitted to payroll is 12 noon on the Tuesday of the off pay week. However, it would be appreciated if all claim forms are sent by close of business Monday of the off pay week to ensure that the office has had enough time to process and progress to payroll.

Remuneration Scale

Category of Centre	Centre	Remuneration Rate per Visit	
		Legal Official Visitor	Community/ATSI Official Visitor
Category 1	Arthur Gorrie Correctional Centre Brisbane Correctional Centre Brisbane Women's Correctional Centre Capricornia Correctional Centre Lotus Glen Correctional Centre Maryborough Correctional Centre Southern Queensland Correctional Centre Townsville Correctional Centre Wolston Correctional Centre Woodford Correctional Centre	\$350.00	\$300.00
Category 2	Numinbah Correctional Centre Palen Creek Correctional Centre Helena Jones Centre Princess Alexandra Hospital Secure Unit	\$250.00	\$200.00
Section 70	All correctional centres (only if separate visit to correctional centre)	\$60.00	\$60.00
Safety Orders	All correctional centres	\$350.00	\$300.00
MSO Reviews	Arthur Gorrie Correctional Centre Brisbane Correctional Centre Woodford Correctional Centre	\$350.00	\$300.00
Discrimination Complaint Reviews	All correctional centres	\$350.00	\$300.00
Travel Allowances		As per State Government approved rates (\$0.77/km)	As per State Government approved rates (\$0.77/km)
Completion of Induction / Appointment Documents	All correctional centres	\$350.00	\$300.00

*It is expected that Official Visitors will undertake reviews of Safety Orders during their normal visit day.


2017 Pay and Cut-Off Dates

Due Date	Pay Date
20/03/2017	27/03/2017
3/04/2017	11/04/2017
17/04/2017	25/04/2017
1/05/2017	9/05/2017
15/05/2017	23/05/2017
29/05/2017	6/06/2017
12/06/2017	20/06/2017
26/06/2016	4/07/2017
10/11/2017	18/07/2017
24/07/2017	1/08/2017
7/08/2017	15/08/2017
21/08/2017	29/08/2017
4/09/2017	12/09/2017
18/09/2017	26/09/2017
2/10/2017	10/10/2017
16/10/2017	24/10/2017
30/10/2017	7/11/2017
13/11/2017	21/11/2017
27/11/2017	5/12/2017
11/12/2017	19/12/2017
25/12/2017	1/01/2018

Office of the Chief Inspector

Expense Claim Form

Name:	Payroll No:	Location:
Samantha O'Neill	96563	Brisbane Correctional Centre

I, Samantha O'Neill	declare that I attended Brisbane	Correctional Centre on 27/10/2015
for my rostered visit week commencing 26/10/2015	Signed 	Date 27/10/2015

Date 26/10/2015	Visit Fee <i>Please tick appropriate box</i>	\$200 <input type="checkbox"/>	\$300 <input checked="" type="checkbox"/>	\$350 <input type="checkbox"/>
Vehicle Details	Make: Mazda	Model: Mazda 3 Maxx	Engine Capacity: 1998cc	
46 km @	<i>Please tick appropriate box</i>	\$0.63/km <input type="checkbox"/>	\$0.74/km <input checked="" type="checkbox"/>	\$0.75/km <input type="checkbox"/>
Other Expenses *				\$ 34.04
Official Telephone Calls *				\$
Administrative costs *				\$
* (Claims over \$20 must be substantiated for GST purposes by receipts or accounts)				
Total				\$ 334.04

FOR OFFICE USE ONLY

Official Visitors Expense Claim Summary

Code 450 – Visits		Expenditure: <i>Approved / Not Approved</i>
Code 401 – Travel Code 402 Code 403		Signature:
Code 452 – Incidentals		Name: Nicole Meakins Position: State Coordinator, Official Visitors Date:



*all mileage is now calculated at \$0.77/km

*payroll number will be provided

FACT SHEET – HOW TO READ YOUR PAY SUMMARY

Department of Justice and Attorney-General
Queensland Corrective Services

Fact Sheet

Pay Summary Orientation

How to read your pay summary (payslip) – Official Visitors

Payslips in the new payroll solution Aurion are known as pay summaries. Aurion pay summaries are two pages in length and provide more information than the payslip from the previous payroll system. Examples of the information you may typically see on your pay summary are detailed below.

Queensland Government
Pay Advice
Private and Confidential

General Messages
Messages to all staff appear here

Employee Messages
Messages specifically to you appear

Employee Details For enquiries in relation to this pay advice please contact Payroll Services

Name: J LIT, JOHN A
Position: PERSONAL ASSISTANT
Net Pay Account: 1234567890123456789 AND Trowbridge

Employee No: 202010
Pay at: 202010
Period Ending: 30/09/2016

Earnings / Allowances

Earnings / Allowances	Class	Units	Rate	Date From	Date To	Amount
MEETING FEE ALLOWANCE		350.00000	1.00000	10/09/2016	30/09/2016	350.00
MOTOR VEHICLE ALLOWANCE		158.00000	0.10000	10/09/2016	30/09/2016	15.80

Total Earnings/Allowances 365.80

Deductions

Deduction Details	Amount
Tax	542.00
DB Salary Sacrifice	103.95
Ransom Post Tax	100.40
Domestic Tax	200.00
Other	0.00

Total Deductions 1,046.35

Net Pay-Bank 1,719.45

Employer Contributions to Super

Employer Defined Benefit	Amount
Any superannuation amounts contributed by your employer from the current pay period	224.00

Total Employer Super Contributions 224.00

Leave Balances

Leave type	Hours:Mins	Days
Annual Leave	160:00	20
Sick Leave	0:00	0
Long Service Leave	0:00	0

Year to Date

Year to Date	Amount
PAYG Gross	2,481.25
Tax	542.00
DB Salary Sacrifice	103.95
Ransom Post Tax	100.40
Domestic Tax	200.00
Other	0.00
Net Pay-Bank	1,719.45

Amount deposited into primary bank account



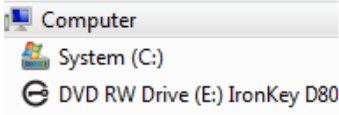
USB STORAGE DEVICE INFORMATION

How to access your IronKey USB

How to access your IronKey USB

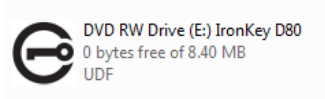
1

Insert your IronKey into the USB Portal on your computer/laptop and wait until the picture below appears in your **Computer**.



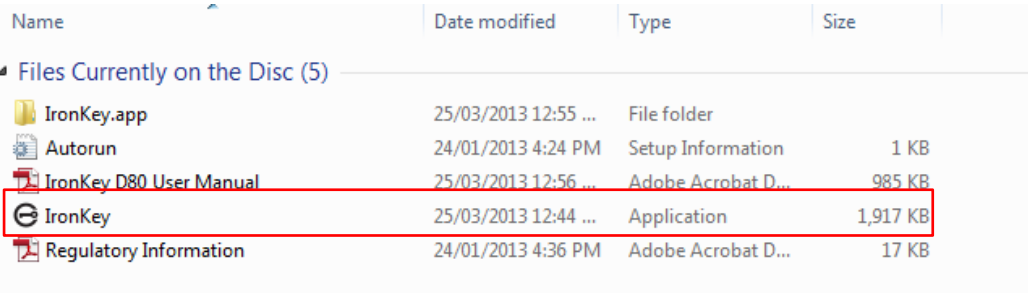
2

Click on the IronKey icon that appears under **Computer**.




3

Open the **IronKey Application**.



4

Wait until the following appears on your screen and select **UNLOCK**.



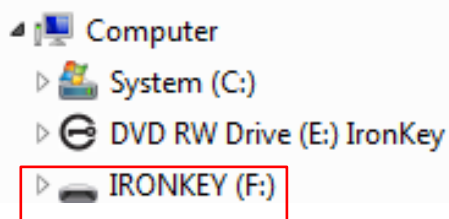
- 5 The following will appear. Enter the password provided to you on receipt of your USB.
Your USB is punctuation and case sensitive.



- 6 Wait while the USB unlocks and click **OK**.



- 7** The following will now appear in **Computer**.
Open the IRONKEY option.
This is the folder to save all of your Official Visitor information in.



A copy of the Official Visitor Manual, Letterhead, and Expense Claim Form will all be provided on the USB.

*your USB access may vary slightly.

EMAIL ACCESS

Guide: How to access email remotely

Technical assistance is available 8am – 5pm, Monday to Friday on 1300 350 844 (option 5 for Queensland Corrective Services).

Logging In

Step 1: Open Internet Explorer and go to: <https://access.dcs.qld.gov.au>.

Step 2: Read the warning message and click '**Click here to continue**'.

Step 3: Enter your QCS username and password and click '**Logon**'.

A screenshot of the Queensland Government login page. At the top is the Queensland Government crest and logo. Below it, the text 'Please enter your credentials.' is displayed. There are two input fields: 'Username' with the placeholder text 'username' and 'Password' with placeholder dots. A 'Logon' button is located below the password field.

Step 4: Click **SMS One-time-password**.

A screenshot of the authentication method selection screen. It says 'Please select authentication method.' at the top. Below this, there is a green speech bubble icon with 'SMS' inside, and a blue link that says 'SMS One-time-password'.

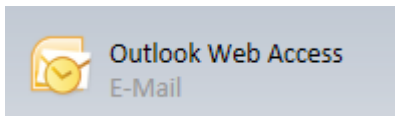
Step 5: Wait for your new SMS message on your mobile phone.

Step 6: Enter the 6 digit SMS number and click '**Logon**'.



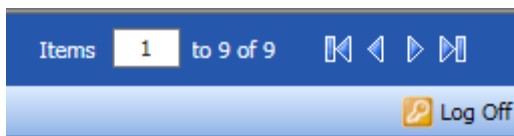
The image shows the Queensland Government login interface. At the top is the Queensland Government crest and logo. Below it, the text 'SMS One Time Passcode (OTP)' is displayed. There is a 'Password' label above a text input field containing six dots. A 'Logon' button is located below the input field.

Step 7: Click on the **Outlook Web Access** Icon



Logging Out

Step 8: Once finished, in the top right hand corner click '**Log Off**' and close the browser.



QUEENSLAND CORRECTIVE SERVICES ACRONYMS & COMMONLY USED TERMS



Acronyms and Commonly Used Terms

QLD Corrective Services

The following list of terms are not exhaustive, however it is hoped that this will assist in familiarising staff with the environment in which we work. This list will be reviewed from time to time to ensure inclusion of applicable acronyms and commonly used terms.

Acronym / Term	Description
Aa	
ACC	Agency Consultative Committee
ADG	Assistant Director General
AG	Attorney General
AGCC	Arthur Gorrie Correctional Centre
AMP	Attendance Management Plans
ANCOR	Australian National Child Offender Register
ANZSOG	Australia & New Zealand School of Government
ARL	Annual Recreation Leave
ASA	Aggregated Shift Allowance
Bb	
BA	Benchmark Assessment
BCC	Brisbane Correctional Centre
BCP	Business Continuity Plan
BOM	Board of Management
BOP	Board Ordered Parole
Bradford Factor Score (BFS)	Tool that measures individual employee absenteeism. The BFS system derives a numerical score based on the number of sick leave instances and number of sick days taken.
BRG	Business Reference Group: - a combined representative forum to manage/maintain business and system alignment.
BSO	Business Support Officer
BWCC	Brisbane Women's Correctional Centre
Cc	
CaPE	Conduct & Performance Excellence

CAP CC	Capricornia Correctional Centre
CCO	Custodial Correctional Officer
CLF	Capability & Leadership Framework
CLO	Cultural Liaison Officer
CN	Contract (in lattice)
CNQRPB	Central and Northern QLD Regional Parole Board
COD	Change of Duty
COEP	Custodial Officer Entry Program
Contestability	Finding new and better ways to deliver services. It's one of the ways QLD Government is achieving its goal to be the most responsive and respected public service in the country.
COP	Court Ordered Parole
COPD	Custodial Operational Practice Directive
CSA	Corrective Services Act 2006
CSAC	Corrective Services Administrators' Council
CSMC	Corrective Services Ministers' Conference
CSO	Community Service Order
Dd	
DEA	Development & Expectations Agreement
DDG	Deputy Director General
DG	Director General
DGM	Deputy General Manager
DIG	Data Integrity Group
DJAG	Department of Justice & Attorney General
DM	District Manager
DPSOA	Dangerous Prisoner (Sexual Offenders) Act 2003
DES	Former Department of Emergency Services
DCS	Former Department of Community Safety
Ea	
EAR	Establishment Adjustment Request
EBN	Executive Briefing Note
ED	Executive Director
ELF	Employee Lifecycle Framework
ERP	Employees Requiring Replacement
EMP	Establishment Management Process
ESB	Escort & Security Branch
ESU	Ethical Standards Unit
EMSU	Electronic Monitoring & Surveillance Unit
ESO	Executive Support Officer

<i>Ff</i>	
FTE	Full Time Equivalent
FOO	Fine Option Order
FWAR	Flexible Work Arrangements Request
<i>Gg</i>	
GM	General Manager
GAF	Governance & Accountability Framework
<i>Hh</i>	
HROMU	High Risk Offender Management Unit
HRPG	Human Resource Practice Guidelines
HRIS	Human Resources Information Systems
HJCC	Helena Jones Community Custody
HR	Human Resources
<i>Ii</i>	
ICO	Intensive Corrections Order
ICRP	Intensive Case Review Plan
IHR	Ill Health Retirement
IJIS	Integrated Justice System
IME	Independent Medical Examination
IMR	Internal Management Review
IOMS	Integrated Offender Management System
<i>Jj</i>	
JEMs	Job Evaluation Management System
JDOnline	Job Descriptions Online database
JS	Justice Services
<i>Kk</i>	
KP Reports	Knowledge Place (intranet system)
<i>Ll</i>	
LSL	Long Service Leave
LTA	Long Term Absence
Lattice	QCS Payroll System
LGCC	Lotus Glen Correctional Centre
<i>Mm</i>	
MCC	Maryborough Correctional Centre
Megan's Law	Informal name for US laws requiring law enforcement authorities to make information available to the public regarding sex offenders.
Microster	QCS Rostering System
MOD	Manager Offender Development
MoG	Machinery of Government

MoU	Memorandum of Understanding
MS Reporting	Microsoft Reporting Services
My.Appointment	Online employee commencement portal
Nn	
NGCM	Next Generation Case Management
NUM CC	Numinbah Correctional Centre
Oo	
OFSWQ	Office of Fair & Safe Work QLD
OH&S	Occupational Health & Safety
OLA	Operating Level Agreement
OLG	Operational Leadership Group
OMCG	Outlaw Motorcycle Gangs
OMP	Offender Management Plan
OPG	Operational Practice Guideline
OHSEC	Occupational Health, Safety & Environment Coordinator
OSS	Operational Support Services
Pp	
P&P	Probation and Parole
PCCC	Palen Creek Correctional Centre
PEEP	Personal Emergency Evacuation Plan
PID	Project Initiation Document
PIP	Performance Improvement Plans
PPO	Probation and Parole Officer
PPQ	Possible Parliamentary Question
PSA	Penalties and Sentences Act 1992
PSC	Public Service Commission
PSBA	Public Safety Business Agency
PTA	Part-time Work Agreement
PTAS	Prisoner Trust Accounting System
Qq	
QCS	QLD Corrective Services
QCSA	QLD Corrective Services Academy
QCSIG	QLD Corrective Services Intelligence Group
QCOA	QLD Commission of Audit
QON	Question on Notice
QPB	QLD Parole Board
QPS	QLD Public Sector
QSS	QLD Shared Services
Rr	

RAIS	Remote Area Incentive Scheme
RM	Regional Manager
RoR	Risk of Reoffending
RRTWC	Rehab/Return To Work Coordinator
RS	Reporting Services
RTI	Right to Information
Ss	
SARAS	Study & Research Assistance Scheme
SES/SO	Senior Executive Service / Senior Officer
SHE	Safety Health & Environment System
SHEH	Self Harm Episode History
SLB	State Law Building
SPER	State Penalties Enforcement Registry (+ SPERFOO)
SPO	Specialist Operations Directorate
SQRPB	Southern QLD Regional Parole Board
SOP	Standard Operating Procedure
StARS	Staff Assault Reduction Strategy
STC	Staff Training Coordinator
SVO	Serious Violent Offender
SWODIR	State Wide Operations Directorate
Tt-Uu	
TI	Trade Instructor
TCC	Townsville Correctional Complex
TWCC	Townsville Women's Correctional Centre
Ww	
WC	Work Cover
WDF CC	Woodford Correctional Centre
WOL CC	Wolston Correction Centre
WP	Work Package
WPC	Workforce Performance Committee
Xx-Yy-Zz	
YJ	Youth Justice

COMMUNICATION

Recognising and Understanding Complainant Anger

In complaint handling, anger is an understandable, and to some degree acceptable emotion among frustrated and disappointed prisoners. In itself, it is not a problem and to be shocked and unprepared when it occurs is generally unrealistic. However, anger does become problematic and unacceptable when it escalates into verbal abuse, hostility, threatening behaviour or violence. When it is expressed in these ways, it must be dealt with swiftly and decisively. As complaint handlers, it is essential that you understand and recognise the signs of anger in prisoners (and within ourselves) so that you can respond in the most effective and productive ways possible.

Some more common signs and expressions of complainant anger include:

- (a) raised voices, yelling, slurred speech or chanting
- (b) accusatory, dominating or even sexually explicit language
- (c) loaded words that are intended to intimidate or to achieve a particular result
- (d) harsh or overly sarcastic humour
- (e) combative or inflexible behaviour
- (f) irritability, anxiety or short temperedness
- (g) redness in the face or flushed appearance
- (h) intimidating expressions including lowered eyebrows, stares, eye rolling or flared nostrils
- (i) tension in the face, neck, hands, scalp or back – eg clenched fists or jaws, grinding teeth etc.
- (j) intrusive behaviour such as violating your personal space
- (k) exaggerated gestures including thrashing their arms around and pointing or waving their finger
- (l) repetitive and agitated movements – including pacing around, tapping their feet continually, constant chair repositioning in a chair or standing up frequently
- (m) physical aggression including throwing and shoving things around, such as paper, pounding the table etc.

In a complaint handling context, this means that prisoners who are experiencing the physiological effects of anger may be incapable of processing the information that you are attempting to give them or even working towards a resolution of their complaint. As a result, you will need to use your judgment to decide whether to continue an interaction with a prisoner who is displaying signs of anger or end the interaction and return to it sometime later.

Drafting Final Letter and Review Letters

Communicating effectively is also important when you are drafting correspondence to prisoners, in particular final outcome letters. Prisoners tend to place a lot of importance on the documents so time should be taken to draft them carefully. The OCI suggest that final outcome letters should be drafted as 'stone-alone' documents that clearly explain for the prisoners, and any third parties that they might show it to, the:

- issues of complaint
- issues that were inquired into/investigated and explanations for any that were not
- factors that were considered during the inquiries/investigation
- methodology and actions taken during the inquiries/investigation
- reasons for the decision/outcomes reached.

Where a complainant has behaved unreasonably in their dealings with you/your organisation, the final letter should also:

- identify the nature and/or number of interactions between them and the organisation – including if those interactions were excessive or unreasonable
- identify and explain the nature of the unreasonable conduct engaged in by the complainant and any formal warnings that were given to them about their conduct

This type of approach can be effective in cases where you know or suspect that a complainant:

- will be very unsatisfied with the contents of the letter
- has or will attempt to escalate their complaint up the hierarchy – say to a CEO or a Minister – or externally to the media for sympathy or for a more favourable outcome. In these cases, a comprehensive final letter could also be used as the basis for (or attached to) a briefing note response to a Minister.

It is also best to give the decision at the end of the final letter rather than the beginning to encourage the complainant to read the reasoning underpinning the decision. This may increase the likelihood of the decision being understood. Also some complainants, when faced with an adverse decision at the beginning, do not bother to read the letter in its entirety before getting on the phone to express their dissatisfaction or demand a review. This unnecessarily takes up more time and resources. See Chapter 6 – Effectively managing complaints and expectations from the outset. On the other hand, review letters should be short and concise. Long and detailed review decisions sometimes encourage a complainant to argue about specific details while ignoring the substance of the decision.

Review letters should also be signed by a senior manager, preferably the CEO, to make it clear to the complainant the matter has been escalated and considered at the highest level and there is nowhere else to go within the organisation. The letter could also include a statement and explanation about how further communications relating to their complaint will be dealt with – i.e. further correspondence about this issue will be read and filed without acknowledgement, unless the organisation decides it requires further action.

Recognising the Signs of Stress

Everyone reacts to stressful situations differently and our reactions to stress can vary considerably. For example, some of us may be more susceptible to critical incident stress than others because of events in our personal lives, our personality type or our perception of an incident with a complainant. Some may react to a stressful incident immediately, while others may react sometime later – well after the incident has passed.

Also for some of us stress can be cumulative, often resulting in a strong reaction to a series of minor events. And in some cases, we can even be affected by a critical incident

that we have not experienced firsthand. Because of these different possibilities in how we can respond to stress, it can be difficult to identify whether a colleague or a staff member is suffering from stress/or will experience stress after an incident.

As a result, the following list of the more common signs of stress experienced in the workplace, including following an incident may help you recognise stress in yourself and take appropriate steps to manage that stress:

Physical Signs	Emotional Responses	Behavioural Changes	Intellectual Signs
Shock	Anger	Increased irritability	Difficulty thinking clearly
Nausea	Fear	Withdrawing from people	Difficulty making decisions
Fainting immediately after the event	Depression	Insomnia	Difficulty concentrating on the job
Chest pain	Feelings of isolation	Nightmares	
Headaches	Crying or feeling tearful	Resorting to alcohol more frequently or in greater quantities	
Muscle soreness	Feeling powerless	Interpersonal problems	
Fatigue		Social withdrawal	
Gastrointestinal problems		Anxiety	
Elevated heart rate		Depression	
Elevated blood pressure			

Persistent Complaints

Although this manual cautions against approaches that focus on mental health issues, one that is particularly relevant to complaint handlers is querulance. Querulance is a psychiatric diagnosis for people who have morbid (illness driven) complaining behaviour. These people are abnormally driven by suspicion and accusations and tend to exhibit extreme kinds of unreasonable complaint conduct. For example, when compared to a matched control group, querulants have been found to:

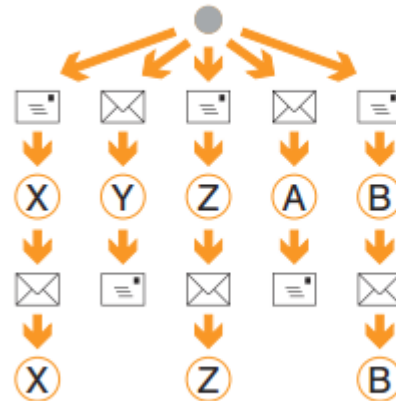
- Pursue their complaints for much longer than other complainants.
- Produce far greater volumes of material in support of their case.
- Telephone more frequently and for longer.
- Intrude more frequently without an appointment.
- Continue complaining after their cases have been closed.
- Engage in behaviour that was typically more difficult and intimidating.
- Involve other/external organisations more often including contacting Ministers as their complaints progress.
- Want outcomes that a complaint handling system cannot deliver – eg vindication, retribution and revenge.

The research in this area also indicates that one of the distinguishing features of querulance is an extreme loss of focus over time that results in querulants pursuing multiple complaints at the same time and across a number of organisations as demonstrated in the charts below.

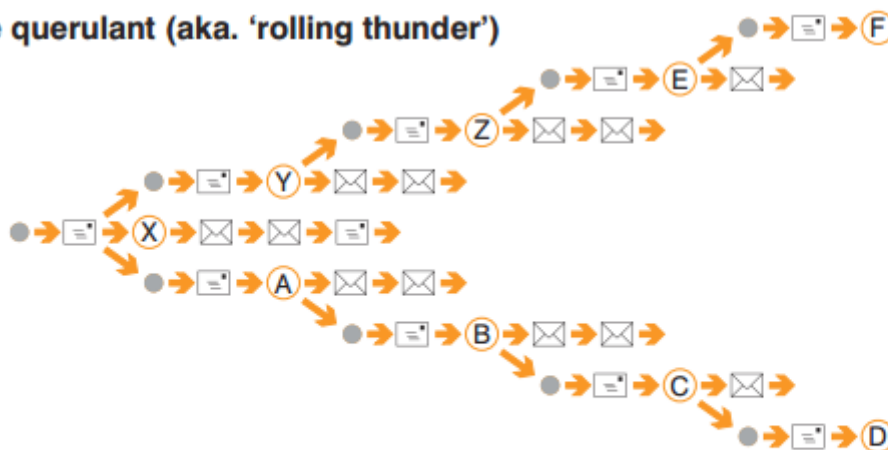
The usual complainant



The persistent complainant (aka. 'scatter gun')



The querulant (aka. 'rolling thunder')



Legend

● issue or event that causes them to complain

☐ the complaint/FOI application

ⓧ Ⓨ Ⓩ the agencies that receive the complaints/FOI applications

Most people can be expected, over time, to make one, two, sometimes three complaints to a few agencies about issues resulting in a few separate complaints streams. They may display difficult behaviours at times, but they do maintain reasonable balance and perspective.

The classic querulant's issues will grow over time. They lose perspective of their issue and their focus moves onto allegations of incompetence, conspiracy and corruption, initially by the organisation handling their issue and then by other review bodies to whom they have turned for vindication.

Contact the State Coordinator if you have any concerns in relation to possible unreasonable complaint conduct or repetitive complaint investigations.

Defusing Anger with CARP

Control

This is about getting the prisoner to stop and listen and letting them know that their anger is not going to control you or the interaction. Be assertive, but not aggressive or passive.

Acknowledge

Deal with their feelings first. It's important that the prisoner knows that you understand (or at least empathise) with their emotional state of mind and situation. Give them an opportunity to let off steam and vent their emotions. Venting can help them feel like they are being listened to and understood. Venting should be timely, usually not lasting more than 2-5 minutes.

The prisoner should be able to settle down and discuss their complaint in a calm manner after being given such an opportunity. Note: Extended venting can do more harm than good because it can make the prisoner feel like they are reliving the bad experience. Echo what they are telling you to show that you are listening. This usually involves repeating the last few words or their key words. This can be done by backtracking (eg 'so you are saying...') or paraphrasing (ie defining what you believe they said and meant).

Refocus

Make the transition from their emotions to their issues of complaint by refocusing the conversation. Ask questions about facts and repeat, in your own words, the prisoner's issues.

Problem Solve

This is about getting down to business – telling the prisoner what can and cannot be done, what will and will not happen, and focusing on possible solutions to their issue etc.

Remember: the order of CARP is important!

Effective Communication Strategies

DO:	DON'T:
Show respect	Argue, defend or deny
Clarify	Give excuses
Allow venting	Be confrontational, verbally and non-verbally
Acknowledge emotions	Be overly formal or bureaucratic in your responses
Show empathy	Be too informal and do be wary of joking
Find something to agree with	Respond to fighting words
Check understandings	Suggest the prisoner needs therapy or counselling
Acknowledge their point of view without agreeing	Invade the prisoner's personal space.
Echo what they say	
Listen actively	
Allow space to think, if necessary	
Stay calm	
Seek resolution	

A decorative graphic in the bottom right corner of the page. It consists of several grey circles of varying sizes connected by thin, light grey lines, forming a network-like structure.



Client complaint management policy



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1. Version history

Version	Notes	Author	Date of change	Classification
1.0	Improvements suggested by Queensland Ombudsman and Internal Audit	Director, Corporate Governance Unit	19 November 2012	Public
2.0	Feedback included	Corporate Governance Unit	8 February 2013	
3.0	To incorporate legislation changes to <i>Public Service Act 2008</i> ; respond to the Carmody Inquiry Child Protection recommendations; Response to audit by Queensland Ombudsman in 2013	Corporate Governance Unit	30 June 2015	
4.0	Annual review	Director, Corporate Governance	9 November 2016	
4.1	Revision	Director, Corporate Governance	3 March 2017	
4.2	Updates to links	Director, Corporate Governance	14 August 2017	

2. Client complaint management resources

Document	Classification	Purpose
Client complaint management policy	Public	Sets the direction for client complaint management in DJAG
Client complaint management handbook	Unclassified	Outlines the steps to effectively manage client complaints
Client complaint management – quarterly report user guide	Unclassified	Outlines the steps to completing the quarterly reporting template
Client complaint register	Unclassified	To maintain a record of the complaints received within the business area
Client complaint form	Public	For clients to lodge their complaint either in person, in writing or online about DJAG staff conduct, a service, procedure, practice or policy
Client complaint form (child friendly)	Public	A form targeted at children and young people to express their dissatisfaction either in person, in writing or online about DJAG staff conduct, a service, procedure, practice or policy
Client complaint action record	Unclassified	A template to record relevant information through the client complaint management process
Client complaint investigation report	Unclassified	A template with guiding steps to effectively assess and resolve a client complaint
Letter templates	Unclassified	Templates to acknowledge, advise result or delay for a client complaint
‘Complaints Journey’ for DJAG clients	Public	A handout to provide to clients once they have lodged a complaint. Outlines the steps taken to assess and resolve a client complaint
‘Complaints Journey’ for DJAG staff	Unclassified	A simple guide to quickly remind DJAG staff the steps in managing a client complaint

3. Policy purpose

This policy implements section 219A of the *Public Service Act 2008* in the Department of Justice and Attorney-General (DJAG). Under this section, Queensland Government departments must implement an effective complaints management system that complies with any Australian Standard about the handling of customer complaints.

DJAG's complaint management policy and procedures have also been developed according to the *Public Service Act 2008, Guidelines for complaint management in organizations—AS/NZS 10002:2014*, and the Queensland Ombudsman's *Guide to Developing Effective Complaints Management Policies and Procedures (2006)*.

This policy sets the direction for client complaint management in DJAG.

The *Client complaint management handbook* and the *Management of technical (low level) privacy breaches* set out the steps to effectively manage client complaints consistently, fairly, reasonably and on time.

The *Client complaint management – quarterly report user guide* outlines the steps to completing the quarterly reporting requirements.

Our client complaint management system directly contributes to DJAG's strategic plan objective 'Queensland gets great service'.

4. Policy statement

DJAG is committed to delivering high quality services that respond to the community's needs. DJAG values the benefits of effective complaint handling. We believe our clients should be able to provide feedback (both positive and negative) about our services and the way we provide them.

Effective complaint management is about accountability, access and business improvement and is an important part of our client service.

Client-focused service delivery. Careful and prompt attention to complaints can help us understand the needs of our clients and stakeholders, prevent further problems, increase client satisfaction and improve performance. Good complaints management systems encourage client-focused service delivery.

Business improvement. Complaints are a valuable source of feedback that help us find opportunities for staff and business improvement by using complaints data to identify areas where processes and systems can be improved. Business area managers will regularly review and analyse complaints to identify potential hot spots and areas for improvement.

Helpful and flexible complaints management. DJAG will be alert to people who might require additional help or different approaches to make a complaint, such as people with disability, children, young people, people living in regional and remote areas, the aged and people from culturally and linguistically diverse backgrounds.

5. Who does the policy apply to?

This policy applies to:

- all DJAG staff, including temporary staff, contractors and consultants, and
- any other person who provides a service on a paid or voluntary basis to DJAG.

6. DJAG complaint management framework

Our client complaint management system is part of a broader system for managing various types of complaints.

Complaints are managed depending on the type of issue reported. Some areas of DJAG comply with additional policies and laws that support this framework in relation to specific services.

This policy does not replace or override departmental policies and procedures regarding staff performance matters, corruption, disciplinary and grievance processes, or complaints dealt with under specific legislation.

The diagram below shows the different processes for managing complaints in DJAG.

Type of complaint	Client complaints – DJAG products and services	Client complaints – breaches of privacy	Employee complaints	Other complaints
Definition / description	An expression of dissatisfaction about a DJAG product, service (including how a DJAG officer provided that service), procedure, practice, policy or a breach of privacy.		May involve, but are not limited to: employment circumstances; workplace harassment (including bullying); and sexual harassment.	Some matters are specifically dealt with through legislative and/or appeal processes. These include things like judicial and tribunal decisions and decisions of an inspector (see full list at Appendix 2).
Relevant policy	DJAG Client complaint management policy (this policy). For the purpose of streamlining processes, the DJAG Client complaint management policy includes complaints about breaches of privacy.		Employee complaints policy	Please see DJAG's complaints management webpage for the appropriate processes to manage these matters.
Relevant procedure	DJAG Client complaint management procedures Find the procedures on DJAG's complaints management webpage.	Right to Information and Privacy Unit – Internal procedure for privacy complaints management. These procedures are specifically designed for issues that relate to the <i>Information Privacy Act 2009</i> . The RTI and Privacy Unit manages privacy complaints using these procedures.		

7. Scope

What is a complaint under this policy?

Under the *Public Service Act 2008*, section 219A (4), a customer complaint:

- (a) means a complaint about the service or action of a department, or its staff, by a person who is apparently directly affected by the service or action; and

- (b) includes, for example, a complaint about any of the following:
 - a decision made, or a failure to make a decision, by a public service employee of the department
 - an act, or failure to act, of the department
 - the formulation of a proposal or intention by the department
 - a recommendation made by the department
 - the customer service provided by a public service employee of the department.

For the purposes of this policy, a complaint is also an expression of dissatisfaction about a breach of privacy.

In scope

This policy applies to:

- complaints received from both external clients (i.e. the public) and internal clients (i.e. DJAG business areas providing services to other DJAG business areas)
- complaints received anonymously
- complaints received by ministerial or director-general correspondence or contact. Business areas are responsible for deciding if ministerial or director-general correspondence contains a complaint under this policy.

It may be impracticable to record a complaint every time someone casually expresses dissatisfaction with an aspect of a service provided (or not provided). Local area managers are best placed to decide the level of complaints captured.

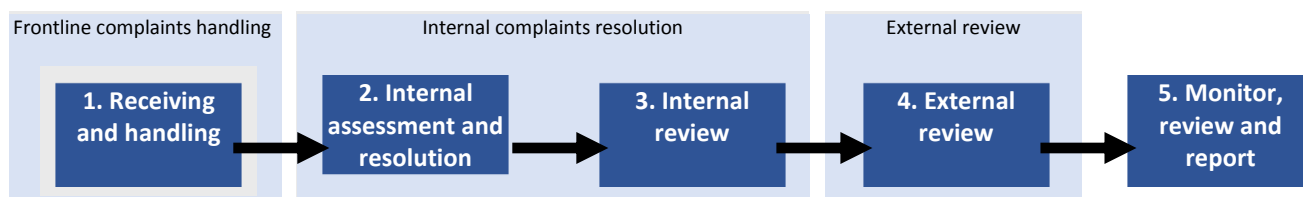
Out of scope

This policy does not cover decisions about how we interpret the law to decide matters such as decisions made by courts or tribunals, inspectors, commissioners, or denied requests for information.

There are also other policies to deal with complaints regarding corruption or fraud, or complaints by public servants. Please see **Appendix 2** for the out of scope complaints.

8. DJAG's client complaint management system

There are five steps in DJAG's client complaint management system:



Source: model adapted from the Queensland Ombudsman's guide to developing effective complaints management policies and procedures (2006).

Steps 1, 2 and 5 are the usual steps followed when dealing with complaints covered by this policy.

Steps 3 and 4 are followed as required or when requested.

Once a complaint is resolved, the additional step of 'monitor and review' is essential for business improvement and informed decision making.

9. Guiding principles

DJAG's complaint management system is underpinned by the better practice complaint management principles the table below, which are outlined in the *Guidelines for complaint management in organizations—AS/NZS 10002:2014* and the Queensland Ombudsman's *Guide to Developing Effective Complaints Management Policies and Procedures (2006)*.

Principles	What this means in DJAG
People focus	<ul style="list-style-type: none"> Everyone has a right to complain. DJAG proactively seeks and receives feedback and complaints. People making complaints are treated with respect. Complainants are not adversely affected because of a complaint made by them or on their behalf. DJAG will accept complaints from representatives of clients, including family members, friends and other people or organisations that act in support of the person.
Visibility, transparency and access	<ul style="list-style-type: none"> Information about how and where a complaint may be made is well publicised on DJAG's websites and made available (both in writing and verbally) at frontline service locations. A complaint may be made to any employee of DJAG in person, by phone, email, letter or using the online form on DJAG's websites. DJAG will provide all reasonable and practical help and support to make it easy for all complainants to make a complaint by recognising the particular needs of people, including people with disability, children, young people, people living in regional and remote areas, the aged and people from culturally and linguistically diverse backgrounds. A complainant will not be charged a fee to complain.
Responsiveness	<ul style="list-style-type: none"> Complaints are acknowledged promptly and responded to fairly, reasonably and in a timely manner. Anonymous complaints are treated like any other complaint. Staff are aware of the policy and procedures available on DJAG's websites and intranet. Adequate resources, including trained staff, are available to manage complaints. Complaints are recorded and tracked, timeframes for resolution are monitored and complainants are entitled to reasonable progress reports.
Objectivity and fairness	<ul style="list-style-type: none"> Complaints are taken seriously and are handled fairly, objectively and without bias. Complaints are assessed and categorised on nominated criteria. Personal information is managed in line with the <i>Information Privacy Act 2009</i> and ethical obligations Managing officers may refuse to investigate a complaint if it is considered to be abusive, trivial or unreasonable. The principles of natural justice and provision of avenues for review are applied to all complainants. Reviews of decisions will be made by people other than the original decision maker.

Principles	What this means in DJAG
Feedback	<ul style="list-style-type: none"> Adequate and timely feedback is provided to all complainants about the progress of their complaint, the outcome reached by DJAG and the reasons for DJAG's decision. Complainants are notified of available review mechanisms. If a complainant is unsatisfied with the outcome of their complaint they may request an internal review. If a complainant remains unsatisfied with the outcome after internal review, they may seek external review. DJAG will seek regular feedback about the way it manages complaints.
Remedies	<ul style="list-style-type: none"> Appropriate remedies that are fair to both the complainant and DJAG are offered. Complainants are able to request a remedy that is considered as the first option. Informal resolution and compromise is attempted wherever possible. Similar remedies are offered to all persons in a similar situation.
Accountability, learning and prevention	<ul style="list-style-type: none"> The policy and procedures are reviewed annually to ensure relevance and effectiveness. Mechanisms are in place to gather and record information to meet reporting requirements, identify complaint trends, monitor the time taken to resolve complaints and identify potential business improvements. Potential system improvements revealed by complaints are identified by the area responsible and reported regularly to the Director-General. Information about complaint trends in DJAG will be published annually.
Training	<ul style="list-style-type: none"> All DJAG staff receive compulsory general complaints training, including on privacy and RTI and complete annual refresher training. DJAG complaint officers and managing officers receive additional compulsory complaint management training and complete annual refresher training.

10. Timeframes

To make sure complaints are consistently and appropriately resolved, they are classified by **complexity** and **issue**. Complaints will be resolved within the timeframes that apply to the following levels of complexity:

Complexity

Classification	Description	Timeframe
Simple	A complaint that is resolved at the point of service.	Resolved immediately at point of service.
Standard	A complaint that usually has only one single issue or concern.	Resolved within 30 working days of receipt.
Complex	A complaint that has multiple issues and/or is serious in nature and usually requires an extensive investigation.	Resolved within 70 working days of receipt.
Privacy	A complaint by an individual about an act or practice of DJAG in relation to the individual's personal information.	Resolved within 45 working days of receipt.

Please note: At any stage, it may be appropriate for a complaint's complexity to be escalated or downgraded in response to investigation findings or after the receipt of further information from the complainant. Complaint reclassification should be adequately recorded on both the complaint file and in the complaint register.

Standard Ministerial and Director-General correspondence response times and processes will continue to apply to complaints received through Ministerial or Director-General correspondence or contact.

Complaint issue categories

To help DJAG to identify business improvement opportunities, complaints will be recorded according to the following categories:

Classification	Description
Service delivery	A complaint relating to how a service is provided including timeliness, quality or cost of the service.
Staff conduct	A complaint about an administrative decision and/or the behaviour of a staff member when providing a service.
Administrative decision	A complaint about a decision made by a DJAG officer when providing a service.
Policy/ procedure	A complaint about the process followed to provide a service.
Privacy	A complaint about a breach of DJAG's obligations under the <i>Information Privacy Act 2009</i> which sets out the rules for proper handling of personal information, including how it is collected, stored, secured, accessed, amended, used and disclosed.
Young person conduct	A complaint made by a child, or advocate acting in the interests of the child, where: <ul style="list-style-type: none"> the service provider has not provided, or is not providing a service they are required to provide; or the service provider has not provided, or is not providing the service in a way that is contrary to the rights to who the complaint relates.

11. Privacy

The *Information Privacy Act 2009* outlines the rules for handling personal information, including how it is collected, stored, accessed, used and disclosed.

An individual may lodge a complaint if they believe the department has breached their privacy by not complying with the information privacy principles contained in the *Information Privacy Act 2009*.

All privacy complaints must be immediately referred to the Right to Information and Privacy Unit to manage and business areas should record the complaint as a referral within their complaint register.

12. Abusive, trivial, or unreasonable complainants

Business areas may refuse to investigate a complaint if it is seen to be abusive, trivial, unreasonable, misleading, untrue or where the complainant refuses to cooperate with DJAG's efforts to investigate. The decision not to investigate will be made by the managing officer. If such a complaint is refused investigation, the complainant must be advised in writing that the department is not proceeding with the complaint.

13. Ministerial and Director-General correspondence

Under this policy, business areas are responsible for deciding if a complaint received through the Ministerial and Director-General (MCAR/DCAR) correspondence process contains a complaint.

Standard response times and processes continue to apply to these complaints, but the complaint must be recorded, tracked and reported as with other complaints under this policy.

14. Reporting

Internal

Business areas will provide complaints reports through divisional managers to Corporate Governance for analysis and quarterly reporting to the Director-General.

Business managers will review complaints information and reports to identify and implement business improvements.

External

In accordance with s219A (3) *Public Service Act 2008*, by 30 September each year, DJAG will publish on its website information about complaint trends for matters received during the financial year. The report must include as a minimum:

- the number of customer complaints received by the department that financial year;
- the number of those complaints resulting in *further action*; and
- the number of those complaints resulting in *no further action*.

15. Review of complaints management system

Corporate Governance will perform an annual administrative revision of this policy, the complaints management procedures and systems for managing complaints annually, unless significant changes in legislation, directives, audit recommendations or organisational changes occur. The results of the revision will be reported to the Assistant Director-General, Corporate Services. Any amendments to the policy required as a result of administrative revision may be approved by the Director, Corporate Governance.

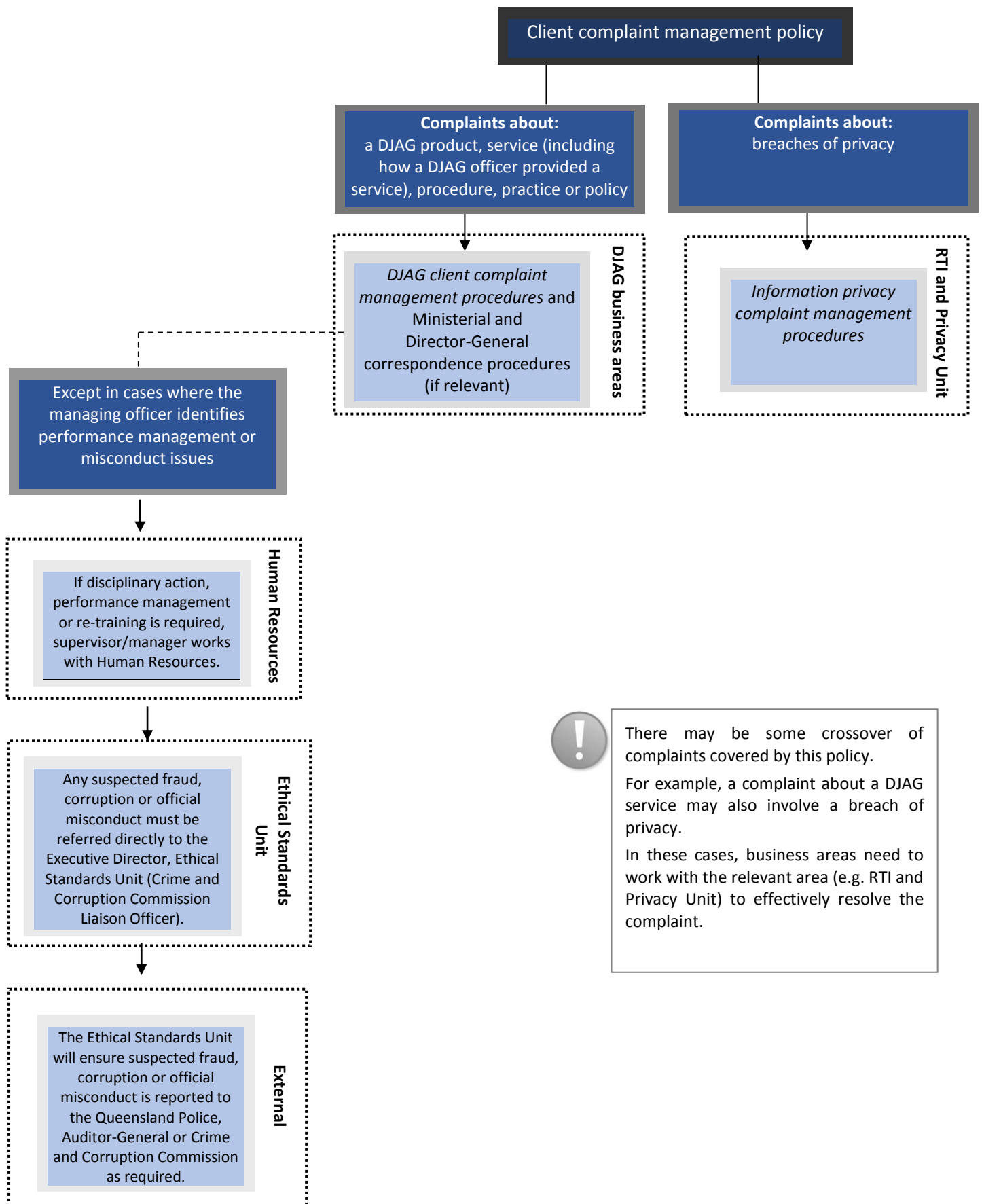
Corporate Governance will comprehensively review this policy, the complaints management procedures and systems for managing complaints every five years or in the case of significant changes in legislation, directives, audit recommendations or significant organisational changes. The next scheduled review will occur in the 2021–22 financial year.

The review will consider feedback from clients, including from annual complainant satisfaction surveys, staff feedback, the results of annual internal audits and any external audits, changes in policy, legislation or organisational structure and opportunities to use technological innovations. The results of the review will be reported to the DJAG Board of Management. Any amendments to the policy required as a result of the comprehensive review may be approved by the Director, Corporate Governance.

Corporate Governance is responsible for ongoing maintenance and oversight of this framework. Any queries relating to the policy and its application can be sent to corpgov@justice.qld.gov.au. Any amendments to resources required as a result of either administrative revision or comprehensive review may be approved by the Director, Corporate Governance.

Appendix 1

Procedures for client complaints in scope of this policy



There may be some crossover of complaints covered by this policy. For example, a complaint about a DJAG service may also involve a breach of privacy. In these cases, business areas need to work with the relevant area (e.g. RTI and Privacy Unit) to effectively resolve the complaint.

Appendix 2

Complaints outside the scope of this policy

This policy does not include a range of decisions made under specific legislation, including decisions made by the following:

- a judge or tribunal
- a prosecutor about a legal or court proceeding
- Courts transcripts and recording services
- a registrar or Justice of the Peace acting in a quasi-judicial role
- the Public Guardian
- a referee about decisions under the *Building Units and Group Titles Act 1980*
- Blue Card eligibility decisions made under Chapter 8 of the *Working with Children (Risk Management and Screening) Act 2000*
- the Director of Child Protection Litigation or Director's delegate exercising powers and functions of the Director under the *Director of Child Protection Litigation Act 2016*
- a dispute resolution officer, the commissioner or commissioner's delegate exercising their functions under the *Body Corporate and Community Management Act 1997*, and
- the Legal Services Commissioner or the commissioner's delegate about complaints under the *Legal Profession Act 2004*.

Other matters outside the scope of this policy are:

- a licensing decision (e.g. for an electrical license)
- an inspector's decision (e.g. a liquor, gaming, or fair trading decision)
- a grant funding decision (e.g. Community Benefits Fund)
- complaints about a lawyer¹
- decisions about assistance under the *Victims of Crime Act 2009*
- consumer complaints about faulty goods or unscrupulous traders
- allegations against employees involving suspected misconduct, including official misconduct, maladministration or public interest disclosures
- DJAG employee complaints made by current public servants, and
- denied RTI (right to information) or IP (information privacy) access or amendment applications.

See the department's complaints webpage at <http://www.justice.qld.gov.au/corporate/contact-us/make-a-complaint> for information about resolving out-of-scope matters.

¹ Complaints against a government legal officer by their clients fall within the scope of this policy, excluding complaints assessed as within the scope of the Legal Services Commission.

Appendix 3

Definitions

Term	Definition
Administrative decision complaint	A complaint about a decision made by a DJAG officer when providing a service.
Anonymous complaint	A complaint received from a complainant who does not wish to identify themselves. An anonymous complaint must be recorded and every attempt made to resolve it.
Apology	An outcome where the business area has acknowledged there was a gap in service provision, policy or procedure.
Compensation	An outcome where a monetary figure is awarded to the complainant in recognition of loss, suffering or injury.
Complainant	Any person who lodges a complaint with the Department of Justice and Attorney-General.
Complaint	<p>An expression of dissatisfaction, either verbally or in writing, from a member of the public or from a DJAG staff member about DJAG staff conduct, a service, procedure, practice or policy.</p> <p>A complaint considered to be trivial or vexatious may be refused investigation by a business area. The business area director or manager must be consulted before this decision is made.</p>
Complaint officer	An employee appointed by a managing officer to resolve complaints.
Complex complaint	A complaint that has multiple issues and/or is serious in nature and usually requires an extensive investigation.
Conciliation/mediation	A complaint where a third party has been engaged to resolve the complaint.
Explanation	Where the complaint outcome is to provide a statement, reason or justification for the action, policy or procedure.
External complaint	A complaint received from a member of the public, or a staff member who is acting as a member of the public rather than as an employee of DJAG.
External review officer	A DJAG employee external to the relevant business area appointed by the Director-General, a Deputy Director-General or Assistant Director-General to resolve an issue that cannot be resolved within a business area.
F frivolous/vexatious	A complaint not having any serious purpose, value or background intended to harass, annoy, delay or cause detriment.
Internal complaint	A complaint received from DJAG officer.
Internal review officer	<p>A DJAG officer that manages the review of a complaint, decision or outcome at the request of a complainant.</p> <p>**This officer is from the relevant business area but must not have been involved in the initial complaint investigation.</p>
Investigation	Reviewing an action or activity in response to a standard or complex complaint.
Managing officer	A line manager or other senior employee appointed by a director or manager to oversee the complaint management system. This can be the business area manager.
No action	Where the complaint does not result in any changes, training or improvements.

Policy/procedure complaint	A complaint about the process followed to provide service.
Privacy complaint	A complaint about a breach of DJAG's obligations under the Information Privacy Act 2009 which sets out the rules for proper handling of personal information, including how it is collected, stored, secured, accessed, amended, used and disclosed.
Receiving officer	Any employee who receives a complaint.
Record of complaint	The documented record of a complaint received verbally (using a manual complaint form).
Referral	Where a complaint falls outside the operations of the business area, or outside the scope of the DJAG complaints policy and the matter is referred to the appropriate area.
Rejected	A complaint where managing officers have refused to investigate as it is considered abusive, trivial or unreasonable.
Review policy/procedure	A complaint where the outcome requires an assessment of a policy or procedure with the intention of enhancing, if needed.
Reviewed decision – upheld	Where an administrative decision has been assessed by an independent staff member and the original decision is confirmed or supported.
Reviewed decision - amended	Where an administrative decision has been assessed by an independent staff member and the original decision is fully or partially changed.
Service delivery complaint	A complaint relating to how service is provided including timeliness, quality or cost of the service.
Service improvement	A complaint outcome where the business area has taken steps to enhance service provision, policy or procedure.
Simple complaint	A complaint that is resolved at the point of service.
Staff conduct complaint	A complaint about an administrative decision and/or the behaviour of a staff member when providing a service.
Staff disciplinary action	To correct an employee's behaviour in response to misdemeanour, wrong doing or refusal of duty.
Staff training	Where a gap in skills or knowledge is identified through the complaints management process, and informal or formal training is required to improve performance.
Standard complaint	A complaint that usually has only one single issue or concern.
Unable to be resolved	A complaint which will never be resolved, where reasons may include: <ul style="list-style-type: none"> • insufficient or incomplete information provided in the complaint and the complainant is unable to be contacted despite repeated attempts, or • insufficient or incomplete information provided in the complaint and the complainant is anonymous.
Withdrawn by complainant	Where the complainant does not proceed with further action on the complaint.
Young person conduct	A complaint made by a child, or advocate acting in the interests of the child, where: <ul style="list-style-type: none"> • the service provider has not provided, or is not providing a service they are required to provide, or • the service provider has not provided, or is not providing the service in a way that is contrary to the rights to who the complaint relates.

Appendix 4

DJAG and other Government links and resources

Internal

Corporate Governance	
Complaints Management Handbook	http://intranet.justice.govnet.qld.gov.au/_data/assets/pdf_file/0020/126263/Client-complaint-management-handbook.pdf
Ethical Standards Unit	
Public Interest Disclosure	http://intranet.justice.govnet.qld.gov.au/_data/assets/pdf_file/0018/123741/public-interest-disclosure.pdf
Workplace Policy	http://intranet.justice.govnet.qld.gov.au/_data/assets/pdf_file/0008/75392/Workplace-Policy.pdf
Financial Services Branch	
Financial Management Practice Manual (FMPM)	http://intranet.justice.govnet.qld.gov.au/divisions-and-branches/corporate-services/finance/financial-management-practice-manual-fmpm
Financial Delegations	http://intranet.justice.govnet.qld.gov.au/divisions-and-branches/corporate-services/finance/financial-delegations
Right to Information and Privacy	
Management of technical (low level) privacy breaches	http://intranet.justice.govnet.qld.gov.au/_data/assets/word_doc/0003/178374/management-of-technical-low-privacy-breaches.docx
Department of Premier and Cabinet	
Code of Conduct for the Queensland Public Service 2011	http://www.premiers.qld.gov.au/publications/categories/policies-and-codes/code-of-conduct.aspx
Better Practice Guideline for Measuring Client Satisfaction	http://www.premiers.qld.gov.au/publications/categories/guides/assets/pmf-measuring-client-satisfaction.doc

External

Queensland Legislation	
<i>Public Service Act 2008</i>	https://www.legislation.qld.gov.au/LEGISLTN/CURRENT/P/PublicServA08.pdf
<i>Information Privacy Act 2009</i>	https://www.legislation.qld.gov.au/LEGISLTN/CURRENT/I/InfoPrivA09.pdf
Ombudsman	
Complaints Management	https://www.ombudsman.qld.gov.au/improve-public-administration/public-admin-resources/complaints-management
Policy and procedure guide	https://www.ombudsman.qld.gov.au/improve-public-administration/public-admin-resources/complaints-management/policy-and-procedure-guide
Complaints Management Training	http://ombudsman.qld.gov.au/Publicagencies/Training/ComplaintsManagementTraining/tabid/102/Default.aspx

Office of the Information Commissioner	
Report on privacy in complaint handling systems	https://www.oic.qld.gov.au/_data/assets/pdf_file/0005/24485/Report_on_privacy_in_complaint_handling_systems.pdf
Department of Communities	
Queensland Government response to the Queensland Child Protection Commission of Inquiry final report	https://www.communities.qld.gov.au/resources/gateway/campaigns/supporting-families/qg-response-child-protection-inquiry.pdf
Standards Australia	
AS on Complaint Management (10002:2014)	Not available online – can be purchased or borrowed from the Library.



SCHEDULE OF AUTHORISED PERSONS FOR THE PURPOSES OF PRIVILEGED MAIL			Appendix 3
Version: 03	Implement date: 04/09/2017	Availability: Public	

The *Corrective Services Regulation 2006* s 18 prescribes authorised persons for the purposes of privileged mail.

In addition, the below persons are also authorised.

Authorised Person	Date of Authorisation
Health Ombudsman	1 September 2017
Commissioner, Health Quality and Complaints Commission (formerly called Health Rights Commission) ❖ As at 1 July 2014, the name of this authorised person changed to the Health Ombudsman	28 August 2006
Director, Griffith University Innocence Project	28 August 2006
Director, Ethical Standards	28 August 2006
Director, Legal Services	28 August 2006
Australian Electoral Commission	16 October 2007
Electoral Commission Queensland	16 October 2007
Strategic Policy Directorate Department of Communities Review of the <i>Juvenile Justice Act 1992</i>	23 October 2007
Department of Communities correspondence for the purposes of the Redress Scheme	24 July 2009

Internal Audit Charter



DOCUMENT INFORMATION

This is a registered controlled document (eDOCS No. 2992917).

VERSION HISTORY

The following outlines the high level changes that have been made to each version of this document and who made them:

Version	Notes	Changed by and date
1	Revised by Internal Audit	Approved 01/04/10
2	Revised by Internal Audit	Approved 26/10/11
3	Revised by Internal Audit	Approved 11/06/2014
4	Revised by Internal Audit	13/07/17

SIGN OFF

Reviewed by:


Director, Internal Audit


21/7/17

Endorsed by:


Chair, Audit and Risk Management Committee
External member


21/7/2017

Approved by:


Director-General


4/8/17

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1 THE CHARTER

The Internal Audit Charter establishes the purpose, authority and responsibility conferred by the Director-General (as the Accountable Officer) on the Internal Audit Unit for the conduct of internal audit activities.

The effectiveness of DJAG's Internal Audit Unit is supported by the Internal Audit Charter (the Charter), pursuant to section 30 of the *Financial and Performance Management Standard 2009*. The Charter outlines the purpose, authority and responsibility conferred by the Director-General on the Internal Audit Unit for the conduct of Internal Audit activities.

2 LEGISLATIVE FRAMEWORK

Mandatory requirements applicable to Internal Audit functions within the Queensland Public Sector are contained in the:

- *Financial Accountability Act 2009* (the Act);
- *Financial and Performance Management Standard 2009* (the Standard); and
- *Financial Accountability Regulation 2009* (the Regulation).

The Internal Audit function is established pursuant to section 29 of the Standard. The Director, Internal Audit (Head of Internal Audit) is appointed pursuant to section 78 of the Act.

3 PURPOSE OF INTERNAL AUDIT

Internal Audit is an integral part of the corporate governance framework by which the Department maintains effective systems of accountability and control at all levels.

Internal Audit provides an independent and objective review and advisory service to:

- Provide assurance to the Director-General that the Department's financial and operational controls, designed to manage risks and achieve Departmental objectives, are operating efficiently, effectively and economically; and
- Evaluate and improve the effectiveness of the Department's performance in achieving its objectives.

The existence of the Internal Audit function does not diminish the responsibilities of the Director-General and DJAG management to implement and maintain effective systems of internal control.

4 AUTHORITY AND CONFIDENTIALITY

To facilitate the conduct of the Internal Audit Plan, staff from the Internal Audit Unit will:-

- have full, free and unrestricted right of access to all premises and assets of the Department and the right to inspect all correspondence, files, records, accounts, data and other documents and forms held by the Department as are necessary to perform their duties properly and meet its responsibilities;
- have the right to require all staff of the Department to supply such information, explanations and documentation as is necessary for the proper performance of their duties; and
- receive full assistance from Departmental officers whilst carrying out their duties.

In accordance with the *Information Privacy Act 2009*, *Public Sector Ethics Act 1994* and the Code of Conduct for the Queensland Public Service, information acquired for the purpose of audit activities must not be used for any purposes other than the proper performance of audit activities. Internal Auditors are responsible and accountable for maintaining the confidentiality of information received during audit engagements. Unless an officer has a legal or professional duty to disclose information, an Internal Auditor must not convey any information that is not for public record relating to the affairs of the Department.

5 RESPONSIBILITY AND SCOPE OF INTERNAL AUDIT

The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the Department's governance, risk management, and internal control processes as well as the quality of performance in carrying out assigned responsibilities to achieve the Department's objectives. Internal Audit assurance services provided include:

- Financial and Compliance Audits;
- Performance and Business Improvement Audits;
- Information Systems Audits;
- Consulting Activities; and
- Project Consultation.

Accordingly, DJAG Internal Audit Unit's:

- Primary role is to provide objective and relevant assurance services to the Accountable Officer consistent with the Strategic and Annual Audit Plan and risk profile; and
- Secondary role is to provide objective and relevant advisory / consulting services, without assuming management responsibility.

The Internal Audit Unit assesses activities of the Department, which includes:

- Assessing whether the objectives of the Department are being achieved economically, efficiently and effectively, and in compliance with all relevant laws, standards, Departmental policies and procedures;
- Conducting reviews and/or providing advice regarding information technology, information systems, and the introduction of new computerised financial information systems, or those undergoing significant change;
- Evaluating the reliability and integrity of information and the means used to identify, record, measure, classify and report such information;
- Evaluating the means of safeguarding assets and verifying the existence of such assets;
- Monitoring and evaluating the effectiveness of governance processes;
- Monitoring and evaluating the effectiveness of the Department's risk management processes;
- Performing consulting and advisory services related to governance, risk management and control as appropriate for the Department;
- Undertaking special and ad-hoc operations at the request of the Director-General, management, or the Audit and Risk Management Committee; and
- Reviewing and evaluating systems, procedures and internal controls and recommending improvements to existing processes, where appropriate.

6 INDEPENDENCE AND OBJECTIVITY

Independence¹ and objectivity² are essential to the effectiveness of the Internal Audit function.

The Internal Audit Unit has independent status within the Department. For that purpose, the Director Internal Audit reports to, and has direct access to the Director-General. The Director, Internal Audit reports both operationally and administratively to the Director-General and shall meet regularly to provide an update on audits in progress, emerging audit issues and advise the progress of any major project work being undertaken by the Unit.

¹ Independence is the freedom from conditions that threaten the ability of the internal audit activity to carry out internal audit responsibilities in an unbiased manner. (Source: Institute of Internal Auditors, *Standard 1100 Independence and Objectivity*)

² Objectivity is an unbiased mental attitude that allows internal auditors to perform engagements in such a manner that they believe in their work product and that no quality compromises are made. (Source: Institute of Internal Auditors, *Standard 1100 Independence and Objectivity*)

The Internal Audit function is monitored by the Audit and Risk Management Committee and may meet separately and privately with the Chair and/or members as required.

Internal Audit will not implement internal controls, develop procedures, implement systems, prepare records or engage in any other activity that may impair professional judgement. The Internal Audit activity will remain free from interference by any element in DJAG, including matters of audit selection, scope, procedures, frequency, timing or report content. Internal Auditors must have an impartial, unbiased attitude and avoid any conflict of interest, actual or perceived.

Impairment to organisational independence and individual objectivity may include, but is not limited to, personal conflict of interest, scope limitations, restrictions on access to records, personnel, and properties, and resource limitations, such as funding.

Internal auditors must refrain from assessing specific operations for which they were previously responsible. However, auditors may provide consulting services relating to operations for which they had previous responsibilities.

Assurance engagements for functions over which the Director, Internal Audit has responsibility must be overseen by a party outside the internal audit activity.

The internal audit activity may provide assurance services where it had previously performed consulting services, provided the nature of the consulting did not impair objectivity and provided individual objectivity is managed when assigning resources to the engagement.

If independence or objectivity is impaired in fact or in appearance, the details of the impairment must be disclosed to appropriate parties. The nature of the disclosure will depend upon the impairment.

7 PROFICIENCY AND DUE PROFESSIONAL CARE

Engagements must be performed with proficiency and due professional care.

Internal auditors must possess the knowledge, skills and other competencies needed to perform their individual responsibilities. The internal audit activity collectively must possess or obtain the knowledge, skills and other competencies needed to perform its responsibilities.

Internal auditors must apply the care and skill expected of a reasonably prudent and competent internal auditor.

Internal auditors must enhance their knowledge, skills and other competencies through continuing professional development.

8 PROFESSIONAL STANDARDS

Audit activities will be conducted in accordance with relevant professional standards including:

- standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors; and
- IS Audit and Assurance Standards for the conduct of Information Systems and Technology audits issued by ISACA.

In the conduct of internal audit work, Internal Auditors will:

- Comply with relevant professional standards of conduct;
- Be skilled in liaising with people and communicating audit matters effectively;
- Provide the Director Internal Audit with information concerning actual or perceived conflicts of interest and bias.

At all times, Internal Auditors will be responsible for the on-going management and delivery of assigned audit engagements, including the preparation of high-quality, clear and succinct audit reports delivered on time and within budget.

9 AUDIT AND RISK MANAGEMENT COMMITTEE

In accordance with section 35 of the Standard, the Director-General has established an Audit and Risk Management Committee (ARMC). The ARMC forms part of the governance framework that ensures the Internal Audit Unit operates effectively, efficiently and economically. The Committee shall act as a forum to examine Internal Audit's activities including audit plans, the result of audits and the status of corrective actions taken by management.

At each ARMC meeting, the Director Internal Audit will report on:

- Audits completed;
- Progress against the Annual Internal Audit Plan;
- The status of the implementation of agreed Internal Audit recommendations; and
- The performance of the Internal Audit function.

10 REPORTING RELATIONSHIPS

In accordance with the Act, the Director Internal Audit's responsibilities, at a minimum, include:

- i. Provision of assessment and evaluation of the effectiveness and efficiency of departmental financial and operation systems, reporting processes and activities; and
- ii. Provision of assistance in risk management and identifying deficiencies in risk management.

In situations where management has accepted a level of risk that may be unacceptable to the Department, the Director Internal Audit must discuss the matter with senior management. Where the matter has not been resolved, the Director Internal Audit must communicate the matter to the Committee. This approach is consistent with that contained within *International Auditing Standard 2600 – Communicating the Acceptance of Risks*.

11 AUDIT PLANNING

The Internal Audit Unit is responsible for developing and implementing DJAG's Strategic Audit Plan and Annual Audit Plan.

In accordance with the section 31 of the *Financial and Performance Management Standard 2009*, Internal Audit shall prepare:

- a Strategic Audit Plan that provides an overall strategy for the Internal Audit function for a period of at least one year; and
- an Annual Audit Plan that details the audits intended to be conducted by the Internal Audit function during the year.

The Audit Plans will be developed based on a prioritisation of the audit universe using a risk-based methodology. Internal Audit shall consult with:

- the Director-General;
- the Audit and Risk Management Committee;
- Executive and line management of the areas to be audited under the plan; and
- the Queensland Audit Office.

The Director-General shall approve both the Strategic and Annual Audit Plans.

Any significant deviation from the approved Annual Audit Plan will be communicated to the Audit and Risk Management Committee through periodic progress reports.

12 REPORTING

At the conclusion of each audit a *Management Report* will be prepared and issued to management in accordance with section 32 of the *Financial and Performance Management Standard 2009*. The report will present the:

- audit objective and scope;
- facts, findings, conclusions and recommendations;
- management comments about the audit; and
- timetable for taking corrective action by identified responsible officers.

Reports will be distributed to management within fifteen (15) working days of the completion of field work and the review of all working papers. Management will have the opportunity to identify and correct any errors of fact or omission, and provide comment about the proposed report.

Management will have ten (10) days working days from receipt of the draft report to provide a response. Internal Audit will review the management response and finalise the audit report. Management's comments will be included in the final report.

Pursuant to section 33 of the Standard, the Director-General will consider all audit reports issued by Internal Audit via an *Executive Report*. This report contains a high level overview of the audit findings and recommendations and includes agreed remedial actions, risk ratings and priorities.

All reports relating to Departmental operations will be approved by the Director-General. Once approved, copies of the report will be distributed to senior managers, line managers, members of the ARMC and the QAO.

In addition, Internal Audit will report to the Director-General and / or ARMC on the following matters:

- Significant risk exposures and control issues, governance issues, and other matters requested by the Director-General or the ARMC; and
- Analysis of patterns, trends and systemic issues arising from Internal Audit work.

13 RELATIONSHIP WITH THE QUEENSLAND AUDIT OFFICE

Internal and external audit activities should, where possible, be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic contact between internal and external audit is undertaken to discuss matters of mutual interest.

Working papers and audit reports prepared by Internal Audit are available for review by authorised Queensland Audit Office (QAO) auditors.

To assist Internal Audit in discharging its responsibilities, Departmental business units are to provide Internal Audit with copies of all relevant correspondence received from and / or distributed to the QAO.

14 RELATIONSHIP WITH OTHER INTERNAL AUDIT UNITS

During the audit planning phase and at other times as required, Internal Audit may consult with other agencies' Internal Audit Units in order to obtain the most cost-effective use of audit resources.

15 QUALITY ASSURANCE AND IMPROVEMENT PROGRAM

In accordance with *International Auditing Standard 1300 – Quality Assurance and Improvement Program*, the Director Internal Audit is required to develop and maintain a quality assurance and improvement program that covers all aspects of the internal audit activity. The Director Internal Audit will communicate with the ARMC regarding the quality assurance and improvement program.

This program will include both internal and external assessments of Internal Audit activities in accordance with the IIA's *International Standards for the Professional Practice of Internal Auditing* and *Code of Ethics*.

Internal assessments include ongoing monitoring of the performance of the internal audit activity and periodic reviews performed through self-assessment. Further, the work of each Internal Auditor shall be subject to review and feedback by the Director, Internal Audit as part of the ongoing quality assurance framework. Results of internal assessments will be reported to ARMC.

External assessments should be conducted at least once every five years by a qualified, independent reviewer or review team external to the Department. The Director, Internal Audit will implement appropriate follow-up actions to ensure that recommendations made in the report and action plans developed are implemented in a reasonable timeframe.

16 CONTRACTING OF INTERNAL AUDIT SERVICES

Internal Audit services may be provided to an agency under a negotiated Service Level Agreement. Any arrangement to provide such services will be based on full-cost recovery and negotiated between the agency and the Director Internal Audit prior to the commencement of the audit. An audit report will be distributed upon completion of the audit and tabled with senior management of the agency.

17 REVIEW OF CHARTER

The *Internal Audit Charter* is subject to an annual review or as needs arise.

Any amendments shall be reviewed and endorsed by the Audit and Risk Management Committee and approved by the Director-General.

Information Security Policy

Document information

Security classification	UNCLASSIFIED		
Date of review of security classification	June 2017		
Authority	Executive Director, Information Technology Services		
Documentation status	Final	Consultation release	<input checked="" type="checkbox"/> Final version
Next review date	June 2019		
Document reference	eDOCS number: 3711784		

Version History

Version	Notes	Changed by and date
2	Existing draft	September 2002
3	Changed to IMB Policy template and minor editing amendments that do not change context of document.	Terry McDonald – July 2005
4	Minor amendments to position titles and branch names	Trevor Niblock – July 2005
5	Policy structure changes to comply with IS18 update released November 2006.	Rita Dunning – March 2007
6	Minor amendments to position titles and branch names	Jodie Beale – November 2008
7	Redrafted to align with updates to IS18.	Bridge Point Communications Oct 2013 Chris Ruffin June 2014
8	Minor amendments to align with the new governance body and refresh links.	David Black – January 2017

Policy owner/enquiries

All enquiries regarding this document should be directed in the first instance to the Executive Director, Information Technology Services, Department of Justice and Attorney-General.

This policy is owned by the Executive Director, ITS, who is responsible for the development and ongoing review of the policy.

Policy approval and review

This policy version 8.0 was endorsed by the departmental Information and Technology Innovation Committee (ITIC) on 8 June 2017. This policy version 8.0 was approved by Director-General, Department of Justice and Attorney-General on 13 July 2017. This policy is reviewed every two years. The next scheduled review is June 2019.

This policy will also be reviewed and evaluated in line with changes to business and information security risks to reflect the current agency risk profile.

Security classification

This document has a security classification of UNCLASSIFIED.

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Purpose

The Department of Justice and Attorney-General (DJAG) is responsible for a significant amount of information held in both electronic and paper-based formats, it is critical that this information is protected appropriately.

The purpose of this policy is to state the requirements and necessity for the management of information security to protect the DJAG information assets and any ICT assets which create, process, store, view or transmit information, against unauthorised use or accidental modification, loss or release.

Scope

This Information Security Policy and the supporting DJAG Information Security Policy Framework (See Appendix B) applies to:

- All JAG employees, whether full-time, part-time, casual, temporary or permanent, sub-contractors or consultants, agency employees and any external parties while deployed or engaged within the department; and
- The protection of 'information assets' (an identifiable collection of data stored in any manner and recognised as having value for the purpose of enabling an agency to perform its business functions) in all forms, including assets owned by the department and entrusted to the department by customers, partners or external third parties.

Policy Statement

The Department of Justice and Attorney-General has a responsibility to develop, document, implement, maintain and review appropriate security controls to protect the information they hold through meeting the following objectives:

- Maintain the confidentiality, integrity and availability of information commensurate with the information's value, business significance, sensitivity and security classification as defined within the Queensland Government Information Security Classification Framework.
- Ensure compliance with Commonwealth and Queensland legislation, all applicable regulatory standards, as well as any contractual obligations that the department enters into with partners and other third parties.
- Satisfy the mandatory requirements set out in the Queensland Government Information Standard 18 (IS18).
- Establish and maintain appropriate security controls to protect all department information assets, commensurate with the risk posed to the assets.
- Establish and maintain effective governance arrangements to ensure personnel are accountable for the protection of information.
- Establish and maintain information security awareness to ensure all departmental employees understand their responsibilities for the protection of information.
- Ensure the department is able to detect and respond to security events and incidents in a timely manner to meet business continuity objectives; and
- Ensure the ongoing utility, efficiency and flexibility of these information security services by regular review of current business requirements and business risks in accord with the general security plans.

Implementation

This policy and the supporting DJAG Information Security Policy Framework (See Appendix B) will be communicated on an ongoing basis and be accessible to all employees.

Governing Legislation and Standards

Information Security in the department will be guided by the Queensland Government Information Security Policy Framework, Queensland Government Information Standard 18: Information Security (IS18), Queensland Government Information Security Classification Framework (QGISCF), Queensland Government Network Transmission Security Assurance Framework (NTSAF), Queensland Government Authentication Framework (QGAF), Queensland Government Information Security Controls Standard (QGISCS).

Appendix C provides a summary of the related obligations that apply to Queensland Government departments.

Mandatory Requirements

Under the Financial and Performance Management Standard 2009, the department must implement and maintain internal ICT controls that comply with the mandatory requirements set out in the Queensland Government Information Standard 18: Information Security (IS18).

The Queensland Government Information Standard 18: Information Security (IS18) states that the agency Information Security Policy must contain the mandatory clauses within the following ten mandatory security principles of IS18.

The ten mandatory principles of IS18 are:

- Principle 1 – Policy, planning and governance
- Principle 2 – Asset management
- Principle 3 – Human Resources management
- Principle 4 – Physical and environmental management
- Principle 5 – Communications and operations management
- Principle 6 – Access management
- Principle 7 – System acquisition, development and maintenance
- Principle 8 – Incident management
- Principle 9 – Business continuity planning
- Principle 10 – Compliance management

Appendix D states the mandatory clauses which must be contained within an agency's Information Security Policy as defined in the Queensland Government Information Security Policy – Mandatory Clauses document.

The following Mandatory Quality Criteria must be maintained to ensure this policy is effective and are included below for information.

Mandatory Quality Criteria:

- The policy must contain the mandatory clauses detailed in the *Queensland Government Information Security Policy – Mandatory Clauses* document
- The policy must be prepared on an agency wide basis and linked to agency security risks

- The policy is consistent with the requirements of relevant legislation and policies (including the *QGEA*)
- The policy is aligned with agency business planning, the agency's general security plan, and risk assessment findings
- Endorsement for the policy is obtained from the relevant governance body
- Approval for the policy is obtained from the relevant senior executives
- Processes relating to IT change management (including maintenance of network systems) and configuration management processes are established and updated as required
- A policy to control email has been developed, implemented and endorsed
- Policies and controls have been developed to manage all aspects of online and internet activities including anonymity/privacy, data confidentiality, use of cookies, applications/plugin-ins, types of language used, practices for downloading executable, web server security configuration, auditing, access controls and encryption.

Information Security Roles and Responsibilities

Every employee, contractor, consultant, vendor, external third party and authorised user of the DJAG ICT computer network has a specific Role and Responsibility that must be adhered to and are defined in the table below:

Role	Responsibility
Director-General	<p>Has ultimate responsibility for information security and risk management within the agency including alignment and compliance to the Queensland Government Information Standard 18: Information Security (IS18).</p> <p>Is accountable for the effective operation, implementation and maintenance of information security measures within DJAG.</p> <p>Responsible for approving departmental information security policies.</p>
Assistant Director-General, Corporate Services	<p>Support the Director-General in establishing and maintaining information security and risk management.</p> <p>Support the ITIC group responsible for ensuring Confidentiality, Integrity and Availability of DJAG Information and ICT Systems.</p> <p>Support the Executive Director, ITS in providing sufficient funding to implement the requirements of DJAG Information Security Policies and Queensland Government Information Standard 18: Information Security (IS18).</p>
Executive Director, Information Technology Services	<p>Ensure that the mandatory requirements defined within the departments Information Security Policy and supporting Information Security Policy Framework (See Appendix B) are implemented including but not limited to:</p> <ul style="list-style-type: none"> • Monitoring and supporting the performance of the compliance and operational areas of Information Security within ITS. • Ensuring adequate resources are allocated to the compliance and operational areas of Information Security. • Facilitate access to senior management; and provide sufficient backing or authority to effectively review, formulate and implement security improvements. • Support departmental information security awareness.
Executive Director, Financial Services	<p>Provide financial assistance to ITS in order to mitigate DJAG information security risks and harmonize the DJAG information security threat landscape.</p> <p>Consider and represent policy, resource and implementation requirements to the Finance Committee.</p> <p>Work with the Executive Director, ITS to ensure DJAG financial ICT systems are secure, compliant with the requirements of IS18 and that the confidentiality, integrity and availability of the systems is protected.</p>

Role	Responsibility
Information and Technology Innovation Committee	<p>Assuming the responsibilities of an Information Security Governance Body (ISGB) which include:</p> <ul style="list-style-type: none"> Supporting the Director-General in establishing and maintaining information security. Ensuring security measures defined in IS18 are developed, endorsed, instituted and monitored across each member's respective business division. Reviewing DJAG information security incidents and events of a high or very high severity as defined by the Queensland Government Information Security Incident Category Guideline.
Information Owners	<p>Ensuring that information assets are security classified in accordance with the Queensland Government Information Security Classification Framework.</p> <p>Working with ITS to ensure that ICT controls are implemented commensurate with the security classification of the system and as defined within the requirements of the Queensland Government Information Standard 18: Information Security (IS18).</p> <p>Specify information management requirements for business functions under their control.</p> <p>Define and document current business rules.</p> <p>Specify information requirements.</p> <p>Co-ordinate business rule changes.</p>
Information System Custodian	<p>Develop and manage security procedures for information systems under their control. Procedures must align to the requirements of IS18 and DJAG Information Security Policies.</p> <p>Report to the Information Owner and inform the Assistant Director, ITS of these procedures.</p> <p>Develop, maintain and possibly coordinate the testing of business contingency plans.</p> <p>Determine local access control procedures.</p> <p>Recommend improvements to security procedures to the Assistant Director, ITS.</p> <p>Provide security advice to local managers, system operators and employees.</p> <p>Report security violations promptly to information.security@justice.qld.gov.au.</p> <p>Report information security risks to their Managers and to the Assistant Director, ITS.</p>

Role	Responsibility
Information System Administrators	<p>Implement and monitor security procedures and controls on information systems in their charge. Procedures must align to the requirements of IS18 and DJAG Information Security Policies.</p> <p>Recommend security procedure improvements to the Assistant Director, ITS.</p> <p>Report security violations promptly to information.security@justice.qld.gov.au.</p> <p>Report information security risks and areas of non-compliance to the Assistant Director, ITS.</p> <p>Ensure technical information security controls are addressed, maintained, up-to date, secure, compliant and implemented within the department as per the department's policies and procedures.</p> <p>Ensure network, system architecture and design documentation are developed and maintained for all ICT infrastructure managed by their respective areas.</p>
Information Technology Services	<p>Facilitate compliance of the DJAG Information Security Policy Framework and IS18 across the Department including but not limited to the following:</p> <ul style="list-style-type: none"> • Develop and maintain the DJAG Information Security Policy Framework • Promote departmental information security awareness. • Provide security advice to management, auditors and to employees. • Maintain the departments ICT security infrastructure. • Coordinate and monitor the implementation, management and improvement of security procedures as well as compliance to IS18 across the Department. • Undertake routine system vulnerability scans where appropriate or deemed necessary by ED ITS and report associated risks to ITS Management and Business Owner. • Report security violations promptly to Management and to the QGCIO. • Report information security risks to the Assistant Director, ITS.
Everyone	<p>All JAG employees, whether full-time, part-time, casual, temporary or permanent, sub-contractors or consultants, agency employees and any external parties while deployed or engaged within the department must comply with the relevant departmental Information Security Policy and supporting Information Security Policy Framework (See Appendix B) for the information and information computer systems they are using; and adhere to the requirements of the Code of Conduct for the Queensland Public Service (for JAG employees).</p>

Role	Responsibility
	<p>Breaches of this policy will be taken very seriously and may result in disciplinary action being taken against the employee responsible, including possible dismissal and civil or criminal liability</p> <p>Information security responsibilities include but are not limited to:</p> <ul style="list-style-type: none"> • Understand the security procedures for the specific information and information systems used. • Use information and information systems lawfully, respectfully and responsibly. • Take precautions to protect information and information systems against unauthorised access, use, disclosure, modification, duplication or destruction. • Report security violations/issues to management and information.security@justice.qld.gov.au • All employees and Managers must complete the appropriate HR and ITS forms to disable a user's access to the DJAG computer network and all other systems when an employee exits the department or is seconded to another position.

Appendix A - Definitions and Acronyms

Term/Acronym	Definition
Authorised	Use by individuals who have: <ul style="list-style-type: none"> Received the appropriate authorisation (which must be signed and documented as stipulated in local business procedures) before operating the relevant device or service; Agreed to abide by the policies, guidelines and local practice arrangements for use of the relevant device or service, and who have appropriately acknowledged this agreement where required.
Classification	The systematic arrangement of information into logical categories.
Department	This refers to the Department of Justice and Attorney-General, Queensland and statutory authorities within the portfolio of the Attorney-General. This Policy is also applicable to employees of PartnerOne.
Employee	Those engaged on a permanent, temporary, seconded or contract basis including contractors engaged to work for or on behalf of the Department. This also includes students, volunteers, work experience or other external persons and/or organisations.
Information and Technology Innovation Committee (ITIC)	Leads the Department's strategy in respect of Information Management/ Information Communications Technology (IM/ICT) and to provide expert advice to the Director-General.
Information	A collection of data in any form which is maintained by an Agency or person, and which may be transmitted, manipulated, and stored by the information system.
Information Asset	An identifiable collection of data stored in any manner and recognised as having value for the purpose of enabling an agency to perform its business functions.
Information Owner(s)	The recognised officer(s) who is identified as having the authority and accountability under legislation, regulation or policy, for the collection and management of information assets on behalf of the State of Queensland, usually the Chief Executive Officer (CEO).
Information System Custodian	The recognised officer who is identified as owning hardware, software, equipment, policies, procedures and people that store, process, control and provide access to information.
Information System Administrators	The recognised officer who is identified as managing and maintaining the configuration and reliable operation of an information system.
Information Standard 18 (IS18)	Sets out the mandatory requirements for Agencies when establishing, implementing and maintaining information security within their organisation.
Information Technology Services (ITS)	The Information Technology Services group is within the Corporate Services Division of the Department of Justice and Attorney-General.
Internet	Worldwide network of computer networks that use the TCP/IP network protocols to facilitate data transmission and exchange.
JAG	This refers specifically to the Department of Justice and Attorney-General, Queensland.

Term/Acronym	Definition
Risk Assessment	An evaluation of system assets and their vulnerabilities to threats, including potential losses that may result from threats.
Standards	A published document, which sets out technical or other specifications necessary to ensure that a material or method will consistently do the job it is intended to do, i.e. 'what' must occur to achieve the desired result.
Third Party	An individual or an organisation outside of JAG who provides labour or services
Unauthorised use	Access which has not been appropriately authorised. (See <i>Authorised</i>) contrary to or in-breach of the requirements for authorised use.

Appendix B - DJAG Information Security Policy Framework

Information Security Policy Framework



For further details refer to the [Queensland Government Information Security Policy Framework](#).

Appendix C - Related legislation and other requirements

This appendix provides a summary of some of the related obligations that apply to Queensland Government departments. The contents of this appendix do not constitute legal advice and should not be relied on as a comprehensive statement of legislative and statutory obligations.

Queensland legislation

- [Financial Accountability Act 2009](#) (Qld)
- [Financial and Performance Management Standard 2009](#) (Qld)
- [Information Privacy Act 2009](#) (Qld)
- [Public Records Act 2002](#) (Qld)
- [Right to Information Act 2009](#) (Qld)
- [Public Service Act 2008](#) (Qld) - sections 187 – 192
- [Public Sector Ethics Act 1994](#) (Qld) - sections 4(2), 7-11

Commonwealth legislation

- [Cybercrime Act 2001](#) (Cth)
- [Electronic Transactions Act 1999](#) (Cth) - part 2, s.8
- [Electronic Transactions Act 2001](#) (Qld)
- [Security Legislation Amendment \(Terrorism\) Act 2002](#) (Cth) - s.2 (e)
- [Spam Act 2003](#) (Cth) - Schedule 1, Clauses 3,4
- [Telecommunication Act 1997](#) (Cth)

Queensland Government Enterprise Architecture requirements

- [QGEA Information Standard 18: Information Security \(IS18\)](#)
- [Queensland Government Information Security Policy – Mandatory Clauses](#)
- [Queensland Government Information Security Incident Category Guideline](#)
- [QGEA Information Standard 31: Retention and disposal of public records \(IS31\)](#)
- [QGEA policy: Information access and use policy \(IS33\)](#)
- [QGEA policy: Use of ICT facilities and devices \(IS38\)](#)
- [QGEA Information Standard 40: Recordkeeping \(IS40\)](#)
- [QGEA Information Standard 44: Information asset custodianship \(IS44\)](#)

JAG supporting documents

- [JAG Information Security Standards](#)
- [JAG Information Security Plan \(including strategic security objectives\)](#)
- [JAG Use of Information and Communication Technology \(ICT\) Devices Policy](#)

Related procedures

- [Australian Government Information Security Manual \(ISM\)](#)
- [Australian Government Protective Security Policy Framework \(PSPF\)](#)
- [ISO/IEC 27001:2013 Information technology – Security techniques – Information security management systems – Requirements](#)
- [ISO/IEC 27002:2013 Information technology – Security techniques – Code of practice for information security management](#)
- [AS/NZS ISO 31000:2009 – Risk Management – Principles and Guidelines](#)
- [Queensland Government Counter-Terrorism Strategy 2013-2018](#)

- Queensland Counter Terrorism Plan 2007 – Department of the Premier and Cabinet (function now residing in Queensland Police)
- Queensland Infrastructure Protection and Resilience Framework

Forms

- Information Security Compliance Checklist

Guidelines

- Information Standard 18: Information Security - Implementation Guideline

Appendix D – IS18 Principles - Mandatory Clauses

This appendix provides the mandatory clauses contained within the Queensland Government Information Security Policy – Mandatory Clauses document. The document stipulates that the mandatory clauses must not be altered or deleted, and so must be used as specified in the Queensland Government Information Security Policy – Mandatory Clauses document.

Principle 1 – Policy, planning and governance

Agency management must recognise the importance of, and demonstrate a commitment to, maintaining a robust agency information security environment.

Information Security Plan

- An Information Security Plan must be developed and must align with agency business planning, general security plan and risk assessment findings.
- Endorsement for the Information Security Plan must be obtained annually from the relevant senior executives and governance body.
- A threat and risk assessment must be conducted for all ICT assets that create, store, process or transmit security classified information at least annually or after any significant change has occurred, such as machinery-of-Government.

Internal governance

- Information security internal governance arrangements must be established and documented (including roles and responsibilities) to implement, maintain and control operational information security within the agency.
- Endorsement for the information security internal governance arrangements must be obtained from the relevant senior executives and governance body.

External governance

- Information security external governance arrangements must be established and documented to ensure that third party service level agreements, operational level agreements, hosting agreements or similar contracts clearly articulate the level of security required and are regularly monitored.
- Endorsement for the information security external governance arrangements must be obtained from the relevant senior executives and governance body.

Principle 2 – Asset management

Agencies must implement procedures for the classification and protective control of information assets (regardless of format). Agencies may wish to extend existing information asset and technology registers to incorporate security classification and control requirements.

Asset protection responsibility

- All ICT assets that create, store, process or transmit security classified information must be assigned appropriate controls in accordance with the Queensland Government Information Security Classification Framework (QGISCf).
- All ICT assets (including hardware, software and services) and information assets must be identified, documented and assigned ICT asset custodians for the maintenance of security controls.
- All ICT assets that provide underpinning and ancillary services must be protected from internal and external threats (e.g. mail gateways, domain name resolution, time, reverse proxies, remote access and web servers).

Information security classification

- All information assets must be assigned appropriate security classification and control in accordance with the QGISCF.
- Classification schemes do not limit the provision of relevant legislation under which JAG operates.

Principle 3 – Human Resources management

Agencies must minimise the risk of loss or misuse of information assets by ensuring that security controls are incorporated into agency human resource management, including the development of supporting policies and processes.

Pre-employment

- Security requirements must be addressed within recruitment and selection and in job descriptions.

During employment

- Induction, ongoing security training and security awareness programs must be implemented to ensure that all employees are aware of and acknowledge the agency's information security policy, their security responsibilities, and associated security processes.
- Where employees have access to PROTECTED or higher information or perform specific security related roles, these responsibilities must be fully documented with signed acknowledgement and communicated.

Post-employment

- Procedures for ensuring the security of the agency during the separation of employees from, or movement within JAG must be developed and implemented.

Principle 4 – Physical and environmental management

The level of physical controls implemented must minimise or remove the risk of equipment or information being rendered inoperable or inaccessible, or being accessed, used or removed without appropriate authorisation.

Building controls and secure areas

- Building and entry controls for areas used in the processing and storage of security classified information must be established and maintained in line with the QGISCF.
- Physical security protection (commensurate with the security classification information levels) must be implemented for all offices, rooms, storage facilities and cabling infrastructure in line with the QGISCF.
- Control policies (including clear desk/clear screen) must be implemented in information processing areas that deal with security classified information.

Equipment security

- All ICT assets that store or process information must be located in secure areas with access control mechanisms in place to restrict use to authorised personnel only, as required by the QGISCF.
- Policies and processes must be implemented to monitor and protect the use and/or maintenance of information assets and ICT assets away from premises, as required by the QGISCF.

- Policies and processes must be implemented to securely dispose and/or reuse ICT assets, commensurate with the information asset's security classification level, as required by the QGISCF.

Principle 5 – Communications and operations management

Operational procedures and controls must be documented and implemented to ensure that all information assets and ICT assets are managed securely and consistently, in accordance with the level of required security.

Operational procedures and responsibilities

- Operational procedures and controls must be documented and implemented to ensure that all information assets and ICT assets are managed securely and consistently (in accordance with the level of security required).
- Operational change control procedures must be implemented to ensure that changes to information processing facilities or systems are appropriately approved and managed.

Third party service delivery

- Third party service delivery agreements must comply fully with IS18.
- Third party service delivery agreements must be periodically reviewed and updated to ensure they address any changes in business requirements but remain compliant with IS18.
- Third party service operating agreements must specifically address third party governance policies and processes (see External governance, above).

Capacity planning and system acceptance

- System acceptance must include confirmation of the application of appropriate security controls and of the capacity requirements of the system.
- System capacity must be regularly monitored to ensure risks of system overload or failure which could lead to a security breach are avoided.

Application integrity

- Adequate controls must be defined and implemented for the prevention, detection, removal and reporting of attacks by malicious code on all ICT assets.
- Vulnerability/integrity scans of core software must be defined and conducted regularly to ensure detection of unauthorised changes.
- Anti-malicious code software must be regularly updated with new definition files and scanning engines.
- Employees must be educated about malicious and mobile code in general, the risks posed, virus symptoms and warning signs including what processes should be followed in the case of a suspected virus.

Backup procedures

- Comprehensive information and system backup procedures and archiving must be implemented.

Network security

- Network security policy must be developed and documented in line with the NTSAF to guide network administrators in achieving the appropriate level of network security.
- Processes to periodically review and test firewall rules and associated network architectures must be established to ensure the expected level of network perimeter security is maintained.

- Processes must be established to periodically review and update current network security design, configuration, vulnerability and integrity checking to ensure network level security controls are appropriate and effective.
- A policy on scanning must be developed to ensure that traffic entering and leaving the agency network is appropriately scanned for malicious or unauthorised content.

Media handling

- Media handling procedures must be in line with the requirements of the QGISCF.

Information exchange

- Methods for exchanging information within the agency, between agencies, through online services, and/or with third parties must be compliant with legislative requirements and must be consistent with the QGISCF and the NTSAF.
- The type and level of encryption must be authorised and compliant with the requirements of the QGISCF and the NTSAF.
- All information exchanges over public networks, including all online or publicly available transactions/systems must be authorised either directly or through clear policy.

E-commerce

- All critical online services must have penetration testing performed periodically.

Information processing monitoring

- Comprehensive operator and audit/fault logs must be implemented.
- All ICT assets must be synchronised to a trusted time source that is visible and common to all.

Principle 6 – Access management

Control mechanisms based on business requirements, assessed/accepted risks, information classification and legislative obligations must be in place for controlling access to all information assets and ICT assets.

Access control policy

- Control mechanisms based on business requirements and assessed/accepted risks for controlling access to all information assets and ICT assets must be established.
- Access control rules must be consistent with agency business requirements, information classification, and legal/legislative obligations.

Authentication

- Authentication requirements including on-line transactions and services must be assessed against QGAF.
- All authentication of users external to the agency must be implemented in compliance with QGAF.

User access

- Access to information systems requires specific authorisation and each user must be assigned an individually unique personal identification code and secure means of authentication.

Network access

- Control measures must be implemented to detect and regularly log, monitor and review information systems and network access and use, including all significant security relevant events
- Authorisation must be obtained and documented for access (including new connections) to agency networks.
- All wireless communications must have appropriate configured product security features and afford at least the equivalent level of security of wired communications.
- Security risks associated with the use of ICT facilities and devices (including non-government equipment) such as mobile telephony, personal storage devices and internet and email must be assessed prior to connection and appropriate controls implemented.

Operating system access

- Policies and/or procedures for user registration, authentication management, access rights and privileges, must be defined, documented and implemented for all ICT assets.

Application and information access

- Restricted access and authorised use only warnings must be displayed upon access to all systems.
- Access to all confidential/sensitive systems must only be allowed after authorised approval.

Mobile computing and telework access

- Risk assessments must be conducted and processes must be established for mobile technologies and teleworking facilities.

Principle 7 – System acquisition, development and maintenance

During system acquisition, development and maintenance, security controls must be established and must be commensurate with the security classifications of the information contained within, or passing across, information systems, network infrastructure and applications.

System security requirements

- Security controls must be commensurate with the security classifications of the information contained within, or passing across information systems, network infrastructures and applications.
- Security requirements must be addressed in the specifications, analysis and/or design phases and internal and/or external audit must be consulted when implementing new or significant changes to financial or critical business information systems.
- Security controls must be established during all stages of system development, as well as when new systems are implemented and maintained in the operational environment.
- Appropriate change control, acceptance and system testing, planning and migration control measures must be carried out when upgrading or installing software in the operational environment.
- Accurate records must be maintained to show traceability from original business requirements to actual configuration and implementation, including appropriate justification and authorisation.

Correct processing

- Access controls must be identified and implemented including access restrictions and segregation/isolation of systems into all infrastructures, business and user developed applications.

Cryptographic controls

- Cryptographic control must be consistent with those of the NTSAF.

System files

- Access to system files must be controlled to ensure integrity of the business systems, applications and data.

Secure development and support processes

- Processes (including data validity checks, audit trails and activity logging) must be established in applications to ensure development and support processes do not compromise the security of applications, systems or infrastructure.
- Audit logs are maintained in accordance with the Queensland Government Information Security Controls Standard (QGISCS).

Technical vulnerability management

- Processes to manage software vulnerability risk for all IT security infrastructures must be developed and implemented.
- A patch management program for operating systems, firmware and applications of all ICT assets must be implemented to maintain vendor support, increase stability and reduce the likelihood of threats being exploited.

Principle 8 – Incident management

Effective management and response to information security incidents is critical to maintaining secure operations within the Queensland Government.

Event/weakness reporting

- Establish and maintain an information security incident register and record all incidents.
- All information security incidents must be reported and escalated (where applicable) through appropriate management channels and/or authorities.
- Where a deliberate violation or breach of this agency information security policy or subordinate processes has occurred, this must be investigated and formal disciplinary processes must be applied.
- Responsibilities and procedures for the timely reporting of security events and incidents including breaches, threats and security weaknesses, must be communicated to all employees including contractors and third parties.

Incident procedures

- Information security incident management procedures must be established to ensure appropriate responses in the event of information security incidents, breaches or system failures.

Principle 9 – Business continuity management

A managed process including documented plans must be in place to enable information and ICT assets to be restored or recovered in the event of a disaster or major security failure

Business continuity

- Methods must be developed to reduce known risks to information and ICT assets including undertaking a business impact analysis.
- Business continuity plans must be maintained and tested to ensure information and ICT assets are available and consistent with agency business and service level requirements.

- All critical business processes and associated information and ICT assets have been identified and prioritised.

ICT disaster recovery

- An ICT disaster recovery register must be established to assess and classify ICT assets to determine their criticality. The register must include details of suppliers of critical systems.
- Plans and processes must be established to assess the risk and impact of the loss of information and ICT assets in the event of a security failure or disaster to enable information and ICT assets to be restored or recovered.
- ICT disaster recovery plans must have clearly defined maximum acceptable downtimes.
- ICT disaster recovery plans must be maintained and tested to ensure information and ICT assets are available and consistent with agency business and service level requirements.
- Maximum acceptable downtimes for ICT services must also be defined in service and operational level agreements with external parties.
- Copies of ICT disaster recovery plans must be stored in multiple locations including at least one location offsite.

Principle 10 – Compliance management

Agencies must ensure compliance with, and appropriate management of, all legislative and reporting obligations relating to information security.

Legal requirements

- All legislative obligations relating to information security must be complied with and managed appropriately.
- All information security policies, processes and requirements including contracts with third parties, must be reviewed for legislative compliance on a regular basis and the review results reported to appropriate agency management.
- Processes to ensure legislative compliance across all agency activities must be developed and implemented.

Policy requirements

- All reporting obligations relating to information security must be complied with and managed appropriately.
- The Information security compliance checklist must be submitted annually to the ICT Policy and Coordination Office in line with the IS18 reporting requirements.

Audit requirements

- All reasonable steps are taken to monitor, review and audit agency information security compliance, including the assignment of appropriate security roles and engagement of internal and/or external auditors and specialist organisations where required.

QUEENSLAND
Constitution of Queensland 2001 (s.55 (1))
Parole Orders (Transfer) Act 1984 (s.12)

INSTRUMENT OF DELEGATION OF MINISTER'S POWERS

SHORT TITLE

This instrument may be cited as the Instrument of Delegation of Minister's Powers (Number 01, 2015).

SCOPE OF DELEGATION

The delegations under this instrument apply to powers vested in the Minister for Corrective Services under the:

1. *Constitution of Queensland 2001*
2. *Parole Orders (Transfer) Act 1984*

Under the *Constitution of Queensland 2001* s. 55 (1), "A Minister may delegate a power of the State to an appropriately qualified officer of the State."

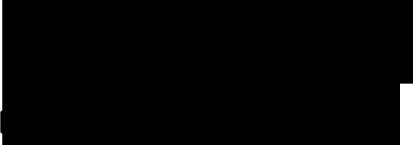
Under the *Parole Orders (Transfer) Act 1984* s. 12, "A Minister may delegate the Minister's powers under this Act to a corrective services officer under the *Corrective Services Act 2006*."

I hereby delegate the powers listed in the first column of the Schedules 1 and 2 of this Instrument to the officers identified as delegates in the second column. Any exercise of the delegated powers is to be in accordance with the limits and conditions specified in the third column of the respective schedules.

DATE OF EFFECT

The commencement date of this Instrument of Delegation of Minister's Powers is this 5th day of January 2015⁶. This document revokes all former instruments of delegations in relation to the same powers or functions which are covered by this Instrument of Delegation.

Dated at Brisbane this 5th day of January 2015⁶ (see brief 3057614)


Minister for Police, Fire and Emergency
Services and Minister for Corrective Services

SCHEDULE 1
CONSTITUTION OF QUEENSLAND 2001

Sections and Headings	Delegate	Limits and Conditions
s. 55 (1) Powers of the State	Commissioner, Queensland Corrective Services	<p>For the power and legal capacity to enter into an agreement with other persons for the temporary use of land allocated to the Queensland Corrective Services.</p> <p>The delegate is required to report to the Minister every six months on any exercise of the delegated power.</p> <p>The delegate is required to report to the Minister using the attached Form A.</p>

SCHEDULE 2
PAROLE ORDERS (TRANSFER) ACT 1984

Sections and Headings	Delegate	Limits and Conditions
s. 6 (1) and (2) Requests for registration of transferred parole orders	<p>Commissioner, Queensland Corrective Services</p> <p>Deputy Commissioner, Statewide Operations</p>	<p>The delegate is required to report to the Minister every six months on any exercise of the delegated power.</p> <p>The delegate is required to report to the Minister using the attached Form B.</p>

* Form A

Constitution of Queensland 2001

Sub-Delegation of Minister's Powers by the Commissioner

* Form B

Parole Order's (Transfer) Act 1984

Delegation of Minister's Powers Form A

[illegible]

* Delete as applicable



QUEENSLAND CORRECTIVE SERVICES
INSTRUMENT OF DELEGATION OF CHIEF EXECUTIVE POWERS

SHORT TITLE

This instrument may be cited as the Instrument of Delegation of Chief Executive Powers.

SCOPE OF DELEGATION

This instrument delegates to persons set out in the attached schedules the powers vested in the Chief Executive, Queensland Corrective Services in relation to:

Powers under the *Corrective Services Act 2006*

- **Schedule 1**

Public Service Act 2008 (powers under other Acts)

- **Schedule 2**

All delegations must be exercised in accordance with relevant policies and procedures of Queensland Corrective Services.

Exercise of the delegated powers is to be in accordance with any limits and conditions specified in the accompanying schedules.

DATE OF EFFECT

The commencement date of this Instrument of Delegation of Chief Executive Powers is 21st day of December 2017.

This document revokes all former instruments of delegations in relation to the same powers or functions which are covered by this Instrument of Delegation.

Dated at Brisbane this 21st day of December 2017.



Commissioner
Queensland Corrective Services

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SCHEDULE 1

Delegation of Statutory Powers Corrective Services Act 2006

Pursuant to section 271(1) of the *Corrective Services Act 2006* (CSA), I, Peter Martin APM, Chief Executive and Commissioner, Queensland Corrective Services delegate the powers in the sections of the CSA listed in Column 1 to the Officer or Officers listed in Column 2, subject to relevant limitations and conditions listed in Column 3.

For the purpose of this Instrument of Delegation:

“Deputy Commissioner” means Deputy Commissioner, Statewide Operations

“General Manager of a corrective services facility” means for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Director.

“Deputy General Manager of a corrective services facility” means: for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Deputy Director; and for The GEO Group Australia Pty Ltd (Arthur Gorrie Correctional Centre) – Contract Compliance Manager and Prisoner Development Manager.

“Manager of a corrective services facility” means: for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Assistant Director, Security and Operations; Assistant Director, Prisoner Management and Prisoner Services; Assistant Director, Business Services; and Assistant Director, Human Resources.

“Manager, Sentence Management” means: for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Offender Management Manager; and for The GEO Group Australia Pty Ltd (Arthur Gorrie Correctional Centre) – Sentence Management Coordinator.

“Assistant Manager, Sentence Management” means: for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Offender Management Officer; and for The GEO Group Australia Pty Ltd (Arthur Gorrie Correctional Centre) – Administration Supervisor.

“Sentence Planning Coordinator, Sentence Management” means: for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Offender Management Officer; and for The GEO Group Australia Pty Ltd (Arthur Gorrie Correctional Centre) – Administration Officer Level Four.

“Sentence Planning Adviser, Sentence Management” means: for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Offender Management Officer; and for The GEO Group Australia Pty Ltd (Arthur Gorrie Correctional Centre) – Administration Officer Level Three.

“Sentence Planning Officer, Sentence Management” means: for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Offender Management Officer; and for The GEO Group Australia Pty Ltd (Arthur Gorrie Correctional Centre) – Administration Officer Level Two.

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Column 1 CSA Sections and Headings	Column 2 Delegates	Column 3 Limits and Conditions
12(1) Prisoner security classification 13 Reviewing prisoner's security classification 14 Changing prisoner's security classification	Deputy Commissioner General Manager, Custodial Operations Executive Director, Specialist Operations General Manager of a corrective services facility General Manager, Sentence Management Services Director, Operations, Sentence Management Services Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations Principal Adviser, Operations Principal Adviser, Sentence Administration Manager, Sentence Management Senior Advisor, Serious Offenders Unit Senior Advisor, Sentence Administration Senior Advisor, Operations Assistant Manager, Sentence Management Advisor, Sentence Administration Advisor, Serious Offenders Unit Manager Strategy and Risk, High Risk Offender Management Unit	The Deputy Commissioner, Executive Director Specialist Operations or General Manager Custodial Operations, to make decisions for prisoners recommended to be classified as Maximum Security or currently classified Maximum Security.
16 Reconsidering decision to change prisoner's security classification	Deputy Commissioner Executive Director, Specialist Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole General Manager, Custodial Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations Principal Adviser, Operations Principal Adviser, Sentence Administration Manager, Sentence Management Senior Advisor, Serious Offenders Unit Senior Advisor, Sentence Administration Senior Advisor, Operations Manager Strategy and Risk, High Risk Offender Management Unit	Must hold an equivalent or more senior position than the person who increased the prisoner's security classification

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21(3) Medical examination or treatment (examination by a doctor or psychologist)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Executive Director, Specialist Operations General Manager, Sentence Management Services General Manager of a corrective services facility Regional Manager, Sentence Management Regional Manager, Probation and Parole Director, Operations, Sentence Management Services	Limited to 21(3)(c) and 21(3)(d) for Regional Manager, Probation and Parole
21(4)(a)(ii) Medical examination or treatment (examination by a psychiatrist)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Executive Director, Specialist Operations General Manager of a corrective services facility	
22(3) Private medical examination or treatment	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Regional Manager, Probation and Parole Director, Operations – Probation and Parole General Manager Probation & Parole	
26(2) Marriage	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole	
26A Civil partnerships	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole	
28B Giving prisoner's artwork to a person as a gift	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager, Offender Development Manager/Duty Manager in a corrective services facility	
28C Giving prisoner's artwork to a person to hold on prisoner's behalf	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager, Offender Development Manager/Duty Manager in a corrective services facility	

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28F(3)(b) Person holding prisoner's artwork for prisoner	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager, Offender Development Manager/Duty Manager in a corrective services facility	
28G(2) Prisoner and not the State has responsibility for collecting artwork held on behalf of the prisoner	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager, Offender Development Manager/Duty Manager in a corrective services facility	
30 Deciding Application (for accommodation of child with female prisoner)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	
31 Removing child from corrective services facility	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	
33(1) Power to search	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Operations Officer/Supervisor Correctional supervisor Custodial correctional officer Intelligence Officer	

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	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.
34 Personal search of prisoners leaving part of corrective services facility	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Operations Officer/Supervisor Correctional supervisor Correctional Supervisor, Dog Squad Custodial Correctional Officer, Dog Squad Custodial Correctional Officer	
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.
35(3) Where a direction under s35(1) does not apply because of a prisoner's exceptional circumstances	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility	
36 Search requiring removal of clothing of prisoners on chief executive's order – generally	General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility	
37 Search requiring removal of clothing on reasonable suspicion	General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Correctional Supervisor, Dog Squad Correctional Supervisor	

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39 Body search of particular prisoner (by doctor)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	
41 Who may be required to give test sample	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Manager in a corrective services facility Correctional Supervisor Intelligence Officer General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Field Supervisor Work camp Executive Director, Specialist Operations Executive Director, Operational Support Services General Manager, Escort and Security Branch Operations Supervisor Surveillance Officer Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer	The power may be sub delegated, by the Executive Director, Operational Support Services only. A copy of the Instrument of sub delegation is to be provided to the Commissioner.
42(1) Giving test sample	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Manager in a corrective services facility Correctional Supervisor Intelligence Officer General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Field Supervisor Work camp Executive Director, Specialist Operations General Manager, Escort and Security Branch Director, Offender Rehabilitation and Management Services Operations Supervisor Surveillance Officer Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Administration Officer – Probation and Parole	Where qualified and approved by the District Manager

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44(2) Prisoner's ordinary mail at prisoner's own expense	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	
45(1) Opening, searching and censoring mail	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Correctional Officer Intelligence officer Corrective Services Officer	
45(2)(a) Opening, searching and censoring mail (open and search privileged mail where reasonably suspects mail contains something that may physically harm or a prohibited thing)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Correctional Supervisor Intelligence Officer	
45(2)(b) Opening, searching and censoring mail (open and search privileged mail where reasonably suspects mail is not privileged mail) 46(1)(a)(i) and (b) Seizing and otherwise dealing with mail containing information about the commission of an offence (seizure and disclosure of information) 47 Seizing harmful or prohibited things contained in privileged mail	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	

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50(1)(b) Phone calls (at prisoner's expense)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole	
50(3) Phone calls (length and frequency of phone calls)	Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility	
50(6) Phone calls (approval of conference call)		
51 Personal videoconferences for approved prisoners	Deputy Commissioner Executive Director, Specialist Operations General Manager, Probation and Parole General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Manager, Helana Jones Centre	
51(3) Personal videoconferences for approved prisoners	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Manager, Helana Jones Centre	

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52(1), and (4) Recording or monitoring prisoner communication and terminating prisoner communication)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Executive Director, Specialist Operations Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Field Supervisor Work Camp General Manager, Escort and Security Branch Correctional Supervisor Custodial Correctional Officer Intelligence Officer Correctional Counsellor Senior Psychologist Psychologist Education Officer Administration officer of a corrective services facility intelligence unit Administrative Officer, QCS Intelligence Group Support Officer, QCS Intelligence Group Police officers attached to the QCS Intelligence Group Police officers attached to the Corrective Services Investigation Unit	
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.
53Safety order	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Executive Director, Specialist Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations	

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	Correctional supervisor	Only when there are no other delegates available and only after consultation with General Manager, Deputy General Manager or Duty Manager
54 Consecutive safety order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole General Manager of a corrective services facility Executive Director, Specialist Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Director Operations, Probation and Parole Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations	
55 Review of safety order—doctor or psychologist	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services	Applies to Safety Orders (s.53) and Consecutive Safety Orders (S.54)
	Deputy General Manager of a corrective services facility	Applies to Safety Order (s.53)
56 Review of safety order – official visitor	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole General Manager of a corrective services facility Executive Director, Specialist Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Director Operations, Probation and Parole Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations	

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58(1), (3) and (6) Temporary safety order	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Executive Director, Specialist Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations	
	Correctional supervisor	Only when there are no other delegates available and only after consultation with duty manager, deputy general manager or general manager
60(1) Maximum security order 61(1) and (3) consecutive maximum security orders	Deputy Commissioner Executive Director, Specialist Operations General Manager, Custodial Operations	
62 (1) and (3) Other matters about maximum security order (directions)	Deputy Commissioner Executive Director, Specialist Operations General Manager, Custodial Operations	
63(9) and (10) Review of maximum security order (considering official visitor recommendation)	Deputy Commissioner Executive Director, Specialist Operations General Manager, Custodial Operations	

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66 (1) and (3) Work order	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Executive Director, Specialist Operations General Manager, Sentence Management Services Deputy General Manager of a corrective services facility Director, Operations, Sentence Management Services Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Regional Manager, Sentence Management Manager Strategy and Risk, High Risk Offender Management Unit General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations	The General Manager, Sentence Management Services to make decisions for prisoners in the Serious Offenders Unit cohort.
	Manager, Helana Jones Centre	The General Manager or Deputy General Manager, Brisbane Women's Correctional Centre must be notified.
68(1)(a) Transfer to another corrective services facility	Deputy Commissioner General Manager, Custodial Operations Executive Director, Specialist Operations General Manager, Sentence Management Services General Manager of a corrective services facility Director, Operations, Sentence Management Services Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Deputy General Manager of a corrective services facility Regional Manager, Sentence Management Manager Strategy and Risk, High Risk Offender Management Unit State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations Principal Adviser, Operations Principal Adviser, Sentence Administration General Manager, Probation and Parole Regional Manager- Probation and Parole Director, Operations – Probation and Parole	The Deputy Commissioner, Executive Director Specialist Operations or General Manager, Custodial Operations, to make transfer decisions for prisoners recommended to be classified Maximum Security or currently classified Maximum Security
	Manager, Sentence Management Senior Advisor, Serious Offenders Unit Senior Advisor, Sentence Administration Senior Advisor, Operations Assistant Manager, Sentence Management Advisor, Sentence Administration Advisor, Serious Offenders Unit	Not a decision to transfer a prisoner to a low security facility

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	Manager/Duty Manager in a corrective services facility Correctional Supervisor	The General Manager or Deputy General Manager of a corrective services facility must be notified.
	Manager, Helana Jones Centre	The General Manager or Deputy General Manager of Brisbane Women's Correctional Centre must be notified.
68(1)(a) Transfer to another corrective services facility	Custodial Correctional Officer (Helana Jones Centre)	Only after consultation has occurred with either Manager, Helana Jones Centre or the Manager/Duty Manager, in a corrective services facility
68(1)(b) Transfer to a health institution (a place for medical or psychological treatment or examination or treatment for substance dependency)	Deputy Commissioner	
	General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch Manager, Escort and PAHSU Manager/Duty Manager in a corrective services facility	If the prisoner is classified maximum security— the Deputy Commissioner must be notified prior to the departure of any unscheduled escort. The Commissioner must be notified by the Deputy Commissioner.
	Correctional Supervisor	If the transfer is outside business hours the General Manager or Deputy General Manager of the relevant corrective services facility or the Duty Executive must be notified prior to the departure of the escort.
	Manager, Helana Jones Centre	The General Manager or Deputy General Manager of Brisbane Women's Correctional Centre must be notified.

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69(3) Transfer to court	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Correctional Supervisor General Manager, Escort and Security Branch Manager, Escort and PAHSU Manager, Courts	If the prisoner is classified maximum security- a) Correctional Supervisors are not delegated to approve transfers to court. b) The Executive Director, Specialist Operations must be notified via email a day prior to departure of the escort.
70(2) Removal of prisoner for law enforcement purposes	Deputy Commissioner General Manager of a corrective services facility General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations General Manager, Escort and Security Branch	If the prisoner is classified maximum security then the Deputy Commissioner must be notified prior to the departure of the escort. The Commissioner must be notified by the Deputy Commissioner. If the prisoner is flagged as an 'Enhanced Security Offender' (ESO), the Executive Director, Specialist Operations must be notified prior to approval and departure of the escort.

	<p>Detective Inspector, Corrective Services Investigation Unit Director, Intelligence and Investigations Branch</p>	<p>The General Manager of a corrective services facility where the prisoner is detained must be notified prior to the departure of the escort. If the prisoner is classified as maximum security then the Deputy Commissioner must be notified prior to the departure of the escort. The Commissioner must be notified by the Deputy Commissioner. If the prisoner is flagged as an 'Enhanced Security Offender' (ESO), the Executive Director, Specialist Operations must be notified prior to approval and departure of the escort.</p>
	<p>Manager, Helana Jones Centre</p>	<p>The General Manager or Deputy General Manager, Brisbane Women's Correctional Centre must be notified.</p>

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71(3) Reconsidering transfer decision	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Executive Director, Specialist Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services Director High Risk Offender Management Unit Director Operations, Probation and Parole Director Offender Rehabilitation and Management Services Regional Manager, Sentence Management Manager Strategy and Risk, High Risk Offender Management Unit State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations Principal Adviser, Operations Principal Adviser, Sentence Administration Manager, Sentence Management Senior Advisor, Serious Offenders Unit Senior Advisor, Sentence Administration Senior Advisor, Operations	Must hold an equivalent or more senior position than the person who approved the transfer
72(1)(a), (2) and (3) Power to grant leave (community service leave, impose reasonable conditions and may order prisoner to remain in physical custody)	Deputy Commissioner General Manager, Custodial Operations Executive Director, Specialist Operations General Manager, Sentence Management Services General Manager of a corrective services facility Deputy General Manager of a corrective services facility Director, Operations, Sentence Management Services Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Regional Manager, Sentence Management Manager Strategy and Risk, High Risk Offender Management Unit General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations	Not for a prisoner who has been convicted of a sexual offence listed in schedule one.
	Manager, Helana Jones Centre	The General Manager or Deputy General Manager, Brisbane Women's Correctional Centre must be notified. Not for a prisoner who has been convicted of a sexual offence listed in schedule one.

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72(1)(c), (2) and (3) Power to grant leave (educational/vocational activities leave, impose reasonable conditions and may order prisoner to remain in physical custody)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	Not for a prisoner who has been convicted of a sexual offence listed in schedule one.
	Manager, Helana Jones Centre	Not for a prisoner who has been convicted of a sexual offence listed in schedule one. The General Manager or Deputy General Manager, Brisbane Women's Correctional Centre must be notified.
72(1)(b) and (d), (2) and (3) Power to grant leave (compassionate and medical/dental/optical treatment leave, impose reasonable conditions and may order prisoner to remain in physical custody)	General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	
	Manager, Helana Jones Centre	The General Manager or Deputy General Manager, Brisbane Women's Correctional Centre must be notified.
72(1)(e), (2) and (3) Power to grant leave (leave for another purpose, impose reasonable conditions and may order prisoner to remain in physical custody)	Deputy Commissioner General Manager, Custodial Operations Executive Director, Specialist Operations General Manager, Sentence Management Services General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Director, Operations, Sentence Management Services Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations	
	Manager, Helana Jones Centre	The General Manager or Deputy General Manager, Brisbane Women's Correctional Centre must be notified.

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83(1) Prisoner's expenses while on leave	Deputy Commissioner General Manager, Custodial Operations Executive Director, Specialist Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility District Manager Manager, Helana Jones Centre	
85(1) Suspending or cancelling order for leave of absence	Deputy Commissioner General Manager, Custodial Operations Executive Director, Specialist Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Manager, Helana Jones Centre General Manager, Sentence Management Services Director, Operations, Sentence Management Services Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations Manager Strategy and Risk, High Risk Offender Management Unit	
	Probation and Parole Supervisor	The officer's line Manager or duty manager must be notified.
89(1) and (2) Interstate leave permit (granting permit and imposition of conditions on that permit)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations	
91(1) Amending or cancelling permit	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations	
96A(1) Mutual assistance approvals	Deputy Commissioner	

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105(1),(3) and (4) Information notice and changing chief executive's decision	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	
108(1) and (4) Discharge or release	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility	
	Correctional Supervisor	Outside of regular business hours and when other delegates are not available
110(2) Discharge within 7 days before discharge day	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	
111(2) Remaining in corrective services facility after discharge day	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	
112(2) Arresting prisoner unlawfully at large	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Executive Director, Specialist Operations Director, High Risk Offender Management Unit General Manager, Sentence Management Services Director, Operations, Sentence Management Services General Manager, Escort and Security Branch Manager, Helana Jones Centre	
	District Manager Probation and Parole Supervisor	The officer's line Manager or duty manager must be notified.

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114(2)(b) Breach of discipline constituting an offence	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Correctional Supervisor Intelligence Adviser General Manager, Escort and Security Branch Executive Director, Specialist Operations Director, Intelligence and Investigations Branch Principal Intelligence Adviser State Manager, Intelligence Manager, Intelligence	
123(3)(b) Dealing with prohibited thing	Registered Health Practitioner (as defined in <i>Health Practitioners Regulation National Law Act 2009</i>)	Only for a drug or medicine
123(3)(a) and (b) Dealing with prohibited thing	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch	
128(2)(a) Taking prohibited thing into corrective services facility or giving prohibited thing to prisoner	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch	
129(1) Removing things from corrective services facility	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch Executive Director, Specialist Operations Executive Director, Ethical Standards Unit Director, Intelligence and Investigations Branch Chief Inspector	
	Police officers attached to QCS Intelligence Group Police officers attached to Corrective Services Investigation Unit	The General Manager or Deputy General Manager of the facility must be notified prior to removal of the thing.

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131(1) Killing or injuring corrective services dog	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Manager, State Dog Squad Development and Standards	The Deputy Commissioner or Manager, State Dog Squad Development and Standards must be notified
132(2)(d) Interviewing and photographing prisoner or part of a corrective services facility	Deputy Commissioner Executive Director, Specialist Operations Manager, Office of the Commissioner	
	Executive Director, Operational Support Services General Manager, Strategy and Governance Executive Director, Ethical Standards Unit	Only as required for research purpose
133(1) Interfering with records	Deputy Commissioner General Manager, Custodial Operations Executive Director, Specialist Operations Executive Director, Operational Support Services Director, Legal Advice and Advocacy Executive Director, Ethical Standards Unit Police officers attached to Corrective Services Investigation Unit Police officers attached to Corrective Services Intelligence Group Director, Intelligence and Investigations Branch	To be exercised in accordance with State Archives Disposal Authority (QDAN) 638 (version 2) or any subsequent disposal authority
140 Forfeiting seized thing	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility	
140(5)(b)(i) and (ii) Forfeiting seized thing – keeping or donating the thing	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch Executive Director, Ethical Standards Unit Chief Inspector	
140(5)(b)(iii) Forfeiting seized thing – destroying the thing	Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch Executive Director, Ethical Standards Unit Chief Inspector	
145 Issue, handling and storage of weapons	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch General Manager, Capability and Development	
153 Prisoner's entitlement to visit	Deputy Commissioner Executive Director, Specialist Operations	

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153(2) and (4) Prisoner's entitlement to visit	General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Manager/ Duty Manager in a corrective services facility Manager, Helana Jones Centre	
153(3) Prisoner's entitlement to visit	General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Duty Manager in a corrective services facility Manager, Helana Jones Centre	The Deputy Commissioner must be notified where an inter-facility visit is approved and both prisoners are classified as high security.
154(1) Contact during personal visit	General Manager of a corrective services facility Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Correctional Supervisor	
156(1) Deciding application for access approval	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Executive Director, Specialist Operations	The power may be sub delegated, by the delegates only. A copy of the Instrument of sub delegation is to be provided to the Commissioner
156(5)(a) and (b) Deciding application for access approval	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Executive Director, Specialist Operations	
156(6) Deciding application for access approval	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Executive Director, Specialist Operations	
156(7) Deciding application for access approval	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations	

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156(10) Deciding application for access approval (reconsidering of decision to refuse visitor access)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations	Must be a more senior officer than the person who refused access to a facility.
156A Interim access approval for personal visitor	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations	The power may be sub delegated, by the delegates only. A copy of the Instrument of sub delegation is to be provided to the Commissioner
156B Urgent access approval for commercial visitor	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Director, Operations – Probation and Parole General Manager of a corrective services facility Deputy General Manager of a corrective services facility	The power may be sub delegated, by the delegates only. A copy of the Instrument of sub delegation is to be provided to the Commissioner
157(1) and (1A) Suspending access approval	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations	
157(5) Suspending access approval	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations	
157(6), (7) and (8) Suspending access approval (reconsideration of suspending access approval)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations	Must be a more senior officer than the person who suspended access to a facility

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157A Amending or revoking access approval	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Manager/Duty Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations	
157A(5) Amending or revoking access approval (reconsideration of decision)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations	Must be a more senior officer than the officer who made original decision
158 Monitoring personal visit	General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Intelligence Officer Correctional Supervisor Custodial Correctional Officer Police officers attached to the QCS Intelligence Group Police officers attached to the Corrective Services Investigation Unit Executive Director, Specialist Operations	
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.
159(1) and (2) Search of visitor	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Correctional Officer Intelligence Officer Manager, Helana Jones Centre	

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	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.
159(3)(a)(i) and (b) Search of visitor (revocation of access approval)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole	
159(3)(a)(ii) Search of visitor	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Correctional Officer Intelligence Officer Manager, Helana Jones Centre	
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial
160(1) Identification of visitor	General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Correctional Officer Visits Processing Officer Intelligence Officer Executive Director, Specialist Operations Manager, Helana Jones Centre	

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	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial
162(1) Proof of identity	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Executive Director, Specialist Operations Director, Intelligence and Investigations Branch General Manager, Escort and Security Branch	
166(1) Children (child may visit prisoner where in best interests of the child)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Child Safety Director	
	Manager, Helana Jones Centre	The General Manager or Deputy General Manager of Brisbane Women's Correctional Centre must be notified
169(2) Professional visitor	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	
	Manager, Helana Jones Centre	The General Manager or Deputy General Manager of Brisbane Women's Correctional Centre must be notified

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170(2) Commercial visitor	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch Manager, Helana Jones Centre	
171(2) Other visitors	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	
	Manager, Helana Jones Centre	The General Manager or Deputy General Manager of Brisbane Women's Correctional Centre must be notified
173 Search of staff member	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Executive Director, Ethical Standard Unit	
174(1) Power to search corrective services facility	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Chief Inspector Executive Director, Ethical Standard Unit	
	Manager, Helana Jones Centre	The General Manager or Deputy General Manager of Brisbane Women's Correctional Centre must be notified

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175 Power to search vehicle	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility Executive Director, Ethical Standard Unit	
188(2) Submission from eligible person (written notice of application)	Executive Director, Specialist Operations Deputy Commissioner General Manager, Custodial Operations General Manager, Sentence Management Services General Manager, Probation and Parole Director, Operations, Sentence Management Services Senior Adviser, Victims Register Advisor, Victims Register Regional Manager, Probation and Parole Director, High Risk Offender Management Unit	
199 Court ordered parole order	Deputy Commissioner Executive Director, Specialist Operations General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Sentence Management Services Director, Operations, Sentence Management Services Regional Manager, Sentence Management Manager, Sentence Management Assistant Manager, Sentence Management Sentence Planning Coordinator, Sentence Management Sentence Planning Adviser, Sentence Management Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Director, High Risk Offender Management Unit District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Manager, Helana Jones Centre	
200 Conditions of parole	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Probation Services Officer Cultural Liaison Officer – Probation and Parole Surveillance Officer	

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	Administration Officer – Probation and Parole	Only 1(b), (c) & (d). (c) - where qualified and approved by the District Manager
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201 Chief executive may amend parole order	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Executive Director, Specialist Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Director High Risk Offender Management Unit District Manager	
202 (1) and (3) Parole board may cancel amendment	Executive Director, Specialist Operations Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Sentence Management Services Director, Operations, Sentence Management Services General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer	
208A Request for immediate suspension of parole order	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Executive Director, Specialist Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Director High Risk Offender Management Unit	
	District Manager	Only after consultation with a higher delegate in cases where a request for immediate suspension is supported.

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212(1) and (2) Travelling interstate while released on parole	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole General Manager of a corrective services facility District Manager Probation and Parole Supervisor	
236(3) Establishment and functions	Executive Director, Specialist Operations	
245 Chief executive must prepare and give report to parole board	Executive Director, Specialist Operations Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer General Manager, Sentence Management Services Director, Operations, Specialist Operations Director, Offender Rehabilitation and Management Services Manager, Re-entry Services Manager, Offender Intervention Regional Manager, Sentence Management Services State-wide Manager, Sentence Administration State-wide Manager, Operations – Sentence Management Services State-wide Manager, Serious Offenders Unit Manager, Sentence Management Services Assistant Manager, Sentence Management Services Sentence Planning Coordinator, Sentence Management Sentence Planning Adviser, Sentence Management Senior Adviser, Victims Register Advisor, Victims Register Intelligence Officer	
249 No entitlement to financial assistance	Executive Director, Specialist Operations Executive Director, Operational Support Services Director, Finance and Contracts	
250(1) Approval of grant	Executive Director, Specialist Operations Executive Director, Operational Support Services Director, Finance and Contracts	
251 Who may receive approval for one-off financial assistance	Executive Director, Specialist Operations Executive Director, Operational Support Services Director, Finance and Contracts	
252(1),(2) and (4) No financial assistance without agreement	Executive Director, Specialist Operations Executive Director, Operational Support Services Director, Finance and Contracts	
254 Chief executive's powers not limited by agreement	Executive Director, Specialist Operations Executive Director, Operational Support Services Director, Finance and Contracts	
259 Chief executive's powers if suspicion that condition not complied with	Executive Director, Specialist Operations Executive Director, Operational Support Services Director, Finance and Contracts	

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261 Chief executive may suspend further payments	Executive Director, Specialist Operations Executive Director, Operational Support Services Director, Finance and Contracts	
264 Administrative directions	Deputy Commissioner Executive Director, Specialist Operations	Limited to Administrative Directives issued as an interim measure until the Commissioner makes a final Administrative Directive.
265(1) Administrative procedures		
	Deputy Commissioner General Manager, Probation and Parole Executive Director, Specialist Operations	Limited to Local procedures, administrative forms and amended appendices attached to statewide operations and specialist operations procedures/guidelines.
	Executive Director, Operational Support Services General Manager, Strategy and Governance	Administrative forms, Amended appendices attached to agency procedures
267 Monitoring devices	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Executive Director, Specialist Operations Director, Operations – Probation and Parole Regional Manager, Probation and Parole	
270(1) Community service	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager	
270(2) Community service	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager	

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272(1) and (3) Engaging service provider	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch Executive Director, Specialist Operations Director, Intelligence and Investigations Branch Manager, State Dog Squad Development and Standards	
274(1) Review of engaged service provider's performance	Executive Director, Specialist Operations Executive Director, Operational Support Services Director, Finance and Contracts	
275 Appointing corrective services officers	Deputy Commissioner General Manager, Custodial Operations Executive Director, Operational Support Services Executive Director, Specialist Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole	
276(1)(b) Powers of corrective services officer	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Manager in a corrective services facility Executive Director, Operational Support Services Executive Director, Specialist Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Director, High Risk Offender Management Unit District Manager Probation and Parole Supervisor General Manager, Escort and Security Branch Director, Intelligence and Investigations Branch Manager, State Dog Squad Development and Standards Police officers attached to the QCS Intelligence Group Police officers attached to the Corrective Services Investigation Unit	Directions to be given only by a more senior Corrective Services Officer See schedule of limitation of corrective services officer's power

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277 Issue of an identity card (to a corrective services officer)	Executive Director, Specialist Operations Manager QCS Intelligence Group Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch Executive Director, Operational Support Services General Manager, Capability and Development Director, Human Resources General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager General Manager, Sentence Management Services Director, High Risk Offender Management Unit Director, Offender Rehabilitation and Management Services Director, Operations, Sentence Management Services Chief Inspector Director, Intelligence and Investigations Branch	
279 Corrective services dog	Deputy Commissioner General Manager, Custodial Operations Manager, State Dog Squad Development and Standards	
283(1) Appointment of doctor	Nursing Director, Hospital and Health Service Deputy Commissioner General Manager, Custodial Operations Executive Director, Specialist Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole	
284(c) and (d) Doctor's functions	Deputy Commissioner General Manager, Custodial Operations General Manager, Escort and Security Branch Executive Director, Specialist Operations Nursing Director, Hospital and Health Service	
285(1) Appointing official visitor	Chief Inspector	
286(2) Assigning official visitor to corrective services facility	Chief Inspector	
287 Remuneration, allowances and expenses	Chief Inspector	
288(1) Terminating appointment	Chief Inspector	
290(2)(e) Official visitor's function	Chief Inspector	
292 Official visitor reports	Chief Inspector	

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293 Appointing elders, respected persons and spiritual healers	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole	
294(1) Appointing inspectors generally	Chief Inspector Executive Director, Ethical Standards Unit	
295(1) Appointing inspectors for an incident	Chief Inspector Executive Director, Ethical Standards Unit	
297 Appointment conditions and limit on powers	Chief Inspector Executive Director – Operational Support Services Director – Finance and Contracts	
298 Issue of an identity card (to an inspector)	Chief Inspector	
306 Authorising volunteer	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Director, High Risk Offender Management Unit General Manager, Escort and Security Branch Executive Director, Operational Support Services Manager/Duty Manager in a corrective services facility Correctional Supervisor District Manager Probation and Parole Supervisor	The Executive Director, Operational Support Services is to be notified.
311(3), (4) and (5) Prisoners trust fund	Deputy Commissioner Executive Director, Operational Support Services Director, Finance and Contracts General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch	The power may be sub delegated, by the delegates only. A copy of the Instrument of sub delegation is to be provided to the Commissioner

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311(6)(c) Prisoners trust fund	Deputy Commissioner Executive Director, Operational Support Services Director, Finance and Contracts General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility	
Section 311 (7) Prisoners trust fund (payment on discharge)	General Manager of a corrective services facility Deputy General Manager of a corrective services facility	
311A Dealing with amounts received by prisoners in particular cases	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch	

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313 Payments to prisoner's account		
	Deputy Commissioner Executive Director, Operational Support Services Director, Finance and Contracts General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch	The power may be sub delegated, by the delegates only. A copy of the Instrument of sub delegation is to be provided to the Commissioner
314 Deductions from prisoner's account		
	Deputy Commissioner Executive Director, Operational Support Services Director, Finance and Contracts General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole General Manager, Escort and Security Branch	The power may be sub delegated, by the delegates only, and a copy of the Instrument of sub delegation is to be provided to the Commissioner
315(1) Investment of prisoners trust fund		
	Deputy Commissioner Executive Director, Operational Support Services Director, Finance and Contracts General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch	The power may be sub delegated, by the delegates only. A copy of the Instrument of sub delegation is to be provided to the Commissioner
316(1) Remuneration for prisoner	Deputy Commissioner General Manager, Custodial Operations General Manager of a Corrective Services facility	Limited to the approval of an activity or program to be an activity or program for which remuneration may be paid to a prisoner
	Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole	Limited to the setting of rates for the relevant activity or program
316(3) Remuneration for prisoner (withholding remuneration)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Industries Manager Manager/Duty Manager in a corrective services facility	

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317 Bringing property into corrective services facility	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility	
318(2) Dealing with property if prisoner escapes	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole	
319(3) and (4) Compensation for lost or damaged property	Deputy Commissioner Executive Director, Operational Support Services Director, Finance and Contracts General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch	To be exercised in accordance with the Chief Executive's delegations under the <i>Financial Accountability Act 2009</i>
319E Complaint to chief executive required first	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations	
319T Notice to potential claimants	Director, Legal Advice and Advocacy General Management, Sentence Management Services Director, Operations Sentence Management Services Senior Adviser, Victims Register Advisor, Victims Register	
319U(5) Identification of potential claimants	Director, Legal Advice and Advocacy	
319V Giving of Information to potential claimants	General Manager of a corrective services facility Deputy General Manager of a corrective services facility Director, Legal Advice and Advocacy	
319ZA Notice to collection entities of establishment of victim trust fund	Director, Legal Advice and Advocacy	
322 Application by child	Executive Director, Specialist Operations General Manager, Sentence Management Services Director, Operations Sentence Management Services Senior Adviser, Victims Register Advisor, Victims Register	

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323(1) and (2) Deciding application	Executive Director, Specialist Operations General Manager, Sentence Management Services Director, Operations Sentence Management Services Senior Adviser, Victims Register Advisor, Victims Register	For applications which fall within 320(2)(a)(iv) or (b), Senior Adviser, Victims Register does not have this power
324(1) and (3) Removing details from eligible persons register	Executive Director, Specialist Operations Director, Operations, Sentence Management Services Principal Advisor, Operations, Specialist Operations Senior Adviser, Victims Register Advisor, Victims Register	
324(2) Removing details from eligible persons register	Executive Director, Specialist Operations Director, Operations, Sentence Management Services	
324A Right of eligible persons to receive particular information	Deputy Commissioner Executive Director, Specialist Operations General Manager, Probation and Parole General Manager, Custodial Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services Senior Adviser, Victims Register Advisor, Victims Register	
	Regional Manager – Probation and Parole Director, Operations – Probation and Parole Director – High Risk Offender Management Unit	Outside of business hours only.
325 Releasing other information	Deputy Commissioner Executive Director, Specialist Operations General Manager, Sentence Management Services General Manager – Probation and Parole General Manager – Custodial Operations Director, Operations Sentence Management Services Senior Adviser, Victims Register Advisor, Victims Register	
	Regional Manager – Probation and Parole Director, Operations – Probation and Parole Director – High Risk Offender Management Unit	Outside of business hours only.
334(1) and (2) Chief executive may obtain report from commissioner of police service	Deputy Commissioner General Manager, Custodial Operations Executive Director, Operational Support Services Executive Director, Specialist Operations Chief Inspector Director, Finance and Contracts Executive Director, Ethical Standards Unit General Manager of a corrective services facility Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility General Manager, Sentence Management Services General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Director, Operations Sentence Management Services Intelligence Officer District Manager Executive Director, Operational Support Services General Manager, Escort and Security Branch	

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336 Use of information obtained under this division	Deputy Commissioner	
337 Person to be advised of information obtained	Deputy Commissioner	
341(3)(e)(i) Confidential information	Deputy Commissioner General Manager, Custodial Operations Executive Director, Specialist Operations General Manager, Strategy and Governance Director, High Risk Offender Management Unit General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager General Manager corrective services facility Director, Intelligence and Investigations Branch Principal Intelligence Advisor State Manager, Intelligence Police officers attached to the Corrective Services Intelligence Group On-Call Manager, High Risk Offender Management Unit	
341(3)(e)(ii) Confidential information	Deputy Commissioner Executive Director, Specialist Operations Director, Intelligence and Investigations Branch	

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341(3)(e)(ii) Confidential information	General Manager, Custodial Operations Manager, Governance Compliance and Risk Manager, Systems Assurance and Compliance General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Sentence Management Services General Manager, Probation and Parole Regional Manager, Probation and Parole District Manager, Probation and Parole Director, Probation and Parole Secretariat Director, Operations – Probation and Parole Director, High Risk Offender Management Unit Director, Operations Sentence Management Services General Manager, Strategy and Governance Manager, Office of the Commissioner Executive Director, Operational Support Services Director, Executive Services Nursing Director, Hospital and Health Service General Manager, Escort and Security Branch Director, Legal Advice and Advocacy Principal Lawyer, Legal Advice and Advocacy Chief Inspector Principal Intelligence Adviser State Manager, Intelligence Manager, Intelligence Police officers attached to Corrective Services Intelligence Group Detective Inspector, Corrective Services Investigation Unit State-wide Manager, Serious Offenders Unit State-wide Manager, Operations State-wide Manager, Sentence Administration	Except for DPSOA offenders. The power may be sub delegated, by the Executive Director, Operational Support Services only. A copy of the Instrument of sub delegation is to be provided to the Commissioner.
	Director High Risk Offender Management Unit Executive Director, Ethical Standards Unit	For DPSOA Offenders, after notification of the General Manager, Probation and Parole, Deputy Commissioner or Commissioner
	Principal Adviser, Communications Senior Adviser, Communications	Limited to the release of IOMS identification numbers to Legal Aid Queensland; supervising district office location to government agencies; and discharge/release notices and notifications of release to discharged prisoners/offenders.
342(1) and (3) Commissioner to provide offender's criminal history	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services	

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	<p>facility Manager/Duty Manager in a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Director, Finance and Contracts Principal Adviser, Operational Practice Principal Adviser, Operational Performance Senior Adviser, Operational Practice Senior Adviser, Operational Performance Executive Director, Operational Support Services Director, Operations Sentence Management Services Officer of the Parole Board Queensland Secretariat Intelligence Officer District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Executive Director, Specialist Operations Director, Legal Advice and Advocacy Chief Inspector Executive Director, Ethical Standards Unit General Manager, Escort and Security Branch General Manager, Sentence Management Services State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Regional Manager, Sentence Management Manager Strategy and Risk, High Risk Offender Management Unit Principal Adviser, Operations Principal Adviser, Sentence Administration Manager, Sentence Management Senior Adviser, Serious Offenders Unit Senior Adviser, Sentence Administration Senior Adviser, Operations Assistant Manager, Sentence Management Advisor, Serious Offenders Unit Advisor, Sentence Administration Police and Court Information Officer, Sentence Administration</p>	
343 Traffic history	<p>Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Manager/Duty Manager in a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Director, Finance and Contracts Principal Adviser, Operational Practice Principal Adviser, Operational Performance Senior Adviser, Operational Practice Senior Adviser, Operational Performance</p>	Except for DPSOA offenders

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	Director, Operations Sentence Management Services Officer of the Parole Board Queensland Secretariat Intelligence Officer District Manager Probation and Parole Supervisor Executive Director, Specialist Operations Executive Director, Operational Support Services General Manager, Escort and Security Branch General Manager, Sentence Management Services State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations Director High Risk Offender Management Unit Director Offender Rehabilitation and Management Services Regional Manager, Sentence Management Manager Strategy and Risk, High Risk Offender Management Unit Principal Adviser, Operations Principal Adviser, Sentence Administration Manager, Systems Assurance and Compliance Senior Advisor, Operations Manager, Sentence Management Senior Advisor, Serious Offenders Unit Senior Advisor, Sentence Administration Senior Advisor, Operations Assistant Manager, Sentence Management Advisor, Serious Offenders Unit Advisor, Sentence Administration Police and Court Information Officer, Sentence Administration	
344 Pre-sentence report	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor	
344G Return of identity card	Deputy Commissioner General Manager, Custodial Operations	
344J Making drug control direction	Deputy Commissioner General Manager, Custodial Operations	
344L(2) and (3) Requirements for keeping of dangerous drugs for training purposes	Manager State Dog Squad Development and Standards	
347(1) Interpretation of authority for admission to corrective services facility	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations Director, Legal Advice and Advocacy General Manager of a corrective services facility	Delegation must only be exercised after consultation with the Director, Legal Advice and Advocacy

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351(3) Evidentiary aids	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Executive Director, Specialist Operations General Manager, Escort and Security Branch Director, Intelligence and Investigations Branch Chief Inspector Director, Legal Advice and Advocacy Executive Director, Ethical Standards Unit	
354(1) Approved forms	Executive Director, Operational Support Services	
401(2) Eligibility for remission	Deputy Commissioner Executive Director, Specialist Operations	
	General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole General Manager, Escort and Security Branch	In relation to prisoners serving a period of imprisonment of over 2 years and up to 10 years.
	General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Escort and Security Branch	In relation to prisoners serving a period of imprisonment of 2 years or less
470 References in Acts or documents	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole	

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SCHEDULE 2

Delegation of Statutory Powers *Public Service Act 2008*

Under section 103(1) of the *Public Service Act 2008* the chief executive may delegate chief executive powers under any Act to any appropriately qualified person. This instrument delegates to officers set out in the attached, the powers vested in the Chief Executive, Queensland Corrective Services under the:

Bail Act 1980
Child Protection Act 1999
Child Protection (Offender Reporting) Act 2004
Dangerous Prisoners (Sexual Offenders) Act 2003
Evidence Act 1977
Family Responsibilities Commission Act 2008
Justice and Other Information Disclosure Act 2008
Mental Health Act 2016
Penalties and Sentences Act 1992
Penalties and Sentences Regulation 2015
Public Service Act 2008
Public Trustee Act 1978
State Penalties Enforcement Act 1999
Youth Justice Act 1992

For the purpose of this instrument of delegation:

“Deputy Commissioner” means Deputy Commissioner, Statewide Operations.

“General Manager of a corrective services facility” means for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Centre Director.

“Assistant General Manager of a corrective services facility” means: for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Deputy Director; and for The GEO Group Australia Pty Ltd (Arthur Gorrie Correctional Centre) – Contract Compliance Manager and Prison Development Manager.

“Manager of a corrective services facility” means: - for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Assistant Director, Security and Operations; Assistant Director, Prisoner Management and Prisoner Services; Assistant Director, Business Services; and Assistant Director, Human Resources.

All delegations must be exercised in accordance with relevant policies and procedures of Queensland Corrective Services. Exercise of the delegated powers is to be in accordance with any limits and conditions specified in the accompanying schedules labelled “A through to N”.

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A

Bail Act 1980 (BA)

BA Sections and Headings	Delegates	Limits and Conditions
20(5) and (6) Undertakings as to bail (chief executive or delegate to ensure defendant understands bail)	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole General Manager, Sentence Management Services Director, Operations, Sentence Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offenders Unit State-wide Manager, Sentence Administration State-wide Manager, Operations Principal Adviser, Operations Principal Adviser, Sentence Administration Manager, Sentence Administration Senior Advisor, Serious Offenders Unit Senior Advisor, Sentence Administration Senior Advisor, Operations Manager, Sentence Management Assistant Manager, Sentence Management Advisor, Sentence Administration Advisor, Serious Offenders Unit Sentence Planning Coordinator, Sentence Management Sentence Planning Adviser, Sentence Management Sentence Planning Officer, Sentence Management Sentence Management Co-ordinator Court Support Officer	

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B**Child Protection Act 1999 (CPA)**

CPA Sections and Headings	Delegates	Limits and Conditions
159H(2) and (4) Chief executive may ask particular prescribed entities to provide a service	Deputy Commissioner General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Child Safety Director General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility	
159M (2) and (3) Particular prescribed entities giving and receiving relevant information	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Child Safety Director General Manager of a corrective services facility Deputy General Manager of a corrective services facility	

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C

Child Protection (Offender Reporting) Act 2004 (CPORA)

CPORA Sections and Headings	Delegates	Limits and Conditions
54(3) Notice to be given to reportable offender	Deputy Commissioner Director, High Risk Offender Management Unit General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Manager in a corrective services facility General Manager, Sentence Management Services Director, Operations, Sentence Management Services Regional Manager, Sentence Management Manager, Sentence Management Assistant Manager, Sentence Management Sentence Management Co-ordinator Court Support Officer	

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D

Dangerous Prisoners (Sexual Offenders) Act 2003 (DPSOA)

DPSOA Sections and Headings	Delegates	Limits and Conditions
8A(2) Attorney-General may produce report (proposing requirements for supervised release and the extent of these requirements)	Deputy Commissioner Executive Director, Specialist Operations Director, High Risk Offender Management Unit General Manager, Probation and Parole Director, Operations – Probation and Parole	
9AA Victim's submission relating to division 3 order	Executive Director, Specialist Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services General Manager, Probation and Parole	
11(3) Preparation of psychiatric report (provision of information on prisoner for preparation of psychiatric report)	Deputy Commissioner Executive Director, Specialist Operations Director, High Risk Offender Management Unit General Manager, Probation and Parole Director, Operations – Probation and Parole	
11(4) and (6) Preparation of psychiatric report (enforcing the provision of information on prisoner for preparation of psychiatric report)	Deputy Commissioner Executive Director, Specialist Operations Director, High Risk Offender Management Unit General Manager, Probation and Parole Director, Operations – Probation and Parole	
19A Removal or reinstatement of requirement to comply with curfew direction or monitoring direction	Deputy Commissioner Executive Director, Specialist Operations General Manager, Probation and Parole	
20 Warrant for released prisoner suspected of contravening a supervision order or interim supervision order	Deputy Commissioner Executive Director, Specialist Operations General Manager, Probation and Parole	Any other Corrective Services Officer may exercise power only after consultation with the Executive Director, Specialist Operations.
21A Victim's submission relating to further order	Executive Director, Specialist Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services	
29(1) Psychiatric reports to be prepared for review (arrangements for prisoner to be examined by two psychiatrists)	Deputy Commissioner Executive Director, Specialist Operations Director, High Risk Offender Management Unit General Manager, Probation and Parole Director, Operations – Probation and Parole	
40(2) Prisoner detained in custody (notice to Registrar)	Deputy Commissioner General Manager of a corrective services facility Deputy General Manager of a corrective services facility	

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DPSOA Sections and Headings	Delegates	Limits and Conditions
43AB Applying for change of name without permission	Deputy Commissioner Executive Director, Specialist Operations General Manager, Probation and Parole	
47 Service on a prisoner	General Manager of a corrective services facility Deputy General Manager of a corrective services facility	
47(2) Service on a prisoner (provide documentation to a prisoner)	General Manager of a corrective services facility Deputy General Manager of a corrective services facility	

E

Evidence Act 1977 (EA)

EA Sections and Headings	Delegate	Limits and Conditions
134A Production of documents by agencies in relation to civil proceedings	Court Document Officer Director, Legal Advice and Advocacy Principal Legal Officer, Legal Advice and Advocacy	

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F

Family Responsibilities Commission Act 2008 (FRCA)

FRCA Sections and Headings	Delegate	Limits and Conditions
90 and 92 Commissioner may give information to particular entities	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole General Manager, Sentence Management Services Director, Operations, Sentence Management Services District Manager Probation and Parole Supervisor General Manager of a corrective services facility Deputy General Manager of a corrective services facility Manager, Offender Development Regional Manager, Sentence Management Manager, Sentence Management Assistant Manager, Sentence Management	When authority exercised by Probation and Parole Supervisor, must be exercised after consultation with District Manager or above.

G

Justice and Other Information Disclosure Act 2008 (JOIDA)

JOIDA Sections and Headings	Delegate	Limits and Conditions	Policy and procedure
6C Making treatment order information available to treatment order agencies for treatment order purpose	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer		

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H

Mental Health Act 2016 (MHA)

MHA Sections and Headings	Delegate	COLUMN 3 Limits and Conditions
811 Custodian's assessment authority	Deputy Commissioner Executive Director, Specialist Operations General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Nursing Director, Hospital and Health Service	
812 Taking person to authorised mental health service	Deputy Commissioner Executive Director, Specialist Operations General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Nursing Director, Hospital and Health Service	

I

Penalties and Sentences Act 1992 (P&SA)

P&SA Sections and Headings	Delegate	Limits and Conditions
9(2)(n) Sentencing guidelines	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	
57(2) and (2A) Matters to be considered on application	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	

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P&SA Sections and Headings	Delegate	Limits and Conditions
66(1)(a), (b), (c), (d) and (e) Requirements of fine option orders	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	
	Probation and Parole Administration Officer	Limited to s 66(1)(c) (d)
66(1)(f) Requirements of fine option orders	Deputy Commissioner General Manager, Probation and Parole Director, Operations – Probation and Parole Regional Manager, Probation and Parole District Manager Probation and Parole Supervisor	District Manager, or above to consider travel outside of Australia.
67(4) Directions under fine option orders (may perform more than 8 hours of community service in a day)	Deputy Commissioner General Manager, Probation and Parole Director, Operations – Probation and Parole Regional Manager, Probation and Parole District Manager Probation and Parole Supervisor	
68(2) Period mentioned in s 66(2) may be extended	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	When authority exercised by Probation and Parole Officer and below must be exercised after consultation with a Probation and Parole Supervisor or above.
74 Failing to comply with a requirement of an order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Probation Services Officer	

74(5)

Failing to comply with requirement of an order

Deputy Commissioner

General Manager, Custodial Operations

General Manager, Probation and Parole

Regional Manager, Probation and Parole

Director, Operations – Probation and Parole

District Manager

Probation and Parole Supervisor

Probation and Parole Officer

Cultural Liaison Officer – Probation and Parole Officer

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Probation Services Officer
 When authority exercised by Probation and Parole Officer and below must be exercised after consultation with a Probation and Parole Supervisor or above.
 81(1)(a)(ii) and (3)
 Application for revocation
 Deputy Commissioner
 General Manager, Custodial Operations
 General Manager, Probation and Parole
 Regional Manager, Probation and Parole
 Director, Operations – Probation and Parole
 District Manager
 Probation and Parole Supervisor
 Probation and Parole Officer
 Probation Services Officer

Cultural Liaison Officer – Probation and Parole Officer When authority exercised by Probation and Parole Officer must be exercised after consultation with a Probation and Parole Supervisor or above. 84(1) Certificates	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer	
84(2) Certificates	General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor	
92(1)(a) and (b)(ii) Effect of order (under supervision)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	
93(1)(b), (c), (d), (e) and (g) General requirements of probation order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer Surveillance Officer	
	Probation and Parole Administration Officer	Limited to s 93(1) (c) (g).
93(1)(f) General requirements of probation order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor	

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94 Additional requirements of probation order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Director, Operations – Probation and Parole Regional Manager, Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	
95(1)(c) Probation order to be explained	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer	When authority exercised by Probation and Parole Officer and below must be exercised after consultation with a Probation and Parole Supervisor or above.
103(1)(b), (c), (d), (e) and (g) General requirements of community service order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer Surveillance Officer	
	Administration Officer – Probation and Parole	Limited to s 103(1)(c)(g).
103(1)(f) General requirements of community service order (permission to leave or stay out of Queensland)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole District Manager Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor	
110C(1), (b), (c), (d), (e) and (g) General requirements of graffiti removal order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer Surveillance Office	
	Administration Officer – Probation and Parole	Limited to 110C(1)(c) and (g).

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110C(1)(f) General requirements of graffiti removal order (permission to leave or stay out of Queensland)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole District Manager Director, Operations – Probation and Parole Probation and Parole Supervisor	
114(1)(b), (c), (d), (e), (g) and (i) General requirements of intensive correction order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer Surveillance Officer	
	Administration Officer – Probation and Parole	Limited to (c) and (i)
114(1)(f) General requirements of intensive correction order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer	Authority exercised by a Probation and Parole Officer and below must be exercised after consultation with a Probation and Parole Supervisor or above
114(1)(h) General requirements of intensive correction order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole District Manager Director, Operations – Probation and Parole Probation and Parole Supervisor	
114(2A) General requirements of intensive correction order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	

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122(1)(a)(ii) and (3) Application for amendment or revocation	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Probation Services Officer Cultural Liaison Officer – Probation and Parole Officer	When authority exercised by Probation and Parole Officer and below must be exercised after consultation with a Probation and Parole Supervisor or above.
128(1) and (4)(c) Summons or warrant for contravention of single community based order (justice may issue summons)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Probation Services Officer Cultural Liaison Officer – Probation and Parole Officer	When authority exercised by Probation and Parole Supervisor and below must be exercised in accordance with the delegation of chief executive powers in P&SA s 142.
129(1) and (4)(c) Summons or warrant for contravention of multiple orders made by courts of different jurisdictions (justice may issue summons)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Probation Services Officer Cultural Liaison Officer – Probation and Parole Officer	When authority exercised by Probation and Parole Supervisor and below must be exercised in accordance with the delegation of chief executive powers in P&SA s 142.
135(4) Directions under community based order (approval perform greater than 8 hours community service per day)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer Surveillance Officer	When authority exercised by Probation and Parole Officer and below must be exercised after consultation with a Probation and Parole Supervisor or above.)
139 Court may order summons or warrant for offender's appearance	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer	When authority exercised by Probation and Parole Officer, must be exercised after consultation with Probation and Parole Supervisor or above.

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142 Offence against this part – complaint	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer	
146A(1)(b) and (2) Summons or warrant for offender whose sentence of imprisonment has been suspended (authorised CSO suspects on reasonable grounds that offender has committed an offence may make complaint)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	When authority exercised by Probation and Parole Officer and below must be exercised after consultation with a Probation and Parole Supervisor or above.
151ZC Court may remand offender in custody	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	
159A(10) Time held in presentence custody to be deducted (authority to sign presentence custody certificate)	General Manager, Sentence Management Services Regional Manager, Sentence Management State-wide Manager, Serious Offender Unit State-wide Manager, Sentence Management State-wide Manager, Operations Director, Operations, Sentence Management Services Principal Adviser, Operations Principal Adviser, Sentence Administration Manager, Sentence Management Senior Advisor, Serious Offenders Unit Senior Advisor, Sentence Administration Senior Advisor, Operations Assistant Manager, Sentence Management Advisor, Sentence Administration Advisor, Serious Offenders Unit Sentence Planning Coordinator, Sentence Management Sentence Planning Advisor, Sentence Management Sentence Planning Officer, Sentence Management	

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166A (2) and (3) Reports about offender	Deputy Commissioner General Manager, Probation and Parole Executive Director, Specialist Operations Director, High Risk Offender Management Unit Director, Operations – Probation and Parole Any Corrective Services Officer Sentence Management Co-ordinator Court Support Officer	A Corrective Services Officer must notify the Director, High Risk Offender Management Unit.
176(1)(a) Registrar of court to give report (chief executive to provide report)	Deputy Commissioner General Manager, Probation and Parole Director, High Risk Offender Management Unit Director, Operations – Probation and Parole Any Corrective Services Officer	A Corrective Services Officer must notify the Director, High Risk Offender Management Unit.
188(5) Court may reopen sentencing proceedings (on application of chief executive)	Deputy Commissioner Director, Legal Advice and Advocacy	

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Penalties and Sentences Regulation 2015 (P&SR)

P&SR Sections and Headings	Delegate	Limits and Conditions
8(1) Recording of hours of community service performed	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer Administration Officer – Probation and Parole Surveillance Officer – Probation and Parole	

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Public Service Act 2008 (PSA)

PSA Sections and Headings	Delegate	Limits and Conditions
154 Obtaining criminal history with consent	Deputy Commissioner Executive Director, Specialist Operations General Manager, Sentence Management Services General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Director, Intelligence and Investigations Branch Director, Offender Rehabilitation and Management Services Director, Operations, Specialist Operations District Manager	
155 Assessment of suitability using criminal history report	Deputy Commissioner	
167 Criminal history no longer required to be obtained	Deputy Commissioner Executive Director, Specialist Operations General Manager, Sentence Management Services General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Director, Intelligence and Investigations Branch Director, Offender Rehabilitation and Management Services Director, Operations, Specialist Operations District Manager	

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Public Trustee Act 1978 (PTA)

PTA Sections and Headings	Delegate	Limits and Conditions
92 Public trustee may discontinue management after notice	Deputy Commissioner General Manager of a corrective services facility General Manager, Custodial Operations General Manager, Sentence Management Services Director, Operations, Sentence Management Services	
93 Public trustee may resume management by notice	Deputy Commissioner General Manager of a corrective services facility General Manager, Custodial Operations General Manager, Sentence Management Services Director Operations, Sentence Management Services	

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State Penalties Enforcement Act 1999 (SPEA)

SPEA Sections and Headings	Delegate	Limits and Conditions
48 Assessment of suitability for fine option order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	
49(1) If enforcement debtor is suitable for fine option order	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	

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SPEA Sections and Headings	Delegate	Limits and Conditions
122(1)(a), (b), (c), (d) and (e) Requirements of fine option order (reporting, perform community service, comply with reasonable direction, receive visits and notifying where change to residence or employment)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	Directions given under s 122 (1)(b) or (c) must comply with SPEA, s 123.
	Probation and Parole Administration Officer	Limited to s 122(1)(c)
122(1)(f) Requirements of fine option order (permission to leave or stay out of Queensland)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor	District Manager, Probation and Parole or above only to approve travel outside of Australia.
124(1) Extension of period of fine option order (authorised person may apply for an extension of the compliance period)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	When authority exercised by Probation and Parole Officer and below must be exercised after consultation with a Probation and Parole Supervisor or above.
127(6) Payments and application of payments (certificate of hours for fine option order)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Senior Adviser, Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	
128(1) Failing to comply with fine option order (issue of a notice)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	

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SPEA Sections and Headings	Delegate	Limits and Conditions
128(4) Failing to comply with fine option order (issue of SPER breach notice)	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Regional Manager, Probation and Parole Director, Operations – Probation and Parole Senior Adviser, Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Cultural Liaison Officer – Probation and Parole Officer Probation Services Officer	When authority exercised by Probation and Parole Officer and below must be exercised after consultation with a Probation and Parole Supervisor or above.

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Youth Justice Act 1992 (YJA)

YJA Sections and Headings	Delegate	Limits and Conditions
138(7) Implied power to release offender held in corrective services facility on parole on the day the offender would have been released under a supervised release order if the offender were serving the period of detention in a detention centre)	Deputy Commissioner General Manager of a Corrective Services Facility, Queensland Corrective Services Deputy General Manager of a Corrective Services Facility, Queensland Corrective Services Executive Director, Specialist Operations, Queensland Corrective Services General Manager, Custodial Operations, Queensland Corrective Services General Manager, Probation and Parole Director, Operations - Probation and Parole, Queensland Corrective Services Regional Manager, Probation and Parole, Queensland Corrective Services	

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Corrective Services Act 2006 (s. 276(2)(c))

INSTRUMENT OF LIMITATION OF CORRECTIVE SERVICES OFFICERS' POWERS

SHORT TITLE

This instrument may be cited as the Instrument of Limitation of Corrective Services Officers' Powers

SCOPE OF LIMITATION

Under section 276(2)(c) of the *Corrective Services Act 2006* the chief executive may limit the powers of a corrective services officer by a written notice given by the chief executive to the officer.

This instrument applies to powers vested in corrective services officers of the Queensland Corrective Services by the—

1. *Corrective Services Act 2006*
2. *Dangerous Prisoners (Sexual Offenders) Act 2003*
3. *Mental Health Act 2016*
4. *Traffic Regulation 1962*

The power vested in a corrective service officer by each section of each Act or Regulation stated above in the attached schedules numbered 1, 2, 3 and 4 may only be exercised by a corrective services officer as set out in the attached schedules and in accordance with any additional limitation stated.

For the purpose of this Instrument of Limitations:

"Deputy Commissioner" means Deputy Commissioner, Statewide Operations.

"General Manager of a corrective services facility" means for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Director.

"Deputy General Manager of a corrective services facility" means: for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Deputy Director; and for The GEO Group Australia Pty Ltd (Arthur Gorrie Correctional Centre) – Contract Compliance Manager and Prisoner Development Manager.

"Manager of a corrective services facility" means: for SERCO Australia Pty Ltd (Southern Queensland Correctional Centre) – Assistant Director, Security and Operations; Assistant Director, Prisoner Management and Prisoner Services; Assistant Director, Business Services; and Assistant Director, Human Resources.

DATE OF EFFECT

The commencement date of this Instrument of Limitation of Corrective Services Officers' Powers is 21st day of December 2017. This document revokes all former instruments of limitations in relation to the same powers or functions which are covered by this Instrument of Limitation.

Dated at Brisbane this 21st day of December 2017.



**Commissioner
Queensland Corrective Services**

SCHEDULE 1
Corrective Services Act 2006 (CSA)

CSA Section and Heading	Powers Limited To	Limits and Conditions
9(1) Authority for admission to corrective services facility	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer	
10(2) Record of prisoner's details	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer General Manager, Probation and Parole Operations Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Officer Police officers attached to the QCS Intelligence Group Police officers attached to the Corrective Services Investigation Unit Manager Intelligence Intelligence Advisor/ Officer	
33(2) Power to search	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer Manager Intelligence Intelligence Advisor/ Officer Dog Squad Supervisor Dog Squad Handler Police officers attached to the QCS Intelligence Group Police officers attached to the Corrective Services Investigation Unit	
33(2) Power to search	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Advisor Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.

CSA Section and Heading	Powers Limited To	Limits and Conditions
68(3) Transfer to another corrective services facility or a health institution	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer	
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.
82(2) Leave for other particular prisoners	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer	
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.

CSA Section and Heading	Powers Limited To	Limits and Conditions
112(1)(a) Arresting prisoner unlawfully at large	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer General Manager, Probation and Parole Operations Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Dog Squad Supervisor Dog Squad Handler Director, Intelligence and Investigations Branch Manager Intelligence Intelligence Advisor/ Officer Police officers attached to QCS Intelligence Group Police officers attached to the Corrective Services Investigation Unit	
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.
112(1)(b) Arresting prisoner unlawfully at large	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer General Manager, Probation and Parole Operations Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Regional Manager, Sentence Management Assistant Manager, Sentence Management Manager, Sentence Administration Assistant Manager, Sentence Administration Director, Intelligence and Investigations Branch Principal Intelligence Adviser Manager, Intelligence Police officers attached to the QCS Intelligence Group Police officers attached to the Corrective Services Investigation Unit	

CSA Section and Heading	Powers Limited To	Limits and Conditions
116(1) Considering whether a breach of discipline committed	Deputy Commissioner General Manager, Statewide Operations General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer Manager Intelligence Intelligence Advisor/Officer	A Custodial Corrective Services Officer may only determine a minor breach of discipline A Correctional Supervisor may only determine a major breach of discipline if where they have— <ul style="list-style-type: none"> • completed the major breach hearing accreditation training; and • approved by the General Manager or Deputy General Manager to hear major breaches.
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.
119(1) Review of decision	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Manager in a corrective services facility Correctional Supervisor Manager Intelligence Intelligence Advisor/Officer	A Correctional Supervisor may only review a minor breach of discipline decision. The Correctional Supervisor must have — <ul style="list-style-type: none"> • completed the major breach hearing accreditation training; and • approved by the General Manager or Deputy General Manager to hear major breaches.

CSA Section and Heading	Powers Limited To	Limits and Conditions
135(2) Person near prisoner	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer Director, Intelligence and Investigations Branch Manager Intelligence Intelligence Advisor/Officer General Manager, Probation and Parole Operations Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Dog Squad Supervisor Dog Squad Handler Field Supervisor	
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.
136(2) and (3) Temporary detention for security offence	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer Manager Intelligence Intelligence Advisor/Officer Dog Squad Supervisor Dog Squad Handler Police officers attached to the QCS Intelligence Group Police officers attached to the Corrective Services Investigation Unit	
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.

CSA Section and Heading	Powers Limited To	Limits and Conditions
137 Power to require name and address	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer Director, Intelligence and Investigations Branch Manager Intelligence Intelligence Advisor/Officer General Manager, Probation and Parole Operations Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Dog Squad Supervisor Dog Squad Handler Corrective Services Officer - QCSIG Executive Director, Ethical Standards Unit Police officers attached to the QCS Intelligence Group Police officers attached to the Corrective Services Investigation Unit	
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.
138(1) Seizing property	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer Manager Intelligence Intelligence Advisor/Officer Stores Officer/Supervisor General Manager, Probation and Parole Operations Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer Dog Squad Supervisor Dog Squad Handler Executive Director, Ethical Standards Unit Police officers attached to the QCS Intelligence Group Police officers attached to the Corrective Services Investigation Unit	

CSA Section and Heading	Powers Limited To	Limits and Conditions
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.
143(1) Authority to use reasonable force	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer Custodial Corrective Services Officer Dog Squad Supervisor Dog Squad Handler Director, Intelligence and Investigations Branch Manager, Intelligence Intelligence Advisor/Officer Police officers attached to the QCS Intelligence Group Police officers attached to the Corrective Services Investigation Unit General Manager, Escort and Security Branch Manager, Escort and PAHSU Manager, Courts	
154(4) Contact during personal visit	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer Director, Intelligence and Investigations Branch Manager Intelligence Intelligence Advisor/Officer Police officers attached to the QCS Intelligence Group Police officers attached to the Corrective Services Investigation Unit	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.

CSA Section and Heading	Powers Limited To	Limits and Conditions
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.
200A (2) (a) Directions to prisoners subject to parole	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Operations Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager	
200A (2) (b) and (c) Directions to prisoners subject to parole	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility General Manager, Probation and Parole Operations Regional Manager, Probation and Parole Director, Operations – Probation and Parole	
348 Execution of warrant by corrective services officer	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Operations Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager General Manager of a corrective services facility Deputy General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer Manager Intelligence Intelligence Advisor/Officer Probation and Parole Supervisor Probation and Parole Officer Dog Squad Supervisor Dog Squad Handler	
	Staff Training Coordinator Senior Trainer Adviser Correctional Practices Competency Assessment Services Training Officer Custodial Operations Principal Adviser Operational Training Manager State Dog Squad Development and Standards Dog Trainer Drug Detection Dog Dog Trainer General Purpose Dog	Delegation must only be exercised once the delegate has been issued a Certificate III in Correctional Practice - Custodial.

SCHEDULE 2

Dangerous Prisoners (Sexual Offenders) Act 2003 (DPSOA)

DPSOA Section and Heading	Powers Limited To	Conditions
16(1)(e) Conditions of supervised release	Deputy Commissioner General Manager, Probation and Parole Operations	
16(2) Conditions of supervised release	Deputy Commissioner General Manager, Probation and Parole Operations Director, High Risk Offender Management Unit Regional Manager, Probation and Parole Director, Operations – Probation and Parole	Decisions regarding permanent changes to curfew may only be made by the General Manager, Probation and Parole Operations, Director, High Risk Offender Management Unit, Director, Operations – Probation and Parole or Regional Manager, Probation and Parole.
16A Curfew and Monitoring Directions	Deputy Commissioner General Manager, Probation and Parole Operations	Decisions to apply or remove monitoring and curfew requirements may only be made by the Deputy Commissioner or General Manager, Probation and Parole Operations.
16A(2)(a) Curfew and Monitoring Directions	Deputy Commissioner General Manager, Probation and Parole Operations Regional Manager, Probation and Parole Director, Operations – Probation and Parole Director, High Risk Offender Management Unit Manager, High Risk Offender Management Unit District Manager	
	Probation and Parole Supervisor	For approving authorised absences or emergent risk mitigation.
	Corrective Services Officer	For approving authorised absences or emergent risk mitigation.
20(2) Warrant for released prisoner suspected of contravening a supervision order or interim supervision order	Deputy Commissioner General Manager, Probation and Parole Operations	
	Director, High Risk Offender Management Unit Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Manager, High Risk Offender Management Unit Probation and Parole Supervisor Any other Corrective Services Officer (see Condition)	After a decision to apply for a warrant under s20 has been made by the Deputy Commissioner or General Manager, Probation and Parole Operations

SCHEDULE 3
Mental Health Act 2016 (MHA)

MHA Section and Heading	Powers Limited To	Conditions
S359(2) Who is an authorised person	Deputy Commissioner General Manager, Custodial Operations General Manager of a corrective services facility Accommodation Manager Centre Services Manager Manager/Duty Manager in a corrective services facility Correctional Supervisor Custodial Corrective Services Officer	

SCHEDULE 4
Traffic Regulation 1962 (TR)

TR Section and Heading	Powers Limited To
171(2) Prescribed persons for training programs	Deputy Commissioner General Manager, Custodial Operations General Manager, Probation and Parole Operations Regional Manager, Probation and Parole Director, Operations – Probation and Parole District Manager Probation and Parole Supervisor Probation and Parole Officer

Queensland Corrective Services Human Resources Management Delegations Manual

Introduction

Under section 103 of the *Public Service Act 2008*, the chief executive (Commissioner) may delegate the chief executive's functions under an Act to any appropriately qualified person. For the purpose of this instrument, nominated employees **may not** further sub-delegate their authority to any other person/position unless this ability is provided for in the conditions of the delegation.

Policy Statement

The following principles will apply to workforce management delegations in Queensland Corrective Services

- management should ensure that their employees comply with the delegations,
- nominated employees must consult the relevant branch for sufficient budget if a delegation has financial implications. The employee must also have the financial delegation, and
- nominated employees must not exercise a delegated authority where there is a potential conflict of interest.

In exercising delegations an employee can approve matters only for employees under their direction unless otherwise identified in the conditions of the delegation.

Updates and Changes

Updates are frequently made to this document and employees are advised to check the intranet for the latest version rather than rely on a printed version. Changes to these delegations must be approved by the Commissioner. Please contact the [Human Resources Branch](#) if you have questions about the delegations.

Peter Martin APM
Commissioner
Queensland Corrective Services

Public Service Act 2008
Instrument of Delegations

I, **PETER JOHN MARTIN**, Commissioner, Queensland Corrective Services, do under the provisions of Section 103(1) of the *Public Service Act 2008*, hereby:

- a) delegate to the person who is from time to time performing the duties set out in the attached Human Resource Management Delegations the powers, authorities, functions and duties conferred, or imposed on me by, or under the provisions specified in column 3 of the attached Delegation Schedule.
- b) repeal all pre-existing Human Resource delegations.
- c) delegate to the Director, Human Resources Branch, the authority to revise this Human Resource Management Delegations Manual to the extent of updating the designation of positions, organisational units and primary references, as they change from time to time.


Commissioner
Queensland Corrective Services

Date: 5.3.2018.

How to use the HR Management Delegations Manual

- Step 1** Identify your work division and delegated authority level by your position title (outlined on the next page).
- Step 2** When you are exercising a HR delegation, find the activity that matches the decision you are required to make. The range of delegated level of authority will be indicated (e.g. Levels 1 to 5).
- Step 3** Exercise the delegation, ensuring due process is followed in accordance with relevant legislation, industrial instruments, policies, guidelines and procedures, or conditions associated with the delegation.
- Step 4** If you are uncertain of your responsibilities and delegations, you should initially seek advice from your supervisor/manager. Alternately, advice may also be sought from the HR Branch.

IMPORTANT NOTES: When exercising HR Delegations, authorised delegates must note:

- The delegations outlined in this document will apply only to subordinate employees in a direct reporting line, unless otherwise specified.
- Where exercising a HR delegation also requires exercising another type of delegation (e.g. financial delegations), you must ensure that you also have the authority to exercise the other delegation.
- Where monetary values comprise part of any HR delegation, the exercising of a HR delegation must be in accordance with your level of financial delegation.
- These HR delegations are based on the relevant legislation, industrial instruments and/or policies / procedures.
- “Best Practice” people management principles should always be applied.
- Relevant contacts such as the Human Resources Branch and Ethical Standards Unit are available to offer advice and support. Some HR delegations will require consultation or approval from these contacts prior to exercising of the HR delegation. This requirement must be adhered to at all times.
- When exercising HR delegations, please note that the authority is up to the maximum level indicated. Due process must be followed in accordance with relevant Legislation; Policies, Procedures and advice should be sought when necessary from departmental employees with appropriate expertise.
- Delegates cannot exercise a delegation in relation to a higher level position (e.g. a Level 4 Officer is not authorised to approve higher duties for a Level 3 position. The approving officer must be at least one level higher i.e. higher duties for a Level 3 position must be approved by a Level 2 Officer or the Commissioner).

Delegates cannot exercise a delegation in relation to themselves (e.g. approve their own conference attendance).

Procedure for updating HR Management Delegations

Changes to these delegations must be approved by the Commissioner. Human Resources Branch will submit an approval brief to the Commissioner to update the instrument of delegation on a periodic basis.

- Step 1** Prepare a memorandum to the Director, Human Resources requesting changes to the HR management delegations and the reasons why these changes are required. The memo must be supported by your highest level delegate below the Commissioner (i.e. level 2 delegate)
- Step 2** Submit the memorandum to the Director, Human Resources for consideration during the next update.
- Step 3** The HR Branch will amend the HR management delegations, obtain the signed instrument of delegations and publish on the revised delegations on the intranet
- Step 4** You will receive email advice from the HR Branch advising the HR management delegations have been updated

Please contact the [Human Resources Branch](#) if you have questions about making changes to the delegations.

Human Resource Delegation Levels and Positions

Queensland Corrective Services HR Delegation Level				
Level 1	Level 2	Level 3	Level 4	Level 5*
Commissioner	<ul style="list-style-type: none"> Deputy Commissioner Executive Director Chief Inspector General Manager, Capability and Development General Manager, Strategy and Governance 	<ul style="list-style-type: none"> General Manager Regional Manager (Probation & Parole) Director 	<ul style="list-style-type: none"> Deputy General Manager Manager (but not a manager within a correctional centre) Regional Manager (Sentence Management) 	Other departmental employees who : <ul style="list-style-type: none"> by virtue of the job description applicable to their duties have a supervisory responsibility

*Positions Level 3 or above may limit the HR authorities delegated to employees in Level 5 (e.g. approval of half pay long service leave applications), provided that a signed written direction is given to the affected delegate and a copy of the direction is given to the Human Resources Branch.

HR Delegations Activities Index

RECRUITMENT AND SELECTION

1. Advertising of Vacancies
2. Appointment / Engagement of Staff (also refer section 8)
3. Appointment – Direct Appointment / Conversion to Tenured Status
4. Criminal History / Employment Screening
5. Job Evaluation and Reclassification
6. Management of Displaced Employees
7. Role Descriptions
8. Secondments / Higher Duties / Relieving at Level

PAY AND CONDITIONS

9. Contracts of Employment
10. Flexible Work Arrangements
11. Hours of Duty
12. Leave (excluding SARAS)
13. Overtime / TOIL / On-Call
14. Establishment Management
15. Salary, Allowances and Expense
(Commencing Paypoint / Increments / Travelling Expenses / Salary Packaging)
16. Salary and Wages Overpayment
17. Timesheets / Attendance Records

DEVELOPMENT

18. Equivalence of Qualifications
19. Performance Management
20. Study and Research Assistance Scheme (SARAS)

PERFORMANCE

21. Discipline / Suspension / Dismissal / Investigations
22. Employees Complaint Management
23. Medical (Ill Health)
24. Probation

SEPARATIONS

25. Resignation / Separation
26. Retrenchment / Redundancy
27. Voluntary Early Retirement

OTHER

28. Conflicts of Interests / Other Employment
29. WorkCover
30. Lobbyists

Queensland Corrective Services Delegation Schedule

	Activity	Reference	Delegation Level	Conditions
RECRUITMENT AND SELECTION				
1.	Advertising of Vacancies			
1.1	Approve the advertisement (as prescribed in Directive 15/13 'Recruitment and Selection') of vacant positions up to and including AO8.	PublicServiceAct2008-Sect128	Levels 1 to 5	Must check with HR for suitable ERPs prior to filling a permanent or temporary position exceeding 12 months. Email QCSEMP@dcs.qld.gov.au
1.2	Approve the advertisement of vacant Senior Officer (SO) positions.	PublicServiceAct2008-Sect128	Levels 1 to 2	
1.3	Approve the advertisement of vacant Senior Executive Service (SES) positions.	PublicServiceAct2008-Sect128	Commissioner Only	Must also be approved by the Public Service Commissioner. Having regard to Directives 'Senior Executives – Employment Conditions' and 'Recruitment and Selection'.
1.4	Approve advertising of vacancies (not specified above) which are to be offered on the basis of a s.122 contract under the Public Service Act 2008.	PublicServiceAct2008-Sect128	Commissioner Only	
1.5	Approve advertising of vacancies using any media outside of the Queensland Government Gazette or Smart Jobs and Careers website.	PublicServiceAct2008-Sect128	Levels 1 to 2	
1.6	Determine circulation to fill temporary vacancy by expression of interest.	Directive-RecruitmentandSelection	Levels 1 to 5	
2.	Appointment / Engagement of Staff (Excluding secondments / higher duties / relieving at level – refer to section 8)			
2.1	Approve appointment of Senior Executive Services (SES) in the department.	PublicServiceAct2008-Sect119(1)	Commissioner Only	Must also be approved by the Public Service Commissioner. Having regard to Directives 'Senior Executives – Employment Conditions' and 'Recruitment and Selection'.
2.2	Approve appointment of Senior Officers (SO) in the department.	PublicServiceAct2008-Sect119(1)	Levels 1 to 2	Having regard to Directives 'Senior Officers – Employment Conditions' and 'Recruitment and Selection'.
2.3	Approve appointment of officers up to and including AO8 in the department.	PublicServiceAct2008-Sect119(1)	Levels 1 to 3	Having regard to Directive 'Recruitment and Selection'.
2.3(a)	Approve the appointment of employees to the court officer roles of Registrar, Sheriff of Queensland, Deputy Sheriffs, Bailiffs, Marshal, Deputy-Marshall and other officers.	SupremeCourtofQueenslandAct1991-Sect6(9)(8,732) DistrictCourtofQueenslandAct1967-Sect36&41	N/A	
2.4	Approve employment of general on tenure or a temporary basis (full time or part time); or on a casual basis to perform work not ordinarily performed by an officer.	PublicServiceAct2008-Sect147	Levels 1 to 4	
2.5	Approve employment and extension of temporary employees to perform work ordinarily performed by an officer other than a senior executive on a temporary (full time or part time) or casual basis.	PublicServiceAct2008-Sect112,113&148	Levels 1 to 3	Excludes the temporary employment and extension of SES. Also excludes employment and extension of Senior Officers which must be approved by Level 2 Officer.
2.6	Approve appointment and transfer expenses and approval of extension of 12 month time limit to claim expenses.	Directive-TransferandAppointmentExpenses	Levels 1 to 3	
2.7	Approve work experience placements.	Factsheet-WorkExperiencePlacementandVolunteers	Levels 1 to 5	
2.8	Approve reasonable adjustment.	AntiDiscriminationAct1991	Levels 1 to 4	
3	Appointment – Exemption from Advertising / Limited Advertising			
3.1	Approve the exemption of a vacancy from advertising and appointment of a person to the vacancy.	Directive-RecruitmentandSelection	Commissioner Only	Must check with HR for suitable ERPs prior to filling a permanent or temporary position exceeding 12 months. Email QCSEMP@dcs.qld.gov.au
3.2	Approve to limit the advertising of a vacancy and appointment of a person to the vacancy.	Directive-RecruitmentandSelection	Commissioner Only	
3.3	Review of temporary employment status and subsequent appointment or	PSCDirective-TemporaryEmployment	Levels	

	Activity	Reference	Delegation Level	Conditions
	decision not to appoint.		1 to 3	
3.4	Review of temporary employment status and subsequent appointment or decision not to appoint.	PSC Directive Temporary Employment	Levels 1 to 3	
4	Employment Screening / Criminal History			
4.1	Approve position/s requiring criminal history / employment screening prior to appointment.	Public Service Act 2008 Directive – Employment Screening	Commissioner Only	
4.2	Authorise the exclusion of an applicant from further consideration in a selection process based on criminal history / employment screening outcome.	Public Service Act 2008 Directive – Employment Screening	Commissioner Only	
4.3	Make final decision on engagement of an applicant with identified relevant criminal history / employment screening outcome.	Public Service Act 2008 Directive – Employment Screening	Levels 1 to 2 & HR Director	
4.4	Authorise criminal history / employment screening to be conducted on employees involved in changed circumstances to their role or responsibilities.	Public Service Act 2008 Directive – Employment Screening	Commissioner Only	
4.5	Make final decision on action, where a current employee has a change in criminal history	Public Service Act 2008 Directive – Employment Screening	Commissioner Only	
5	Job Evaluation and Reclassification			
5.1	Approve the classification levels of public service employees in the department (including reclassification), up to and including SO level.	Public Service Act 2008 – Sect 98(1)	Levels 1 to 2	Subject to JEMS evaluation. This delegation relates to the reclassification of existing positions within establishment only. For new positions that do not already exist within establishment, refer to delegations listed under Section 14 – Establishment Management.
5.2	Recommend classification level of SES positions to the PSC.	Public Service Act 2008 – Sect 98(1)	Commissioner Only	
5.3	Approve that the 1/3 rd rule be waived for positions up to and including A08 level, or equivalent.	PSC Circular 11/99 – Job Evaluation Management System Update	Levels 1 to 2	
6	Management of Displaced Employees – including ERP			
6.1	Approve workplace change that will result in an employee becoming displaced from their substantive role.	Public Service Act 2008 Sect 98(1)	Levels 1 and 2	In consultation with the Commissioner
6.2	Approve the relinquishment of a position for an employee who will be absent for a period of greater than 12 months.	Public Service Act 2008	Levels 1 and 2	
6.3	Direct a selection panel to undertake a suitability assessment for a displaced employee.	Public Service Act 2008 Directive – Employees Requiring Placement	Levels 1 to 3	
7	Role Descriptions			
7.1	Approve content of role descriptions for roles within direct reporting line.	Directive 1 – Recruitment and Selection	Levels 1 to 2	
7.2	Authorise that a job description be designated “specified” or “identified”.	PSC Guideline – Use of Identified Positions in Queensland Public Sector Entities	Levels 1 to 2	
8	Secondments / Higher Duties / Relieving at Level			
8.1	Approve the secondment of an employee, in and out of the department.	Public Service Act 2008 – Sect 120(1) section 111, 112, 120(1)	Levels 1 to 4	
8.2	Approve internal secondments, higher duties, or relieving at level arrangements for positions within direct reporting line.	Public Service Act 2008 – Sect 120(1) section 111, 112, 120(1)	Levels 1 to 5*	*QCS Level 5 delegation is for Manager within a correctional centre, Escorts and Security Branch Manager only

	Activity	Reference	Delegation Level	Conditions
8.3	Approve revocation of secondment, higher duties, or relieving at level arrangements of an employee.	PublicServiceAct2008-Sect120(4)section111, 112,120(4)	Levels 1 to 4	
PAY AND CONDITIONS				
9	Contracts of Employment			
9.1	Approve the use of fixed-term contract terms and conditions under s.122 of the PSA.	PublicServiceAct2008-Sect121(2)	Commissioner Only	
9.2	Approve contracts of employment for SES levels	PublicServiceAct2008-Sect119(1)	Commissioner Only	
9.3	Approve contract variations for SES levels, or s.122 contracts of employment under the PSA.	PublicServiceAct2008-Sect119(1)	Commissioner Only	
9.4	Approve contract termination for SES levels, or s.122 contract of employment under the PSA.	PublicServiceAct2008-Sect119(1)	Commissioner Only	
10	Flexible Work Arrangements			
10.1	Approve flexible work arrangements (including telecommuting/working from home, part-time, job share, compressed working hours arrangement.)	Directive-HoursOverTimeandExcessTime QIPublicServiceAward-State2012	Levels 1 to 4	
10.2	Approve a change in hours for an employee, from full-time to part-time, or a variation to existing part-time arrangements.	PublicServiceAct2008-Sect125	Levels 1 to 4	
10.3	Authorise to extend the maximum carryover of accrued time credit for a work cycle period.	HRRPolicyHoursWork	Levels 1 to 4	Exercise this delegation only in exceptional circumstances where there are pressing operational requirements.
11	Hours of Duty			
11.1	Determine hours of duty / rosters to be worked by an employee.	PublicServiceAct2008-Sect98 Directive-HoursOverTimeandExcessTime	Levels 1 to 5	In accordance with relevant industrial instruments pertaining to hours of work.
11.2	Determine the normal operating hours of a work unit (i.e. times between which employees are to work ordinary hours of work).	PublicServiceAct2008-Sect98	Levels 1 to 5	
11.3	Vary business hours (i.e. hours between which work unit is to be open for public business).	QIPublicServiceOfficers&OtherEmployeesAward-State2015	Levels 1 to 5	Public hours have been determined as between 9am to 5pm. Variation may be made to suit local circumstances.
11.4	Approve departmental employee to work additional hours beyond the approved part-time hours (up to full time hours) to meet operational requirements.	PublicServiceAct2008-Sect125	Levels 1 to 5	
11.5	Direct employee to work standard hours (i.e. 9am to 5pm with 45 mins lunch break)	QIPublicServiceOfficers&OtherEmployeesAward-State2015	Levels 1 to 5	
11.6	Approve roster shift patterns.	QIPublicServiceOfficers&OtherEmployeesAward-State2015	Levels 1 to 2	
11.7	Approve roster variations (employer or employee initiated).	QIPublicServiceOfficers&OtherEmployeesAward-State2015	Levels 1 to 4*	*QCS only: Level 5 limited to approving variation for single shift for shift basis and includes Correctional Manager & Escorts and Security Branch Manager
11.8	Designate a role as field staff.	Directive-FieldStaff	Commissioner Only	

	Activity	Reference	Delegation Level	Conditions
12	Leave (excluding SARAS)			
12.1	Recall an employee from recreation, long service or special leave.	Directive- Recreation and Long Service Leave ; Directive- Special Leave	Levels 1 to 3	
12.2	Cancel the approval of recreation, long service or special leave; or defer the taking of recreation, long service or special leave.	Directive- Recreation and Long Service Leave ; Directive- Special Leave	Levels 1 to 3	
12.3	Determine need for whole or part of department to remain open on public/special holiday and for officer to report for duty.	Public Service Act 2008 Section 98	Levels 1 to 2	
Leave Recreation				
12.4(a)	Approve the taking of recreation leave.	Directive- Recreation and Long Service Leave	Levels 1 to 5	
12.4(b)	Approve employee request to 'cash out' excess annual leave	Certified Agreement 2015	Levels 1 to 5	In addition to the provisions outlined in the Core Agreement, Section 2.9.1, the 'Recreation leave cash out application' form must be used by an employee requesting their annual leave cash out.
12.5	Direct an officer to take recreation leave.	Directive- Recreation and Long Service Leave	Levels 1 to 4	In addition to the provisions outlined in the relevant industrial instruments, employees may be directed to take recreation leave where there is an excess leave balance.
12.6	Approve that an employee take all or any part of their annual recreation leave prior to becoming entitled to it (i.e. in advance).	Directive- Recreation and Long Service Leave	Levels 1 to 3	
Leave – Sick				
12.7	Approve the taking of sick leave.	Directive 4/13 Sick Leave	Levels 1 to 5	
12.8	Approve advance of up to 10 days sick leave (pro-rata for officers working on a part-time basis) in the first year of service, to newly appointed officers who are absent from duty because of illness, and who have not accumulated the necessary sick leave on full pay.	Directive 4/13 Sick Leave	Levels 1 to 3	
12.9	Instruct an employee that they are required to provide a medical certificate where the illness is for 3 days or less and the employee is subject to a process for monitoring performance, conduct or attendance.	Directive- Sick Leave	Levels 1 to 4	
Leave - Long Service				
12.10	Approve the taking of long service leave.	Directive- Recreation and Long Service Leave	Levels 1 to 5	
12.11	Approve proportionate payment of long service leave, upon termination.	Directive- Recreation and Long Service Leave Section 14	Levels 1 to 2	Request for proportionate payment due to domestic or other pressing necessity must be in writing. Having regard to Circular 4/01 'Domestic and Other Pressing Necessity'
	Intentionally left blank			
Leave – Special				
12.13	Approve leave for employee to contest State or Local Government election (non-discretionary).	Directive- Special Leave	Levels 1 to 3	
12.14	Approve leave for employee who has been elected as Mayor, Chair or Member of a Council (non-discretionary).	Directive- Special Leave	Levels 1 to 2	
12.15	Approve leave (without salary, up to two years) for employee to undertake service overseas with the Australian Volunteers International (non-discretionary).	Directive- Special Leave	Levels 1 to 3	

	Activity	Reference	Delegation Level	Conditions
12.16	Approve leave for employee who has been directed to assist in an emergency situation or a disaster situation in accordance with the <i>Public Safety Preservation Act 1986</i> or the <i>Disaster Management Act 2003</i> (non-discretionary).	Directive-SpecialLeave1	Levels 1 to 3	
12.17	Approve special leave with salary for Defence Reserve Forces Training or deployment (non-discretionary).	Directive-SpecialLeave1	Levels 1 to 4	
12.18	Approve bereavement leave (non-discretionary).	Directive-SpecialLeave1	Levels 1 to 5	
12.19	Direct an employee to take other forms of leave prior to going on special leave with or without salary (except for non-discretionary leave requests).	Directive-SpecialLeave1	Levels 1 to 3	
12.20	Approve discretionary special leave with full salary, (up to five days per reason per year) for any purpose including but not limited to: compassionate situations, representation of state or national sporting teams, blood or aphaeresis donation, situations where an employee is precluded from attending or remaining at work due to natural disasters, work related study, following deployment for critical incidents, domestic or family violence etc.	Directive-SpecialLeave1	Levels 1 to 3	
12.21	Approve the extension of discretionary special leave with full salary beyond five days per reason per year.	Directive-SpecialLeave1	Levels 1 to 2	
12.22	Approve discretionary leave without salary for any purpose and for any duration. (Including purchased leave which is a form of leave without salary.)	Directive-SpecialLeave1	Levels 1 to 3	
Leave – Parental				
12.23	Approve parental leave (paid or unpaid) initially up to 52 weeks.	IndustrialRelationsAct1999 FamilyLeaveAward(CBPUH-Sector)-State2012.d 2133	Levels 1 to 3	
12.24	Approve extension of parental leave (paid or unpaid) up to a total of 104 weeks.	FamilyLeaveAward(CBPUH-Sector)-State2012.d 2133	Levels 1 to 3	
12.25	Approve paid parental leave (i.e. maternity, spousal, surrogacy or adoption).	Directive-PaidParentalLeave1	Levels 1 to 5	
12.26	Approve pre-natal/pre-adoption/pre-surrogacy leave to attend appointments related to the pregnancy/adoption/surrogacy.	Directive-PaidParentalLeave1	Levels 1 to 4	A medical certification (for pre-natal) or satisfactory supporting evidence (for pre-adoption and pre-surrogacy) is required for each absence.
12.27	Approve or reject application to shorten period of parental leave.	FamilyLeaveAward(CBPUH-Sector)-State2012.d 2133	Levels 1 to 3	In consultation with Human Resources.
12.28	Determine date employee is to resume work on cancellation of parental leave (due to termination of pregnancy or not proceeding with adoption of a child).	FamilyLeaveAward(CBPUH-Sector)-State2012.d 2133	Levels 1 to 4	In consultation with Human Resources.
12.29	Approve reduction in minimum period required to commence maternity leave or reduce the minimum period required to resume duty.	FamilyLeaveAward(CBPUH-Sector)-State2012.d 2133	Levels 1 to 4	Subject to submission of medical clearance.
12.30	Revoke decision made to reduce minimum period required to commence maternity leave or resume duty.	FamilyLeaveAward(CBPUH-Sector)-State2012.d 2133	Levels 1 to 4	In consultation with Human Resources.
12.31	Assign an employee to alternate duties due to illness or risks connected with the pregnancy or work hazards.	FamilyLeaveAward(CBPUH-Sector)-State2012.d 2133	Level 1 to 3	Subject to certification by medical practitioner.
12.32	Direct employee to take maternity leave due to illness or risks connected with the pregnancy or work hazards.	FamilyLeaveAward(CBPUH-Sector)-State2012.d 2133	Level 1 to 3	Subject to certification by medical practitioner.
Leave – Other				

	Activity	Reference	Delegation Level	Conditions
12.33	Approve leave for employee subpoenaed/called as witness by the State/Commonwealth or in other circumstances in court proceedings.	Director-Court Attendance and Jury Service	Level 1 to 4	Subject to submission of documentary evidence.
12.34	Approve leave with salary for jury service.	Director-Court Attendance and Jury Service	Level 1 to 4	Subject to submission of documentary evidence
12.35	Grant special credit of 65 days (13 weeks) sick leave on full pay after 26 years meritorious service.	Director-Sick Leave	Levels 1 to 2	
12.36	Authorise carer's leave with or without salary.	Family Leave Award (QPLHS Sector) State 2012 Part 3	Level 1 to 5	
12.37	Grant special War Service credit of sick leave.	Director-Sick Leave	Commissioner Only	Check with HR for service history.
13	Overtime / TOIL / On-Call			
13.1	Approve employees to work overtime within direct reporting line.	Public Service Act 2008 Sect 98 Director No 07/13-Hours Overtime and Excess Time	Levels 1 to 5	
13.2	Authorise for an employee to be rostered 'on-call' outside of ordinary hours.	QPLHS Sector Officers & Other Employees Award State 2015 Section 18.7	Levels 1 to 3	An employee cannot be on-call whilst on a form of leave.
13.3	Approve continuous on-call arrangements.	QPLHS Sector Officers & Other Employees Award State 2015 Section 18.7	Levels 1 to 2	Where practicable, an employee should not be continuously rostered for more than six weeks.
13.4	Approve accrual and taking of TOIL.	Public Service Act 2008 Sect 98	Level 1 to 5	
13.5	Approve payout of TOIL for eligible employees.	Director-Hours Overtime and Excess Time	Levels 1 to 3	
13.6	Approve accrual of and access to accrue time (Elective Accrued Time) rather than receive monetary compensation for overtime worked for employees with salary levels not exceeding the equivalent of AO5(04).	Public Service Act 2008 Sect 98 QPLHS Sector Officers & Other Employees Award State 2015	Levels 1 to 4	
13.7	Approve provision of meal allowance and free transport (e.g. taxi) for employees working approved overtime.	Public Service Act 2008 Sect 98 Director-Hours Overtime and Excess Time	Levels 1 to 4	
13.8	In exceptional circumstances, approve payment for authorised overtime to individual field staff or categories of field staff with salary levels not exceeding the equivalent of AO5(04).	Director-Field Staff	Level 1 to 3	
14	Establishment Management			
14.1	Recommend to the PSC, increases to the permanent establishment for SES level.	Public Service Act 2008 Sect 19(1)	Commissioner Only	
14.2	Approve the creation, redesignation or abolition of an organisational unit (includes restructures)	Public Service Act 2008 Sect 19(1)	Commissioner Only	
14.3(a)	Approve the abolition of recurrently funded positions (includes positions that are of a permanent or casual nature and positions created for unattached employees).	Public Service Act 2008 Sect 19(1)	Commissioner Only	
14.3(b)	Approve creation of recurrently funded positions (includes positions that are of a permanent or casual nature and positions created for unattached employees).	Public Service Act 2008 Sect 19(1)	Levels 1 and 2*	*Level 2 has delegation to approve the creation of operational casual positions
14.4(a)	Approve the extension or abolition of a non-recurrently funded position (includes	Public Service Act 2008 Sect 19(1)	Commissioner	

	Activity	Reference	Delegation Level	Conditions
	positions that are of a temporary or casual nature).		Only	
14.4(b)	Approve creation, of a non-recurrently funded position (includes positions that are of a temporary or casual nature).	Public Service Act 2008 - Section 99(1)	Levels 1 and 2*	*Level 2 has delegation to approve the creation of operational casual positions
14.5(a)	Approve the redesignation of position (e.g. changes arising from major structural change, classification level, or budgeted Full Time Equivalent allocation of the position)	Public Service Act 2008 - Section 98	Commissioner Only	Excluding positions offered under a fixed term contract of employment (for fixed term contract positions refer to section 9).
14.5(b)	Approve administrative changes to positions (e.g. reporting relationships, ASCO Code, cost centre, job title).	Public Service Act 2008 - Section 98	Levels 1 to 3*	* QCS level 3 restricted to Director HR only)
15	Salary, Allowances and Expenses (Commencing Paypoint / Increments / Travelling Expenses / Salary Packaging)			
15.1	Determine salary level payable to appointees from outside the Queensland Public Service (including temporary engagements).	QPS Public Service Officers and Other Employees Award - State 2015	Levels 1 to 3	Recommendation and justification for paypoint higher than paypoint one must be provided in the selection report and meet the requirements of the relevant industrial instruments.
15.2	Approve manual payment to be processed by the Queensland Shared Services.	Industrial Relations Act 1999	Levels 1 to 3	Approval on a case by case basis. Associated QSS costs to be met by requesting business unit.
15.3	Approve salary increments (on substantive pay rate and higher duties).	QPS Public Service Officers and Other Employees Award - State 2015 Youth Detention Centre Employees Award - State 2015 General Employees Queensland Government Departments and Other Employees Award - State 2015	Levels 1 to 5*	In accordance with provisions from relevant award. *QCS Level 6 delegation is for Manager within a correctional centre, District Manager, Escorts and Security Branch Manager only
15.4	Withhold salary increments.	QPS Public Service Officers and Other Employees Award - State 2015 SI29	Levels 1 to 4	This delegation may be exercised where an employee is subject to a performance improvement process or a disciplinary action.
15.5	Approve movement to a higher paypoint for Senior Officers and Senior Executives.	Directive - Senior Executive Employment Conditions Directive - Senior Officers Employment Conditions	Commissioner Only	
15.6	Determine percentage of higher duties performed by employee.	Directive - Higher Duties Allowance	Levels 1 to 4	
15.7	Determine that employee has a dependant to qualify for the full rate of locality allowance.	Directive - Locality Allowance	Levels 1 to 3	
15.8	Approve relieving allowance for employee required to relieve another officer or perform special duties away from normal headquarters.	Directive - Domestic Travel and Relieving Expenses	Levels 1 to 3	
15.9	Approve SES level salary packaging arrangements (excluding novated leases)	Directive - Senior Executive Employment Conditions	Commissioner Only	All salary packaging arrangements must be organised through the Government's approved service providers.
15.10	Approve SO level salary packaging arrangements (excluding novated leases).	Directive - Senior Officer Employment Conditions	Levels 1 to 2	
15.11	Endorse applications for novated leases under salary packaging arrangements for all employees.	State Government Departments Central Agreement 2009 Directive - Senior Executive Employment Conditions Directive - Senior Officers Employment Conditions	Director, HR	
15.12	Approve progression outcomes for professional and technical progression arrangements.	QPS Public Service Officers and Other Employees Award - State 2015	Levels 1 to 3	
15.13	Approve the appointment of an employee as a first aid officer and approve the		Levels	Employee must hold a current certificate in first aid.

	Activity	Reference	Delegation Level	Conditions
	payment of the first aid allowance.	QPLHSeriesOffices&OtherEmployeesAward- State2015	1 to 4	
15.14	Approve motor vehicle allowances.	Directive-MotorVehicleAllowances	Levels 1 to 4	Vehicles must be appropriately insured and endorsed to indemnify employer (Section 8, Directive 20/16). For authority to approve motor vehicle allowance for s.122 contracts, please refer to section 9.4 of the HR Delegations Manual.
	Line Intentionally left blank			
16	Salary and Wages Overpayment			
16.1	Approval of a repayment proposal outside of the standard schedule (in cases of financial hardship).	HRPolicySalaryOverpayment	Levels 1 to 4	
17	Timesheets / Attendance Records			
17.1	Verification and approve timesheets / sign on cards (including approve request to access accrued time)	QPLHSeriesOffices&OtherEmployeesAward- State2015 YouthDetentionCentreEmployeesAwardState 2016 GeneralEmployeesQueenslandGovernment DepartmentsandOtherEmployeesAward- State2015	Levels 1 to 5	Approval to carry-over accrued time balance exceeding 36.25 hours only in exceptional circumstances where there are pressing operational requirements.
17.2	Exempt certain employees from completing attendance records	QPLHSeriesOffices&OtherEmployeesAward- State2015 YouthDetentionCentreEmployeesAwardState 2016 GeneralEmployeesQueenslandGovernment DepartmentsandOtherEmployeesAward- State2015	Levels 1 to 3	Exemption must be recorded in writing.
DEVELOPMENT				
18	Equivalence of Qualifications			
18.1	Approve equivalence of qualifications for employment purposes.	PLHSeriesAward-State2012	Levels 1 to 2	
19	Performance Management			
19.1	Approve employee Performance Effectiveness Plans.	PLHSeriesAct2008Sat98(1) HRGuidelinesEmployeePerformance Management	Levels 1 to 5*	
19.2	Approve employee Performance Improvement Plans.	PLHSeriesAct2008Sat98(1) HRGuidelinesEmployeePerformance Management	Levels 1 to 5	
20	Study and Research Assistance Scheme (SARAS)			
20.1	Approve applications for full-time, part-time or external study course (including a determination of the level of assistance offered as Essential, Highly Desirable, or Desirable).	HRPolicySARAS	Levels 1 to 2*	In accordance with financial delegations and budget allocation. Advice should be sought from relevant divisional education and training units (QCSA) where applicable.
20.2	Approve SARAS leave without pay.	HRPolicySARAS	Levels	

	Activity	Reference	Delegation Level	Conditions
			1 to 5	
20.3	Approve leave to attend exams, study etc.	HR Policy/SARAS	Levels 1 to 5	
20.4	Approve reimbursement of course fees and expenses in accordance with financial delegations.	HR Policy/SARAS	Levels 1 to 3	
PERFORMANCE				
21	Discipline / Suspension / Dismissal / Investigations			
21.1	Issue warning / direction.	PLH-SericeAct2008-Sect187	Commissioner, Deputy Commissioner, Chief Inspector and Director, Ethical Standards only	
21.2	Approve suspension with or without pay.	PLH-SericeAct2008-Sect191	Commissioner and Deputy Commissioner only	Delegates may sub-delegate to a suitably experienced SES level officer the authority to conduct disciplinary proceedings in a particular instance (e.g. conflict of interest) or suspension.
21.3	Approve formal disciplinary action to be taken against an employee	PLH-SericeAct2008-Sect188	Commissioner and Deputy Commissioner only	
21.4	Approve post-separation disciplinary action to be taken against a former employee	PLH-SericeAct2008-Sect189A	Commissioner and Deputy Commissioner only	
21.5	Authorise the engagement of a suitably qualified investigator to undertake an investigation.	PLH-SericeAct2008-Sect187	Commissioner, Deputy Commissioner, Chief Inspector and Director, Ethical Standards only	
22	Employee Complaints Management			
22.1	Manage workplace issues and complaints lodged within the work unit.	HR Policy/Employee Complaints	Levels 1 to 5	Complaints of serious misconduct or corrupt conduct must be referred to the Director, Ethical Standards. In other matters consultation with HR is recommended prior to exercising these delegations.
22.2	Conduct an internal review of the outcome of an employee complaint, which has previously been addressed locally.	HR Policy/Employee Complaints	Levels 1 to 3	
22.3	Appoint an investigation officer to undertake formal investigation of a workplace issue, complaint, or grievance that has been referred out of the local work unit / region for management.	HR Policy/Employee Complaints	Level 1 to 3	
23	Medical (Ill Health)			
23.1	Direct an employee to attend a medical assessment.	PLH-SericeAct2008-Sect175	Level 1 to 3	Consultation with HR is required prior to exercising these delegations.
23.2	Approve the transfer or redeployment of an employee following the receipt of a medical report.	PLH-SericeAct2008-Sect178	Level 1 to 3	
23.3	Approve that an employee is to be retired on the grounds of ill health.	PLH-SericeAct2008-Sect178	Level 1 to 2*	Consultation with HR is required prior to exercising these delegations. The Commissioner must be consulted before medically retiring an employee. *The Deputy Commissioner can also exercise this delegation.

	Activity	Reference	Delegation Level	Conditions
24	Probation			
24.1	Approve the conclusion of a probation period and confirm appointment.	Public Service Act 2008 - Sect 126(4)(b)	Levels 1 to 5	
24.2	Approve the extension of a probation period.	Public Service Act 2008 - Sect 126(4)(b)	Levels 1 to 3	Consultation with HR is required prior to exercising these delegations.
24.3	Approve termination of employee's services following unsuccessful performance during probationary period	Public Service Act 2008 - Sect 126(4)(b)	Level 1 to 2	
SEPARATIONS				
25	Resignation / Separation			
25.1	Terminate employment of temporary employee engaged on a full-time, part-time or casual basis for performance or conduct reasons.	Public Service Act 2008 - Sect 138	Level 1 to 4	Consultation with HR is required prior to exercising these delegations.
25.2	Terminate employment of temporary employee engaged on a full-time, part-time or casual basis other than for performance or conduct reasons.	Directive Temporary Employment - End of Contract Payment	Level 1 to 4	Appropriate notice must be provided to the employee in accordance with the relevant industrial instrument.
25.3	Terminate the employment of an officer who does not meet requirements about Citizenship/residency etc.	Public Service Act 2008 - Sect 127(2)	Level 1 to 5	
25.4	Terminate a person employed on an SES or Sect 121 contract.	Public Service Act 2008 - Sect 121(2) Directive Senior Executives Employment Conditions	Commissioner Only	In accordance with the conditions of the contract.
25.5	Terminate officer's employment where a transfer within department is refused and reasonable grounds for refusing transfer are not established.	Public Service Act 2008 - Sect 134(2)	Levels 1 to 2	In consultation with the Commissioner.
25.6	Terminate officer's employment where a transfer to another department is refused and reasonable grounds for refusing transfer are not established.	Public Service Act 2008 - Sect 134(2)	Levels 1 to 2	
25.7	Approve payment in lieu of minimum notice for termination of employment other than for performance or conduct reasons.	Public Service Act 2008 - Sect 135	Levels 1 to 3	
25.8	Authorise salary to be forfeited in lieu of minimum notice period for resignation.	Public Service Act 2008 - Sect 135	Levels 1 to 3	
26	Retrenchment / Redundancy			
26.1	Approve the retrenchment of an employee in accordance with the provisions of Directive 11/12.	Directive - Early Retirement/Redundancy & Retrenchment	Commissioner Only	
26.2	Approve offer of a redundancy package to an employee in accordance with the provisions of Directive 11/12.	Directive - Early Retirement/Redundancy & Retrenchment	Commissioner Only	
27	Voluntary Early Retirement (VER)			
27.1	Approve the offer of a VER package to an employee in accordance with the provisions of Directive 11/12.	Directive - Early Retirement/Redundancy & Retrenchment	Commissioner Only	
OTHER				
28	Conflicts of Interest / Other Employment			
28.1	Direct a Senior Executive Service (SES) or Equivalent level officer to provide a statement of their personal interests.	Code of Conduct ESU Policy Conflicts of Interest Directive Declaration of Interests Chief Executives	Commissioner Only	

	Activity	Reference	Delegation Level	Conditions
		Government Departments <u>Public Service Act 2008 - Sect 185</u> <u>State Procurement Policy</u> <u>Whistleblowers Protection Act 1994</u>		
28.2	Direct an employee (other than Senior Executive Service (SES) and Equivalent officers) to provide a statement of their personal interests.	<u>Public Service Act 2008 - Sect 185</u>	Levels 1 to 2	
28.3	Direct an employee to resolve a conflict of interest or possible conflict of interest (including other employment) in favour of the Department and determine whether the proposed resolution strategy is acceptable.	<u>Director's Declaration of Interests - Public Service Employees (other than and in executive roles)</u> <u>ESU Policy Conflict of Interests</u> <u>ESU Policy Other Employment</u>	Levels 1 to 5	The Director, Ethical Standards is to be consulted on conflicts of interest and other employment declarations after consideration by the decision maker but prior to a decision being made.
28.4	Direct an employee to declare details of other employment.	<u>Director's Declaration of Interests - Public Service Employees (other than and in executive roles)</u> <u>ESU Policy Conflict of Interests</u> <u>ESU Policy Other Employment</u>	Levels 1 to 3	
29	WorkCover			
29.1	Sign a "Declaration by Employer" on Employee's or Employer's report, or seek review through Worker's Compensation Regulatory Authority.	<u>Worker's Compensation & Rehabilitation Act 2008</u>	Levels 1 to 5	Consultation with HR is required prior to exercising this delegation.
30	Lobbyists			
30.1	Approve an employee to engage in contact/activity with a registered lobbyist and/or former senior government representative/s.	<u>PSU Policy Disclosure of Previous Employment as a Lobbyist</u>	Commissioner Only	

FINANCIAL INSTRUMENT OF DELEGATION

Issued under the

FINANCIAL ACCOUNTABILITY ACT 2009

Pursuant to *Section 76* of the *Financial Accountability Act 2009* and *Section 103* of the *Public Service Act 2008*, I hereby cancel the previous financial authorities delegated to officers of Queensland Corrective Services.

From 22nd December 2017 until otherwise determined, the officers recorded within this instrument are authorised to perform the functions indicated, subject to limits where shown, in accordance with the *Financial Accountability Act 2009*.

All amendments will take effect from the date of approval by the Commissioner as recorded in the "Financial Delegations - Record of Amendment".


Commissioner and ACCOUNTABLE OFFICER

Queensland Corrective Services

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GUIDELINES FOR FINANCIAL DELEGATES

- The **accountable officer** of the Queensland Corrective Services is the Commissioner.
- The Commissioner is responsible for approving (or delegating the power to approve) all expenditure for the department except where government policy restricts this authority.
- Any delegation of functions or duties by the Commissioner shall be determined having regard to appropriate and sufficient systems of **internal control**, including the degree of **segregation of duties** that may be appropriate.
- Duties performed by a delegate in accordance with a delegation shall have the same force and effect as if it had been executed by the Commissioner. Delegates are accountable for the results of exercising their delegations and the responsibilities allocated to them.
- The *Financial Accountability Act 2009* does not provide for sub-delegation of financial (expenditure, procurement and payment) delegations and delegations contained in the Financial Delegations Register cannot be sub-delegated.
- A subordinate officer shall not approve the expenditure of a senior officer.
- Delegates shall not exceed their delegated authority, even if an automated system permits this to occur.
- Delegates shall not disaggregate or split purchase orders or contracts in order to ensure expenditure is within their delegation.
- Delegates must consider all applicable legislation and statutes as well as policies and practices affecting a particular **transaction** before deciding to exercise a delegation.
- Officers shall not exercise a delegated authority where a **conflict of interest** arises or a personal **benefit** to the delegate may be seen to be derived, whether directly or indirectly, from such approval.
- Where practical, officers shall NOT exercise more than one authority for expenditure, procurement or payment in a single transaction. Where officers are delegated both expenditure approval and procurement authority, they shall NOT apply both authorities to the same payment except in relation to corporate card transactions. Officers approving expenditure must ensure that the procurement is performed by a competent authority.
- Officers with a delegation shall ensure there are sufficient uncommitted funds available in an approved **budget** for the particular item in question before exercising the delegation. Unless otherwise indicated in the delegations register, expenditure can only be approved against cost centres for which the delegate has formal responsibility.
- Delegations are recorded as **GST inclusive**.

Official Expenditure

All financial delegates shall observe the following four criteria in determining whether proposed expenditure constitutes official expenditure:

- determine whether the goods or services are required for official purposes;
- determine whether the expenditure is both appropriate and reasonable;
- determine whether the expenditure is publicly defensible; and
- determine whether the expenditure is promptly documented, available for scrutiny by both internal and external audit, and was approved by the appropriate financial delegate.

Contract Expenditure

This refers to one-off purchases for the supply of goods, rendering of a service or the construction of works where it is usual practice to issue a requisition / purchase order or contract between the department and the supplier.

Contract expenditure will usually require both procurement and expenditure approvals from officers with the appropriate delegated authority level.

Periodic Expenditure

Periodic services means those of a repetitive, periodic or standard nature rendered to the Department under any Act or law, contract, arrangement or approval for which it is neither the accepted practice nor necessary to issue a requisition or official purchase order for the rendering of such service.

Periodic expenditure will usually only require expenditure approval from an officer with the appropriate delegated authority. Examples include electricity, utility and gas charges, grants, rates, rents, salaries and wages ancillary expenses, telephone charges, travelling or transfer allowances or expenses.

Schedule 1: Financial Delegates

Refer separate document – Schedule 1 Financial Delegates

The department uses a 'Financial Instrument of Delegation' that allocates appropriate staffing positions with a Delegation Authority Level (DAL). A DAL specifies the level of authority for contract and periodic expenditure limits. Each DAL also outlines delegated authority to approve some of the more common items of expenditure such as travel.

Schedule 1 identifies each of the positions in the department with a DAL and its relevant level.

Schedule 2: Expenditure Delegations

Schedule 2 has been organised to clarify expenditure approval requirements with respect to the Commissioner, Minister and Governor-in-Council approvals for large operational non-project and project based expenditure.

Refer separate document – Schedule 2 (Part A) Contract Execution and Expenditure Delegations

Refer separate document – Schedule 2 (Part B) Expenditure Delegation Levels

Part A identifies what each of the positions listed in Schedule 1 has authority to approve. There are 6 DALs, each with different expenditure limits and some or no delegated authority regarding: Contracts, Entertainment, Write off losses, Assets, Special payments.

Part B identifies expenditure limits for Travel, Corporate Card, Vendor Account Maintenance, Mobile Phones, Reportable gifts, Cash shortage and Debtor Invoices.

Schedule 3: Ancillary Delegations

Ancillary Delegations are specific types of delegations which are not covered under the general Expenditure Delegation Levels.

Refer separate document – Scheduled 3 (Part A) Ancillary Delegations

Refer separate document – Scheduled 3 (Part B) Department of Justice and Attorney-General Corporate Ancillary Delegations

Schedule 1 : Financial Delegates

										Cost		Substantive	Substantive	Actual	
DAL	Threshold	Position Number	Position Title	Department Level	Super Branch Level	Branch Level	Micro Branch Level	Cost Centre Level	Centre Code	Pos Class	Employee Number	Occupant as per HR placement file November 2017	Employee Number	Actual Employee Number	Actual Occupant as at November payroll 2017
CEO	5,000,000.00	735689	Commissioner	Corrective Services	Office of the Commissioner	Office of the Commissioner	Office of the Commissioner	Office of the Commissioner	2392020						
1	200,000.00	735883	General Manager Strategy & Governance	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Op Planning Performance & Research	2304010						
2	100,000.00	735761	Chief Inspector	Corrective Services	Office of the Commissioner	Office of the Commissioner	Office of the Chief Inspector	Office of Chief Inspector	2351010						
2	100,000.00	735690	Director Planning & Development	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Op Planning Performance & Research	2304010						
2	100,000.00	735950	Director, Reform Planning and Coordination	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Program Management Office	2304012						
2	100,000.00	741081	Director, Research, Evaluation and Performance	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Evaluation and Implement Team	2304013						
2	100,000.00	735950	Director, Reform Planning and Coordination	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Program Management Office	2304012						
2	100,000.00	741081	Director, Reform Planning and Coordination	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Evaluation and Implement Team	2304013						
3	50,000.00	735927	Manager Office of the Commissioner	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Op Planning Performance & Research	2304010						
3	50,000.00	735700	Manager Evaluation	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Op Planning Performance & Research	2304010						
3	50,000.00	735699	Manager Performance	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Op Planning Performance & Research	2304010						
3	50,000.00	735691	Manager Policy and Planning	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Op Planning Performance & Research	2304010						
3	50,000.00	735772	Manager Policy and Legislation	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Op Planning Performance & Research	2304010						
3	50,000.00	735949	Program Manager, Reform Planning and Coordination	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Program Management Office	2304012						
5	10,000.00	735939	Principal Executive Officer	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Program Management Office	2304012						
3	50,000.00	741092	Manager Research and Evaluation	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Evaluation and Implement Team	2304013						
5	10,000.00	741067	Principal Executive Officer	Corrective Services	Office of the Commissioner	Office of the Commissioner	Systems Planning Development Performance	Op Planning Performance & Research	2304010						
2	100,000.00	735684	Director, Parole Board Secretariat	Corrective Services	Corporate Overheads	Corporate Overheads	Corporate Overheads	New Parole Board	2325110						
3	50,000.00	741347	Manager, Operations Parole Boards Secretariat	Corrective Services	Corporate Overheads	Corporate Overheads	Corporate Overheads	New Parole Board	2325110						
3	50,000.00	741367	Principal Legal Officer, Parole Boards Secretariat	Corrective Services	Corporate Overheads	Corporate Overheads	Corporate Overheads	New Parole Board	2325110						
1	750,000.00	735697	Executive Director Operational Support Services	Corrective Services	Operational Support Services	Operational Support Services	Operational Support Services Directorate	Operational Support Services Directorate	2306010						
2	100,000.00	735889	Director QCS Renewal Program	Corrective Services	Operational Support Services	Operational Support Services	Operational Support Services Directorate	Operational Support Services Directorate	2306010						
2	100,000.00	735720	Director Offender Info Systems	Corrective Services	Operational Support Services	Operational Support Services	Operational Support Services Directorate	OIS - Prisoner Technology	2302206						
4	20,000.00	735793	Manager Operational Support Services	Corrective Services	Operational Support Services	Operational Support Services	Operational Support Services Directorate	Operational Support Services Directorate	2306010						
2	100,000.00	735702	Director Finance & Contracts	Corrective Services	Operational Support Services	Operational Support Services	Human Resources Branch	Finance and Contracts	2303010						
2	100,000.00	735989	Project Director	Corrective Services	Operational Support Services	Operational Support Services	Business Improvement Program	BIP - Retendering Private Prison Contracts	2392042						
3	50,000.00	735910	Manager Contract Management	Corrective Services	Operational Support Services	Operational Support Services	Human Resources Branch	Finance and Contracts	2303010						
3	50,000.00	735911	Manager Contract Management	Corrective Services	Operational Support Services	Operational Support Services	Human Resources Branch	Finance and Contracts	2303010						
2	100,000.00	735781	Director Human Resources	Corrective Services	Operational Support Services	Operational Support Services	Offender Information Systems	Human Resources Branch	2307010						
3	50,000.00	735765	Executive Manager Applications & Development	Corrective Services	Operational Support Services	Operational Support Services	Offender Information Systems	OIS - General	2302050						
3	50,000.00	735908	Executive Manager Systems Assurance	Corrective Services	Operational Support Services	Operational Support Services	Offender Information Systems	OIS - Systems and Assurance	2302060						
3	50,000.00	735932	Manager Operational Practice HR	Corrective Services	Operational Support Services	Operational Support Services	Offender Information Systems	Human Resources Branch	2307010						
3	50,000.00	735810	Manager HR Systems & Governance	Corrective Services	Operational Support Services	Operational Support Services	Offender Information Systems	Human Resources Branch	2307010						
1	200,000.00	735709	Executive Director Specialist Ops	Corrective Services	Specialist Operations	Specialist Operations	Specialist Operations	Specialist Operations	2372010						
2	100,000.00	741211	Project Director, Offender Management & Rehabilitation Renewal	Corrective Services	Specialist Operations	Specialist Operations	Specialist Operations	QPSR Offndr Mgt Renewal Program Project	2372015						
2	100,000.00	741242	Manager, Specialised Clinical Services	Corrective Services	Specialist Operations	Specialist Operations	Specialist Operations	SOPS - PSR Implementation	2372011						
2	100,000.00	735787	Director High Risk Offender Management Unit	Corrective Services	Specialist Operations	High Risk Offender Management Unit	High Risk Offender Management Unit	High Risk Offender Management Unit	2379010						
3	50,000.00	735672	Manager Strategy and Risk HROMU	Corrective Services	Specialist Operations	High Risk Offender Management Unit	High Risk Offender Management Unit	High Risk Offender Management Unit	2379010						
3	50,000.00	735848	Manager EMSU	Corrective Services	Specialist Operations	High Risk Offender Management Unit	High Risk Offender Management Unit	HROMU - Wacol	2379020						
3	50,000.00	735671	Manager Operations HROMU	Corrective Services	Specialist Operations	High Risk Offender Management Unit	High Risk Offender Management Unit	HROMU - Wacol	2379020						
3	50,000.00	740275	Manager, HROMU (till 30 June 2018)	Corrective Services	Specialist Operations	High Risk Offender Management Unit	High Risk Offender Management Unit	HROMU - Townsville	2379031						
5	10,000.00	735853	Business Support Officer	Corrective Services	Specialist Operations	High Risk Offender Management Unit	High Risk Offender Management Unit	High Risk Offender Management Unit	2379010						
2	100,000.00	735739	Director Intelligence & Investigation	Corrective Services	Specialist Operations	Intelligence and Investigations	Intelligence and Investigations	Intel & Investigations (prev QCSIG)	2333010						
4	20,000.00	735881	State Manager Intelligence	Corrective Services	Specialist Operations	Intelligence and Investigations	Intelligence and Investigations	Intel & Investigations (prev QCSIG)	2333010						
2	100,000.00	735701	Director Offender Rehabilitation Management	Corrective Services	Specialist Operations	Offender Rehabilitation Management	Offender Rehabilitation Management	Offender Rehabilitation and Management	2377010						
3	50,000.00	735661	Manager Offender Intervention	Corrective Services	Specialist Operations	Offender Rehabilitation Management	Offender Rehabilitation Management	Offender Rehabilitation and Management	2377010						
3	50,000.00	735746	Manager Education and Reentry	Corrective Services	Specialist Operations	Offender Rehabilitation Management	Offender Rehabilitation Management	Offender Rehabilitation and Management	2377010						
3	50,000.00	735996	Project Manager (till 30 June 2018)	Corrective Services	Specialist Operations	Offender Rehabilitation Management	Offender Rehabilitation Management	Sexual Offender Intervention	2376020						
3	50,000.00	741540	Director, Operations	Corrective Services	Specialist Operations	Parole Board Liaison	Parole Board Liaison	Parole Board Liaison Unit	2374041						
1	200,000.00	735815	General Manager Sentence Management Services	Corrective Services	Specialist Operations	Sentence Management Administration Branch	Sentence Management Administration Branch	Sentence Management Admin Branch	2378010						
3	50,000.00	735816	Regional Manager Sentence Management	Corrective Services	Specialist Operations	Sentence Management Administration Branch	Sentence Management Administration Branch	Sentence Management Admin Branch	2378010						
3	50,000.00	735819	Regional Manager Sentence Management	Corrective Services	Specialist Operations	Sentence Management Administration Branch	Sentence Management Administration Branch	Sentence Management Admin Branch	2378010						
3	50,000.00	735818	Regional Manager Sentence Management	Corrective Services	Specialist Operations	Sentence Management Administration Branch	Sentence Management Administration Branch	Sentence Management Admin Branch	2378010						
3	50,000.00	735820	Regional Manager Sentence Management	Corrective Services	Specialist Operations	Sentence Management Administration Branch	Sentence Management Administration Branch	Sentence Management Admin Branch	2378010						
3	50,000.00	735754	Statewide Manager Operations	Corrective Services	Specialist Operations	Sentence Management Administration Branch	Sentence Management Administration Branch	Sentence Management Admin Branch	2378010						
3	50,000.00	735821	Statewide Manager Sentence Administration	Corrective Services	Specialist Operations	Sentence Management Administration Branch	Sentence Management Administration Branch	Sentence Management Admin Branch	2378010						
3	50,000.00	735817	Statewide Manager Serious Offenders Unit	Corrective Services	Specialist Operations	Sentence Management Administration Branch	Sentence Management Administration Branch	Sentence Management Admin Branch	2378010						
1	750,000.00	73706	Deputy Commissioner	Corrective Services	Statewide Operations	Statewide Operations	Statewide Operations Directorate	Statewide Operations Directorate	2311005						
1	200,000.00	735792	General Manager Custodial Operation	Corrective Services	Statewide Operations	Statewide Operations	Statewide Operations Directorate	Statewide Operations Directorate	2311005						
1	200,000.00	740024	General Manager Probation and Parole Service	Corrective Services	Statewide Operations	Statewide Operations	Statewide Operations Directorate	Statewide Operations Directorate	2311005						
2	100,000.00	736093	Director Probation and Parole Operations	Corrective Services	Statewide Operations	Statewide Operations	Statewide Operations Directorate	Statewide Operations Directorate	2311005						
3	50,000.00	735742	Manager Probation and Parole Operations	Corrective Services	Statewide Operations	Statewide Operations	Statewide Operations Directorate	Statewide Operations Directorate	2311005						
3	50,000.00	735899	Manager Organisational Development	Corrective Services	Statewide Operations	Statewide Operations	Statewide Operations Directorate	Statewide Operations Directorate	2311005						
3	50,000.00	735826	Manager Governance Compliance & Risk	Corrective Services	Statewide Operations	Statewide Operations	Statewide Operations Directorate	Statewide Operations Directorate	2311005						
3	50,000.00	735850	Manager System Assurance & Compliance	Corrective Services	Statewide Operations	Statewide Operations	Statewide Operations Directorate	Statewide Operations Directorate	2311005						
1	200,000.00	740668	General Manager	Corrective Services	Statewide Operations	Custodial Operations	Borallon Correctional Centre	BTCC - Support Services	2332103						
2	100,000.00	740673	Deputy General Manager	Corrective Services	Statewide Operations	Custodial Operations	Borallon Correctional Centre	BTCC - Support Services	2332103						
3	50,000.00	740671	Correctional Manager Business Services	Corrective Services	Statewide Operations	Custodial Operations	Borallon Correctional Centre	BTCC - Support Services	2332103						
5	10,000.00	740679	Correctional Manager Employment, Education and Industries Development	Corrective Services	Statewide Operations	Custodial Operations	Borallon Correctional Centre	BTCC - Industries	2335405						
5	10,000.00	740684	Food Services Supervisor	Corrective Services	Statewide Operations	Custodial Operations	Borallon Correctional Centre	BTCC - Food Services	2332122						
5	10,000.00	740681	Adviser Business Services	Corrective Services	Statewide Operations	Custodial Operations	Borallon Correctional Centre	BTCC - Support Services	2332103						
5	10,000.00	740674	Correctional Manager Centre Services	Corrective Services	Statewide Operations	Custodial Operations	Borallon Correctional Centre	BTCC - Centre Services	2331011						
5	10,000.00	740675	Correctional Manager Prisoner Services	Corrective Services	Statewide Operations	Custodial Operations	Borallon Correctional Centre	BTCC - Prison Services	2333214						
5	10,000.00	740676	Correctional Manager Through Care	Corrective Services	Statewide Operations	Custodial Operations	Borallon Correctional Centre	BTCC - Through Care	2333216						
1	200,000.00	738710	General Manager	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Correctional Centre	Brisbane - Administration	2311007						
2	100,000.00	738711	Deputy General Manager	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Correctional Centre	Brisbane - Administration	2311007						
3	50,000.00	738712	Correctional Manager Business Services	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Correctional Centre	Brisbane - Administration	2311007						
4	20,000.00	738755	Industries Adviser	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Correctional Centre	Brisbane - Laundry	2315408						
5	10,000.00	738819	Food Services Supervisor	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Correctional Centre	Brisbane - Administration	2311007						
5	10,000.00	738718	Adviser Business Services	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Correctional Centre	Brisbane - Administration	2311007						
1	200,000.00	737660	General Manager	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Women's Correctional Centre	BWMS-CC - Administration	2341005						
2	100,000.00	737663	Deputy General Manager	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Women's Correctional Centre	BWMS-CC - Administration	2341005						
3	50,000.00	737736	Correctional Manager Business Services	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Women's Correctional Centre	BWMS-CC - Administration	2341005						
3	50,000.00	739981	Manager Womens Community Program	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Women's Correctional Centre	BWMS-CC - Helena Jones	2344005						
4	20,000.00	737718	Industries Adviser	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Women's Correctional Centre	BWMS-CC - Tailor	2345406						

	1	10,000.00	737721	Food Services Supervisor	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Women's Correctional Centre	BWMS-CC - Administration	2341005
	5	10,000.00	737922	Adviser Business Services	Corrective Services	Statewide Operations	Custodial Operations	Brisbane Women's Correctional Centre	BWMS-CC - Administration	2341005
	1	200,000.00	737999	General Manager	Corrective Services	Statewide Operations	Custodial Operations	Capricornia Correctional Centre	Capricornia - Administration	2351005
	2	100,000.00	738000	Deputy General Manager	Corrective Services	Statewide Operations	Custodial Operations	Capricornia Correctional Centre	Capricornia - Offender Support	2353201
	3	50,000.00	737945	Correctional Manager Business Services	Corrective Services	Statewide Operations	Custodial Operations	Capricornia Correctional Centre	Capricornia - Administration	2351005
	4	20,000.00	737992	Correctional Manager Industries	Corrective Services	Statewide Operations	Custodial Operations	Capricornia Correctional Centre	Capricornia - Administration	2351005
	5	10,000.00	737977	Food Services Supervisor	Corrective Services	Statewide Operations	Custodial Operations	Capricornia Correctional Centre	Capricornia - Services	2351011
	5	10,000.00	737987	Adviser Business Services	Corrective Services	Statewide Operations	Custodial Operations	Capricornia Correctional Centre	Capricornia - Administration	2351005
	1	200,000.00	736348	General Manager QCS Escort & Security	Corrective Services	Statewide Operations	Custodial Operations	Escort and Security Branch	ESB - Administration/General	2322005
	5	10,000.00	736451	Correctional Manager Escorts & Security	Corrective Services	Statewide Operations	Custodial Operations	Escort and Security Branch	ESB - Administration/General	2322005
	5	10,000.00	736452	Correctional Manager Escorts & Security	Corrective Services	Statewide Operations	Custodial Operations	Escort and Security Branch	ESB - Administration/General	2322005
	5	10,000.00	736350	Business Services Adviser	Corrective Services	Statewide Operations	Custodial Operations	Escort and Security Branch	ESB - Administration/General	2322005
	1	200,000.00	738273	General Manager	Corrective Services	Statewide Operations	Custodial Operations	Lotus Glen Correctional Centre	Lotus-Glen - Centre Administration	2391005
	2	100,000.00	738278	Deputy General Manager	Corrective Services	Statewide Operations	Custodial Operations	Lotus Glen Correctional Centre	Lotus-Glen - Centre Administration	2391005
	3	50,000.00	738281	Correctional Manager Business Services	Corrective Services	Statewide Operations	Custodial Operations	Lotus Glen Correctional Centre	Lotus-Glen - Centre Administration	2391005
	4	20,000.00	738359	Correctional Manager Industries	Corrective Services	Statewide Operations	Custodial Operations	Lotus Glen Correctional Centre	Lotus-Glen - Centre Administration	2391005
	5	10,000.00	738299	Correctional Manager Food Services	Corrective Services	Statewide Operations	Custodial Operations	Lotus Glen Correctional Centre	Lotus-Glen - Centre Administration	2391005
	5	10,000.00	738283	Adviser Business Services	Corrective Services	Statewide Operations	Custodial Operations	Lotus Glen Correctional Centre	Lotus-Glen - Centre Administration	2391005
	1	200,000.00	740338	General Manager	Corrective Services	Statewide Operations	Custodial Operations	Maryborough Correctional Centre	Maryborough - Administration	2301005
	2	100,000.00	740346	Deputy General Manager	Corrective Services	Statewide Operations	Custodial Operations	Maryborough Correctional Centre	Maryborough - Administration	2301005
	3	50,000.00	740349	Correctional Manager Business Services	Corrective Services	Statewide Operations	Custodial Operations	Maryborough Correctional Centre	Maryborough - Administration	2301005
	4	20,000.00	740352	Correctional Manager Industries	Corrective Services	Statewide Operations	Custodial Operations	Maryborough Correctional Centre	Maryborough - Administration	2301005
	5	10,000.00	740340	Food Services Supervisor	Corrective Services	Statewide Operations	Custodial Operations	Maryborough Correctional Centre	Maryborough - Administration	2301005
	5	10,000.00	740468	Adviser Business Services	Corrective Services	Statewide Operations	Custodial Operations	Maryborough Correctional Centre	Maryborough - Administration	2301005
	2	100,000.00	739135	Deputy General Manager	Corrective Services	Statewide Operations	Custodial Operations	Numinbah Correctional Centre	Numinbah - Centre Administration	2311008
	5	10,000.00	739148	Food Services Supervisor	Corrective Services	Statewide Operations	Custodial Operations	Numinbah Correctional Centre	Numinbah - Offender Development	2313152
	5	10,000.00	739136	Adviser Business Services	Corrective Services	Statewide Operations	Custodial Operations	Numinbah Correctional Centre	Numinbah - Centre Administration	2311008
	2	100,000.00	739186	Deputy General Manager	Corrective Services	Statewide Operations	Custodial Operations	Palen Creek Correctional Centre	Palen-Ck - Centre Administration	2341006
	5	10,000.00	739196	Food Services Supervisor	Corrective Services	Statewide Operations	Custodial Operations	Palen Creek Correctional Centre	Palen-Ck - Centre Administration	2341006
	5	10,000.00	739187	Adviser Business Services	Corrective Services	Statewide Operations	Custodial Operations	Palen Creek Correctional Centre	Palen-Ck - Centre Administration	2341006
	1	200,000.00	737123	General Manager	Corrective Services	Statewide Operations	Custodial Operations	Townsville Correctional Centre	Townsville - Corporate Services Complex	2361005
	2	100,000.00	737253	Deputy General Manager	Corrective Services	Statewide Operations	Custodial Operations	Townsville Correctional Centre	Townsville - Corporate Services Complex	2361005
	2	100,000.00	737256	Deputy General Manager	Corrective Services	Statewide Operations	Custodial Operations	Townsville Correctional Centre	Townsville - Corporate Services Complex	2361005
	3	50,000.00	737126	Correctional Manager Business Services	Corrective Services	Statewide Operations	Custodial Operations	Townsville Correctional Centre	Townsville - Corporate Services Complex	2361005
	4	20,000.00	737131	Correctional Manager Food Services	Corrective Services	Statewide Operations	Custodial Operations	Townsville Correctional Centre	Townsville - Corporate Services Complex	2361005
	4	20,000.00	737130	Correctional Manager Industries	Corrective Services	Statewide Operations	Custodial Operations	Townsville Correctional Centre	Townsville - Corporate Services Complex	2361005
	5	10,000.00	737193	Correctional Manager Offender Development	Corrective Services	Statewide Operations	Custodial Operations	Townsville Correctional Centre	Townsville - Corporate Services Complex	2361005
	5	10,000.00	737129	Correctional Manager Accommodation	Corrective Services	Statewide Operations	Custodial Operations	Townsville Correctional Centre	Townsville - Corporate Services Complex	2361005
	5	10,000.00	737133	Adviser Business Services	Corrective Services	Statewide Operations	Custodial Operations	Townsville Correctional Centre	Townsville - Corporate Services Complex	2361005
	1	200,000.00	739227	General Manager	Corrective Services	Statewide Operations	Custodial Operations	Wolston Correctional Centre	Wolston Operations	2372105
	2	100,000.00	739231	Deputy General Manager	Corrective Services	Statewide Operations	Custodial Operations	Wolston Correctional Centre	Wolston - Administration	2371006
	3	50,000.00	739232	Correctional Manager Business Services	Corrective Services	Statewide Operations	Custodial Operations	Wolston Correctional Centre	Wolston - Administration	2371006
	4	20,000.00	739233	Correctional Manager Industries	Corrective Services	Statewide Operations	Custodial Operations	Wolston Correctional Centre	Wolston - Administration	2371006
	5	10,000.00	739249	Food Services Supervisor	Corrective Services	Statewide Operations	Custodial Operations	Wolston Correctional Centre	Wolston - Administration	2371006
	5	10,000.00	739236	Adviser Business Services	Corrective Services	Statewide Operations	Custodial Operations	Wolston Correctional Centre	Wolston - Administration	2371006
	1	200,000.00	736536	General Manager	Corrective Services	Statewide Operations	Custodial Operations	Woodford Correctional Centre	Woodford - Administration	2381005
	2	100,000.00	736543	Deputy General Manager	Corrective Services	Statewide Operations	Custodial Operations	Woodford Correctional Centre	Woodford - Administration	2381005
	3	50,000.00	736539	Correctional Manager Business Services	Corrective Services	Statewide Operations	Custodial Operations	Woodford Correctional Centre	Woodford - Administration	2381005
	4	20,000.00	736545	Correctional Manager Industries	Corrective Services	Statewide Operations	Custodial Operations	Woodford Correctional Centre	Woodford - Administration	2381005
	5	10,000.00	736554	Correctional Manager Food Services	Corrective Services	Statewide Operations	Custodial Operations	Woodford Correctional Centre	Woodford - Food Services	2382122
	5	10,000.00	736570	Industries Adviser	Corrective Services	Statewide Operations	Custodial Operations	Woodford Correctional Centre	Woodford - Administration	2381005
	5	10,000.00	736549	Adviser Business Services	Corrective Services	Statewide Operations	Custodial Operations	Woodford Correctional Centre	Woodford - Administration	2381005
	3	50,000.00	740054	Manager, Business Intelligence & Risk	Corrective Services	Statewide Operations	Probation and Parole	Brisbane Region	Brisbane Region - Regional Admin	2371007
	3	50,000.00	736143	Regional Manager	Corrective Services	Statewide Operations	Probation and Parole	Brisbane Region	Brisbane Region - Regional Admin	2371007
	4	20,000.00	740028	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Brisbane Region	Brisbane Region - Brisbane Central	2332513
	4	20,000.00	740025	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Brisbane Region	Brisbane Region - Redlands	2372511
	4	20,000.00	740027	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Brisbane Region	Brisbane Region - Wynnum	2372516
	4	20,000.00	740036	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Brisbane Region	Brisbane Region - Mt Gravatt	2372518
	4	20,000.00	740037	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Brisbane Region	Brisbane Region - Brisbane South	2372517
	4	20,000.00	740038	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Brisbane Region	Brisbane Region - Brisbane North	2332514
	5	10,000.00	740022	Business Support Officer	Corrective Services	Statewide Operations	Probation and Parole	Brisbane Region	Brisbane Region - Regional Admin	2371007
	3	50,000.00	739640	Regional Manager	Corrective Services	Statewide Operations	Probation and Parole	Central Region	Central Region - Regional Admin	2321005
	4	20,000.00	739664	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Central Region	Central Region - Regional Admin	2321005
	4	20,000.00	739666	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Central Region	Central Region - Regional Admin	2321005
	4	20,000.00	739667	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Central Region	Central Region - Regional Admin	2321005
	4	20,000.00	739929	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Central Region	Central Region - Regional Admin	2321005
	4	20,000.00	739928	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Central Region	Central Region - Regional Admin	2321005
	5	10,000.00	739923	Business Support Officer	Corrective Services	Statewide Operations	Probation and Parole	Central Region	Central Region - Regional Admin	2321005
	3	50,000.00	739615	Regional Manager	Corrective Services	Statewide Operations	Probation and Parole	Far Northern Region	Far Northern Region - Regional Admin	2361007
	4	20,000.00	739626	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Far Northern Region	Far Northern Region - Cairns	2362573
	4	20,000.00	739616	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Far Northern Region	Far Northern Region - Mareeba	2362574
	4	20,000.00	739617	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Far Northern Region	Far Northern Region - Innisfail	2362575
	4	20,000.00	739631	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Far Northern Region	Far Northern Region - Thursday Island	2362579
	4	20,000.00	739635	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Far Northern Region	Far Northern Region - Weipa	2362581
	5	10,000.00	739609	Business Support Officer	Corrective Services	Statewide Operations	Probation and Parole	Far Northern Region	Far Northern Region - Regional Admin	2361007
	3	50,000.00	739925	Regional Manager	Corrective Services	Statewide Operations	Probation and Parole	North Coast Region	North Coast Region - Regional Admin	2391006
	4	20,000.00	739930	District Manager	Corrective Services	Statewide Operations	Probation and Parole	North Coast Region	North Coast Region - Redcliffe	2332532
	4	20,000.00	740029	District Manager	Corrective Services	Statewide Operations	Probation and Parole	North Coast Region	North Coast Region - Strathpine	2332531
	4	20,000.00	739931	District Manager	Corrective Services	Statewide Operations	Probation and Parole	North Coast Region	North Coast Region - Caboolture	2392535
	4	20,000.00	739927	District Manager	Corrective Services	Statewide Operations	Probation and Parole	North Coast Region	North Coast Region - Gympie	2392593
	4	20,000.00	740120	District Manager	Corrective Services	Statewide Operations	Probation and Parole	North Coast Region	North Coast Region - Maroochydore	2392532
	5	10,000.00	739921	Business Support Officer	Corrective Services	Statewide Operations	Probation and Parole	North Coast Region	North Coast Region - Regional Admin	2391006
	4	20,000.00	739856	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Northern Region	Northern Region - Townsville	2342572
	4	20,000.00	739580	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Northern Region	Northern Region - Mt Isa	2342571
	4	20,000.00	739618	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Northern Region	Northern Region - Thuringowa	2342577
	4	20,000.00	739665	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Northern Region	Northern Region - Mackay	2322596
	5	10,000.00	739610	Business Support Officer	Corrective Services	Statewide Operations	Probation and Parole	Northern Region	Northern Region - Regional Admin	2341007
	3	50,000.00	739573	Regional Manager	Corrective Services	Statewide Operations	Probation and Parole	Northern Region	Northern Region - Regional Admin	2341007
	3	50,000.00	740108	Regional Manager	Corrective Services	Statewide Operations	Probation and Parole	South Coast Region	South Coast Region - Regional Admin	2381006
	4	20,000.00	740109	District Manager	Corrective Services	Statewide Operations	Probation and Parole	South Coast Region	South Coast Region - Regional Admin	2381006
	4	20,000.00	740119	District Manager	Corrective Services	Statewide Operations	Probation and Parole	South Coast Region	South Coast Region - Regional Admin	2381006

4	20,000.00	740110	District Manager	Corrective Services	Statewide Operations	Probation and Parole	South Coast Region	South Coast Region - Regional Admin	2381006	
4	20,000.00	740111	District Manager	Corrective Services	Statewide Operations	Probation and Parole	South Coast Region	South Coast Region - Regional Admin	2381006	
5	10,000.00	740106	Business Support Officer	Corrective Services	Statewide Operations	Probation and Parole	South Coast Region	South Coast Region - Regional Admin	2381006	
3	50,000.00	739926	Regional Manager	Corrective Services	Statewide Operations	Probation and Parole	Southern Region	Southern Region - Regional Admin	2351006	
4	20,000.00	739933	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Southern Region	Southern Region - Ipswich	2352536	
4	20,000.00	739944	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Southern Region	Southern Region - Toowoomba	2352537	
4	20,000.00	739934	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Southern Region	Southern Region - Roma	2352539	
4	20,000.00	740026	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Southern Region	Southern Region - Inala	2372512	
4	20,000.00	739932	District Manager	Corrective Services	Statewide Operations	Probation and Parole	Southern Region	Southern Region - Kingaroy	2392538	
5	10,000.00	739922	Business Support Officer	Corrective Services	Statewide Operations	Probation and Parole	Southern Region	Southern Region - Regional Admin	2351006	
1	200,000.00	735791	General Manager Capability & Development	Corrective Services	Statewide Operations	Statewide Operations	QCS Academy	Queensland Corrective Services Academy	2311006	
2	100,000.00	735888	Director Indigenous Coordination	Corrective Services	Statewide Operations	Statewide Operations	QCS Academy	Queensland Corrective Services Academy	2311006	
3	50,000.00	735685	Manager, State Dog Squad Development & Standards	Corrective Services	Statewide Operations	Statewide Operations	QCS Academy	Queensland Corrective Services Academy	2311006	
3	50,000.00	735725	Manager Leadership Development	Corrective Services	Statewide Operations	Statewide Operations	QCS Academy	Queensland Corrective Services Academy	2311006	
4	20,000.00	735727	Principal Advisor, Operational Training	Corrective Services	Statewide Operations	Statewide Operations	QCS Academy	Queensland Corrective Services Academy	2311006	
5	10,000.00	735796	Coordinator RTO Administration	Corrective Services	Statewide Operations	Statewide Operations	QCS Academy	Queensland Corrective Services Academy	2311006	

				Corporate Services, Department of Justice and Attorney-General					
1	\$750,000	713115	Assistant Director-General	Corporate Services	Corporate Services Directorate	Corporate Services Directorate	Corporate Services Directorate	Corporate Services Directorate	2001058
4	\$20,000	706316	Manager	Corporate Services	Corporate Services Directorate	Corporate Services Directorate	Corporate Services Directorate	Corporate Services Directorate	2001058
1	\$200,000	712130	Executive Director (Financial Services)	Corporate Services	Financial Services	Financial Services	Financial Services	Financial Services	2000097
4	\$20,000	714678	Director Budget	Corporate Services	Financial Services	Financial Services	Financial Services	Financial Services	2000097
4	\$20,000	715430	Director Financial Operations	Corporate Services	Financial Services	Financial Services	Financial Services	Financial Services	2000097
4	\$20,000	720747	Director Corporate Governance	Corporate Services	Financial Services	Financial Services	Financial Services	Corporate Governance	2001932
3	\$50,000	712131	Executive Director (Information Technology Services)	Corporate Services	IT Services	ITS Directorate	Resource Management	Information Technology Services	2000034
4	\$20,000	711815	Director	Corporate Services	IT Services	ITS Directorate	Resource Management	Information Technology Services	2000034
4	\$20,000	714307	Director	Corporate Services	IT Services	ITS Directorate	Resource Management	Information Technology Services	2000034
4	\$20,000	734992	Director, Business Partnering	Corporate Services	IT Services	ITS Directorate	Resource Management	Information Technology Services	2000034
5	\$10,000	711355	Manager	Corporate Services	IT Services	ITS Directorate	Resource Management	Information Technology Services	2000034
5	\$10,000	724438	Manager Infrastructure Support	Corporate Services	IT Services	ITS Directorate	Resource Management	Information Technology Services	2000034
5	\$10,000	716565	Manager	Corporate Services	IT Services	ITS Directorate	Resource Management	Information Technology Services	2000034
5	\$10,000	719743	Manager	Corporate Services	IT Services	ITS Directorate	Resource Management	Information Technology Services	2000034
6	\$5,000	719744	Principal Accountant	Corporate Services	IT Services	ITS Directorate	Resource Management	Information Technology Services	2000034
3	\$50,000	716096	Executive Director	Corporate Services	Human Resources	Human Resources	Human Resources	Administration/Operations	2001361
4	\$20,000	705706	Director	Corporate Services	Human Resources	Human Resources	Human Resources	Administration/Operations	2001361
4	\$20,000	728135	Director People, Capability and Culture	Corporate Services	Human Resources	Human Resources	Human Resources	Administration/Operations	2001361
4	\$20,000	720091	Manager	Corporate Services	Human Resources	Human Resources	Human Resources	Administration/Operations	2001361
4	\$20,000	715975	Manager	Corporate Services	Human Resources	Human Resources	Human Resources	Administration/Operations	2001361
5	\$10,000	711913	Executive Officer	Corporate Services	Human Resources	Human Resources	Human Resources	Administration/Operations	2001361
4	\$20,000	715396	Director	Corporate Services	Communication Services	Communication Services	Communication Services	Communication Services	2000805
4	\$20,000	715097	Manager (Media Relations)	Corporate Services	Communication Services	Communication Services	Communication Services	Communication Services	2000805
4	\$20,000	706331	Manager (Corporate Communications)	Corporate Services	Communication Services	Communication Services	Communication Services	Communication Services	2000805
2	\$100,000	743704	Executive Director, Facilities Services	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
2	\$100,000	705485	Director, Facilities Services	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	718115	Business Manager	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	721267	Program Manager	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	724482	Electronics Manager	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	713313	Principal Executive Officer	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	724486	Principal Facilities Officer (Capital Projects)	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	724483	Principal Facilities Officer (Maintenance)	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	724484	Principal Facilities Officer (Electronics)	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	720101	Principal Facilities Officer (Leasing)	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	716201	Senior Facilities Officer (Capital Projects)	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	724688	Senior Facilities Officer (Capital Projects)	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	724690	Senior Facilities Officer (Capital Projects)	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	720572	Senior Facilities Officer (Capital Projects)	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	720962	Senior Facilities Officer (Security)	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	706490	Senior Fleet Officer	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	711752	Facilities Officer (Maintenance)	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	720685	Facilities Officer (Capital Projects)	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	706476	Facilities Officer (Capital Projects)	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	731863	Facilities Officer	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
5	\$10,000	734866	Principal Project Officer	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
6	\$5,000	705822	Facilities Support Officer	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808
6	\$5,000	706363	Facilities Support Officer	Corporate Services	Facilities Services	Property Services	Property Services	Facilities Services - prev Property Services	2000808

SCHEDULE 2 (PART A) – CONTRACT EXECUTION AND EXPENDITURE DELEGATIONS approved 20 December 2017

Delegation Authority Level	Contract Execution Approval Limits			Periodic Expenditure Approval Limits								
	Notes:			Only applicable <u>once the initial contract has been authorised by appropriate financial delegat</u> <u>r</u> (refer Contract Execution limits - to the left). An ancillary delegation may also be assigned to certain positions for expenditure of a specific nature (refer Schedule 3), which may overrid delegation authority levels outlined in this Schedule. Approvals are subject to the operating or capital funding avialable under the approved budge								
	1	2	3	4	5	6	7	8	9	10	11	12
All financial delegations are GST inclusive and subject to: • the delegate having control of budgeted funds; • funding availability; • expenditure is for official purposes, and is appropriate and reasonable; • Authority to approve contracts as required and defined by Queensland Treasury in Project Commencement approval policy. This approval is in addition to and distinct from the allocation of budget and expenditure approval. • Definitions of expenditure refer: FMPM 2.2 Official Expenditure; FMPM Section 8 Expense Management; FMPM Section 14 Asset Management. <i>Note:</i> All ICT acquisitions (i.e. IT hardware and software) require consultation with IT Services prior to delegate authority approval. Projects associated with built assets require consultation with Facilities Services, Corporate Services prior to delegate authority approval.	Contract Approval for Projects, Outsourced Services and Grant Programs Authority to approve commencement of projects as required & defined by Queensland Treasury Project Commencement Approval policy .	Contract Approval - Other than for Projects, Outsourced Services and Grant Programs Authority to enter into and execute contracts for services that contribute to the day-to-day functioning of the agency i.e. operational overheads such as ongoing maintenance, service and support contracts	Inter & intra government agency Contracts/ Memorandums of Understanding (MOUs) Authorisation of MOUs, Operating or Service Level Agreements with other government agencies	General expenditure All expenditure not included in other categories	Inter & intra government agency payments Payments and transfers within the department, to other government agencies and for services provided by other government agencies	Capital and ICT project expenditure Expenditure relating to projects and significant works	Grant payments Payments against approved grant programs	Special payments Authority to make ex gratia payments	Entertainment expenditure Expenditure on official functions (note: Director-General only has delegation to approve the provision of alcohol)	Write-off of losses Authority to waive or write off losses (including amounts owing to the department)	Disposal of Assets Approval to dispose of assets in accordance with the FMPM. Reference is to be made to 'Write off losses' where loss (any value above zero) is incurred upon disposal of asset.	Sponsorships Approval for sponsorships payments resides with the Chief Executive Officer only
Governor-in-Council	Unlimited											
Minister / Attorney-General	\$10,000,000											
Chief Executive Officer (Commissioner)	\$5,000,000	Limited by annual Appropriation Bill*	Limited by annual Appropriation Bill*	Limited by annual Appropriation Bill*								
DAL 1: ONLY THE FOLLOWING DAL 1 positions: Deputy Commissioner Executive Director Operational Support Services	\$750,000	\$750,000	\$750,000	Limited to approved budget	Limited to approved budget	Limited to approved budget	Limited to approved budget	\$20,000	\$2,000	\$20,000	\$750,000	
DAL 1: other than the positions outlined above (positions specified in Schedule 1: General Financial Delegations)	\$200,000	\$200,000	\$200,000	Limited to approved budget	Limited to approved budget	Limited to approved budget	Limited to approved budget	\$20,000	\$2,000	\$20,000	\$200,000	
DAL 2: positions as specified in Schedule 1: General Financial Delegations	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		\$500	\$1,000	\$100,000	
DAL 3: positions as specified in Schedule 1: General Financial Delegations	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000		\$500	\$1,000	\$50,000	
DAL 4: positions as specified in Schedule 1: General Financial Delegations	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000		\$50	\$1,000	\$20,000	
DAL 5: positions as specified in Schedule 1: General Financial Delegations	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000		\$10,000					
DAL 6: positions as specified in Schedule 1: General Financial Delegations	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000		\$5,000					
Corporate Card Holders (on completion of all required training)				To specified transaction limit		To specified transaction limit						

*Approval for individual transactions are limited to amounts identified in the annual Appropriation Bill for both service/output revenue (for operational expenditure) and equity adjustment (for capital expenditure). In periods where the Annual Appropriation Bill has not yet been passed then the Accountable Officer is limited to the Treasurer's Determination 'supply amount' for the department. The delegated authority should consider the nature of the expenditure (either operating or capital).

SCHEDULE 2 (PART B) – Expenditure Delegation Levels 20 December 2017

Financial Delegations are recorded as GST Inclusive

Travel	Policy Notes		CEO	DAL 1	DAL 2	DAL 3	DAL 4	DAL 5	DAL 6
Approval to incur expenditure on overseas travel	Approval limited to: - Chief Executive Officer; and - Deputy Commissioner.		✓						
Overseas travel to New Zealand or locations within five (5) hours flying time from Brisbane eg Fiji, Papua New Guinea, Vanuatu			✓						
Buisness Class travel for departmental staff	Includes travel as part of a Ministerial party		✓						
First Class (or equivalent) travel for the Judiciary	Travel when not an entitlement of office		✓						
Private travel attached to official travel			✓						
Valet Parking			✓						
Spouse travel			✓						
Interstate dosmetic travel (economy class)			✓	✓	✓				
Intrastate domestic travel (economy class)			✓	✓	✓	✓	✓		
Approve the hire/charter of private aircraft within Australia for official purposes	Approval limited to: - Chief Executive Officer; - Deputy Commissioner; - Executive Director, Operational Support Services; - Executive Director, Specialist Operations		✓	✓					
Approval of actual domestic travel expenses in excess of standard meal allowances as prescribed in Directive "Domestic Travelling and Relieving Expenses"			✓	✓	✓				
Approval of actual domestic travel expenses in accordance with Directive " <i>Domestic Travelling and Relieving Expenses</i> "			✓	✓	✓	✓	✓	✓	
Approval to extend 12 month limit on travel & relieving allowance & actual travel expenses claims			✓	✓					
Entertainment									
Expenditure on official functions greater than \$1,000 per event or including provision of alcohol			✓						
Expenditure on official functions to \$1,000 per event	Events not including provision of alcohol		✓	✓					
Expenditure on official functions to \$500 per event	Events not including provision of alcohol				✓				
Write off losses									
Unlimited			✓						
Up to \$20,000				✓					
Up to \$1,000					✓	✓	✓		
Assets									
Allow assets to be used by department employees for private purposes or to keep private money with public monies			✓						
Approval to dispose of assets			✓	✓	✓	✓	✓		
Special Payments									
Greater than \$20,000			✓						
Up to \$20,000 in any single instance payment			✓	✓					
Reportable Gifts									
Approval to make a reportable gift (more than \$150)			✓						
Approval to make a gift (less than \$150)			✓	✓	✓				

Approval for employee to retain gift >\$350			✓					
Approval for employee to retain gift <\$350			✓	✓	✓			
Debtor Invoices								
Authority to raise debtor invoices and debtor credit notes			✓	✓	✓	✓	✓	
Cash shortages								
Reimbursement of cash shortages			✓	✓	✓	✓		

SCHEDULE 3 (PART A) – Ancillary Delegations

Whole of Government	Position
The issue of new Queensland Corporate Card or the amendment of existing card to departmental officers	Delegation Authority Level (DAL 2 or higher expenditure authority).
Corporate Card Expenditure	Corporate Card Holders are automatically afforded a delegation equivalent to their transaction limit and exercise this delegation based on the conditions under which the card is issued. Expenditure limits for corporate cards are inclusive of GST.
Carcharge Card	All departmental officers who are holders of a cabcharge card.
Fuel Card	All departmental officers in charge of a government vehicle.
Periodic and recurring financial and other expenses up to the value of the scheduled fee and up to the value of the contract, service or funding agreement	<ul style="list-style-type: none"> - Executive Director, Operational Support Services; - Director, Finance and Contracts; - Director , Offender Information Systems; - General Manager (facility specific only); and - Regional Manager (region specific only).
Revenue contract execution (Prison Industries)	- Executive Director, Operational Support Services.
Travel Expenditure: Interstate Travel Prisoner Transfers (one or more persons)	<ul style="list-style-type: none"> - Deputy Commissioner, Queensland Corrective Services; - Executive Director, Operational Support Services; and - Executive Director, Specialist Operations.
Travel Expenditure: Interstate Travel Extraditions (one or more persons)	- Director, Intelligence & Investigation.

SCHEDULE 3 (Part B) – DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL CORPORATE ANCILLARY DELEGATIONS

Specific position based delegations which are not covered under the general Schedule 2 - Expenditure Delegation Levels

SCHEDULE 3 – ANCILLARY DELEGATIONS		POLICY/NOTES	POSITION See Schedule 1 for relevant position number/s relating to position title
Corporate Services			
The Chief Financial Officer is the delegate responsible to authorise expenses incurred by the Commissioner on expense types such as travel and corporate card.			– Executive Director, Financial Services (712130)
Approve the monthly corporate card transactions for senior executive officers directly reporting to the Commissioner (711254).	FMPM 8.8.1 Qld Government Corporate Card		– Assistant Director-General (713115) – Executive Director, Financial Services (712130)
Approval for the Commissioner to give, receive, retain or dispose of/donate a gift	Refer Gifts and Benefits Policy		– Executive Director, Financial Services (712130)
Unlimited amount for Periodic Services (including salaries)	FMPM 8.1.1 Determination of Official Expenditure		– Director, Budget, Financial Services (714678) – Director, Financial Operations, Financial Services (715430)
Unlimited amount for Periodic Services related to salaries only	FMPM 8.2 Employee Expenses		– Executive Director, Human Resources and Governance (716096)
Capital works and minor works – capital and operational budgets up to \$1,500,000	FMPM section 14 Asset Management Includes facility, property and ICT related Projects		– Assistant Director-General, Corporate Services (713115)
ICT projects – capital and operational budgets up to \$250,000	Includes authority to enter into contracts with, and engage ICT contractors and professional ICT services (consultancies) and supply and installation of ICT-related equipment up to the limit of this financial delegation.		– Executive Director, Information Technology Services (712131)
For any ICT projects variations up to \$50,000 of the original approved amount.			– Executive Director, Information Technology Services (712131)
Capital works and minor works – capital and operational budgets up to \$750,000	FMPM section 14 Asset Management		– Executive Director, Facilities Services (743704) – Director, Facilities Services (705485)
Capital works and minor works (capital and operational budgets up to \$100,000	Includes delegation to engage construction and accommodation contractors and professional services contractors (i.e. construction industry consultants) up to the limit of this financial delegation.		– Business Manager, Facilities Services (718115) – Program Manager, Facilities Services (721267)
For any capital works projects variations up to \$100,000 of the original approved amount.			– Executive Director, Facilities Services (743704) – Director, Facilities Services (705485)
Unlimited amount for periodic services for departmental lease-related property, fleet and maintenance management framework expenses.	FMPM 8.1.1 Determination of Official Expenditure		– Executive Director, Facilities Services (743704) – Director, Facilities Services (705485)
Unlimited amount for ICT related Periodic expenditure.	e.g. Telstra, Optus, Microsoft payments, PSN, Dept Communities SLA (YJ) network payments.		– Executive Director, Information Technology Services (712131)

SCHEDULE 3 – ANCILLARY DELEGATIONS	POLICY/NOTES	POSITION See Schedule 1 for relevant position number/s relating to position title
<p>All new ICT acquisitions (i.e. IT hardware, software and services) require endorsement, prior to delegate authority approval.</p>	<p>This ensures consistency with the department's technical and enterprise architecture standards and compliance with the QITC Framework. It excludes consumables such as keyboards, mice and other USB devices or devices and software listed on the standard software and hardware list found at:</p> <p>http://intranet.justice.govnet.qld.gov.au/divisions-and-branches/corporate-services/information-technology/purchasing</p> <p>Refer FMPM section 11.1.13 ICT Procurement</p> <p>See Schedule 2 & 3 for relevant expenditure delegation.</p>	<ul style="list-style-type: none"> – Executive Director, Information Technology Services (712131) – Director, Operations (714307) – Director, Business Services (711815) – Director, Business Partnering (734992)
<p>Minor sponsorships for the whole department up to \$1,000</p>	<p>FMPM 8.5.1 Accounting for Other Expenses</p>	<ul style="list-style-type: none"> – Director, Communication Services (715396)
<p>Entertainment costs for Ministerial functions up to \$1,000</p>	<p>Excluding alcohol. FMPM 8.7 Entertainment/Hospitality Expense.</p>	<ul style="list-style-type: none"> – Director, Communication Services (715396)

Statewide Operations



Assurance Framework

Queensland Corrective Services

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1. Introduction

Statewide Operations (SWO) is committed to increasing local flexibility and supporting Correctional Centres (CC) and Probation and Parole (P&P) regions to get on with the job of delivering services that reduce recidivism. With this flexibility comes the need for accountability and transparency to provide assurance on operational matters including the effective management of risks.

This philosophy is demonstrated by the [SWO Assurance Framework](#), which benefits General Managers and Regional Managers by enabling them to be accountable for service delivery and provide visibility of results in a way that best suit their operating environment.

The SWO Assurance Framework (AF) achieves this by implementing the [Three Lines of Defence Assurance Model \(3 LOD\)](#) to confirm accountabilities across work areas. This approach ensures there are no gaps or duplication of effort in risk coverage, and confirms responsibility for service delivery with Correctional Centres and Probation and Parole regions while SWO focuses on supporting service delivery locations.

This AF has resulted from a comprehensive review of the Governance and Accountability Framework and in addition to implementing the 3 LOD, aims to achieve the following:

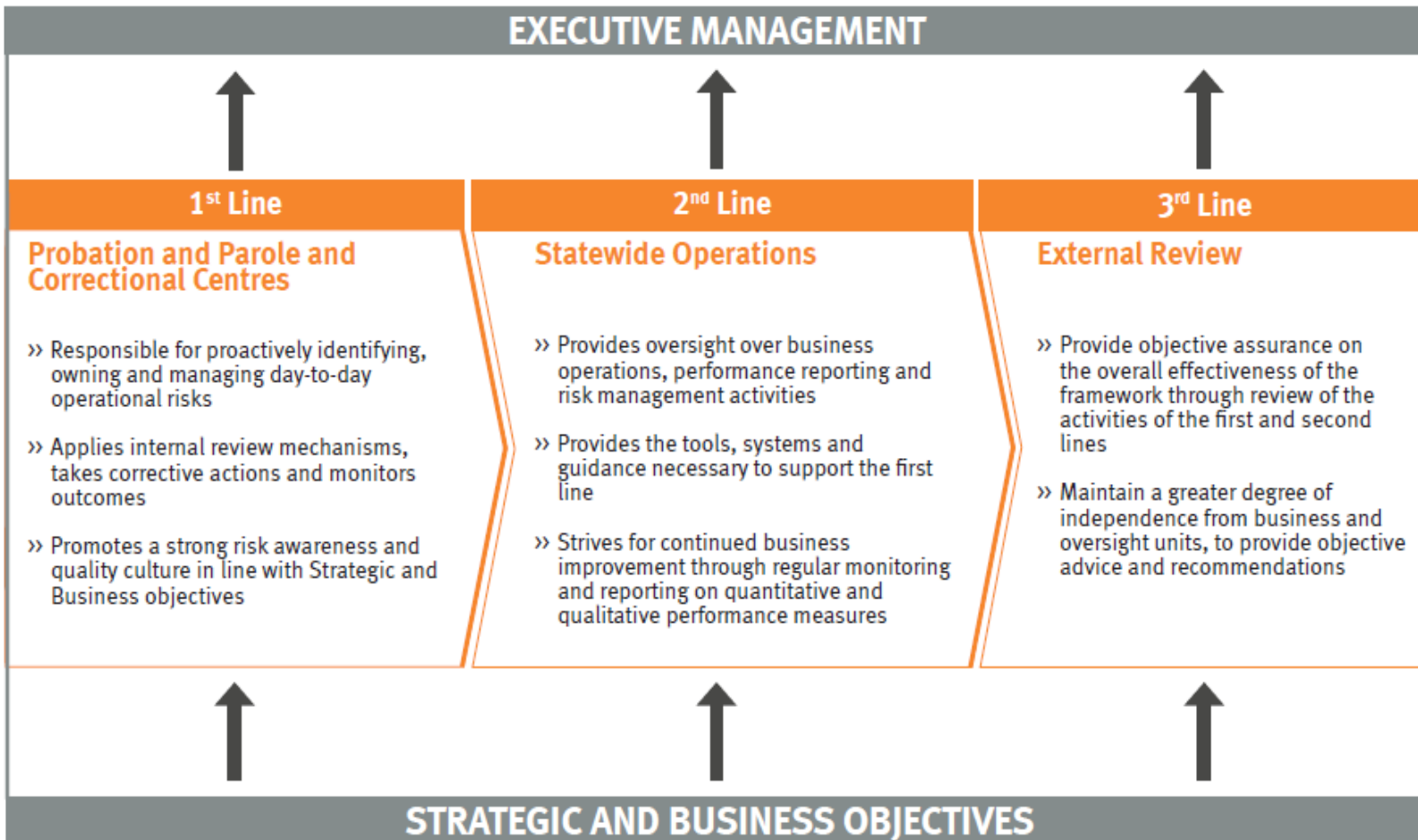
- A proportionate (risk based) approach to assurance;
- Assurance that value adds to what Correctional Centres and Probation and Parole do to hold themselves accountable;
- Flexible internal review mechanisms that can be tailored to unique operating environments and be responsive to business intelligence;
- Visibility over the way things get done as well as the things that are done; and
- Focus on proactive offender management and continuous improvement using the Plan Do Check Act Cycle.

The SWO Assurance Framework has four interrelated Elements related to our values:

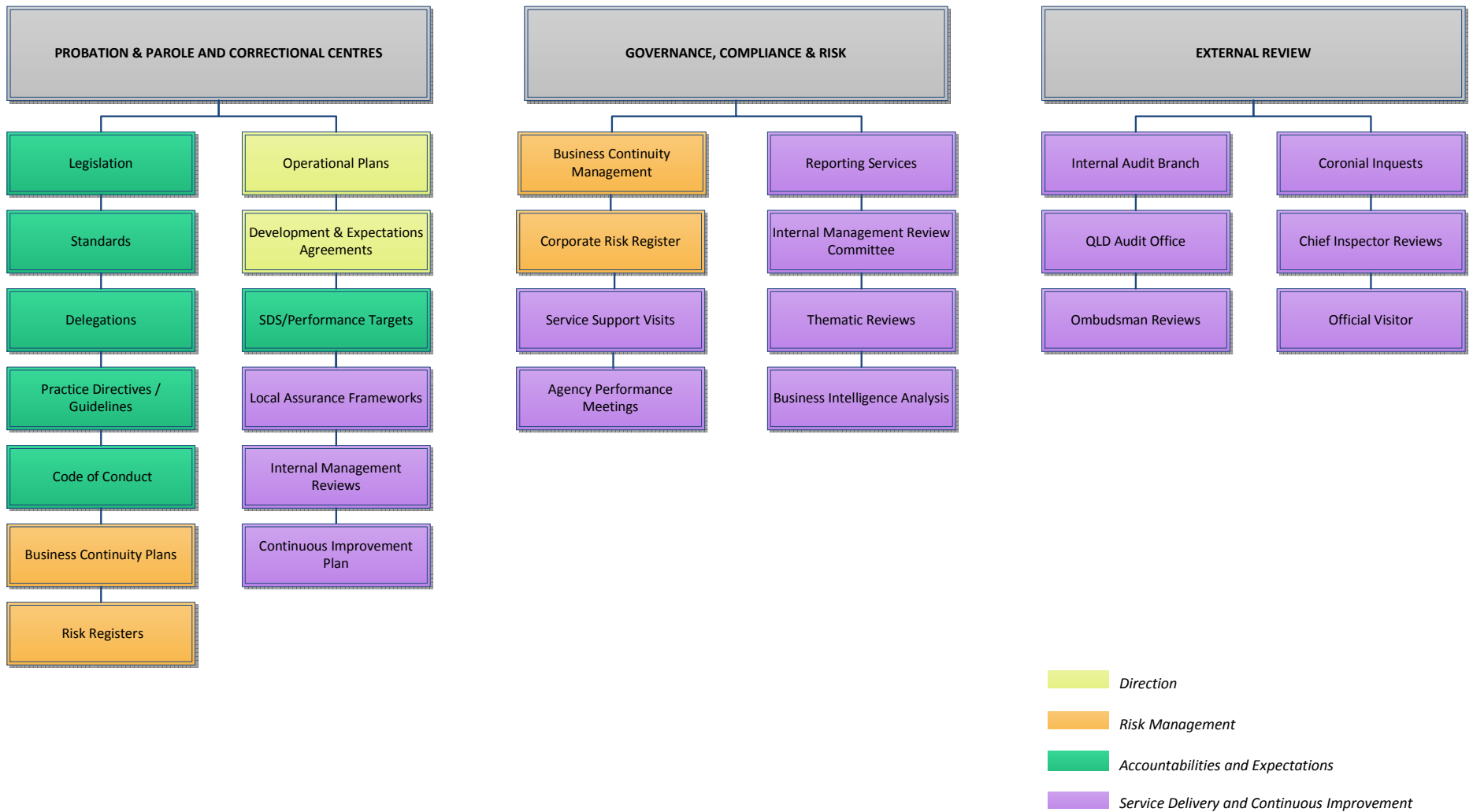
1. **Direction** – mutual understanding of our purpose and direction.
2. **Risk Management** – managing risk as an integral part of our daily activities in line with the DJAG Risk Management Framework.
3. **Accountabilities and Expectations** – being answerable for decisions and having clear roles and responsibilities and appropriate mechanisms in place to meet performance standards.
4. **Service Delivery and Continuous Improvement** – enhanced service delivery and business improvements.

Various [mechanisms](#) for implementing the elements of the AF are used to drive good governance in practice.

2. Statewide Operations Assurance Framework



3. Statewide Operations Assurance Framework Elements and Mechanisms



4. Description of Assurance Framework Mechanisms

Mechanism	Purpose / Process	Reference
Strategic Plan	Planning is integral to the establishment of an organisation's strategic priorities and service delivery approach.	Strategic Plan 2015-19
QCS Business Plan	Identifies our purpose, strategic risks and challenges, our values and how we will contribute the achievement of the Department's overall objectives. SWO provide quarterly updates to enable oversight over implementation of business activities and ensure success.	Business Plan 2017-18
Development & Expectations Agreement (DEA)	To establish and manage employee development and work performance expectations and build individual capability.	DEA
Risk Registers	Risk registers allow business areas to capture identified risks, allocate a risk rating and outline controls to mitigate risks. Risk registers are an effective resource to assist business planning and performance management. Business area risk registers must be updated quarterly and this is coordinated by SWO.	Risk Management Framework
Business Continuity Plans (BCP)	To mitigate risks associated with an inability to deliver critical services in the event of disaster or crisis. Service delivery managers develop, test, and in the event of a service disruption, activate their BCP. SWO coordinate the annual testing and review of BCP.	BCP Policy
Legislation	To provide a governing framework. We are all involved in administering legislation.	Legislation
Standards	To provide the overarching goals to be achieved by Correctional Services within Australia. Standards guide us with the ongoing development of legislation, policy and performance targets.	Standards
Delegations	Identifies positions that may exercise powers provided for in legislation. Delegations and authorisations are the assignment of powers, functions, authorities and duties to a specific position within an organisational unit.	Delegations, Limitations, Authorisations, Directions
Directives and Guidelines	Provides a consistent framework of minimum standards to direct staff when undertaking their duties in accordance with relevant policy and legislation. All staff are required to adhere to minimum standards set out in Custodial Operations Practice Directives and Operational Practice Guidelines.	Policies and Procedure
Code of Conduct	Sets out for all staff the ethical principles, values and standards of conduct for how staff will perform their work and conduct their relationships with others. All employees and volunteers are responsible for their actions as well as any failure to take appropriate action where warranted. The Code of Conduct is underpinned by the <i>Public Sector Ethics Act 1994</i> .	Code of Conduct

Mechanism	Purpose / Process	Reference
Service Delivery Statement (SDS) and Performance Targets	SDS Targets are identified each financial year by the QLD Government and provide the budgeted financial and non-financial information for the budget year. QCS also set performance targets each financial year and provide the budgeted financial and non-financial information for the budget year. Service delivery in SWO is measured against the achievement of these targets.	Performance Reporting
Business Intelligence Analysis (BIA)	SWO identify key trends and emerging issues by considering all the feedback and knowledge available to us to inform the key need for further exploration of particular areas of operations and to identify opportunities for business improvement.	Business Intelligence Analysis
Local Assurance Framework (LAF)	To detail how minimum key areas of risk specified by the Deputy Commissioner, plus any other high risk areas included in the location's Risk Register, will be appropriately controlled and managed. General and Regional Managers develop an annual LAF and assess the effectiveness of their LAF at least every six months. SWO will coordinate the development and assessment of local frameworks and provide guidance on the content.	LAF Process Map LAF Guidance P&P LAF Guidance Centres
Thematic Reviews	SWO will coordinate a minimum of four thematic reviews, with a focus on quality related items, annually (one per quarter), and with the impetus and direction for each review topic decided subject to ensuing risk. This flexibility of approach will ensure that SWO maintain sufficient agility to adapt to changing risk and direct effort to where it is deemed to provide the greatest benefit.	Thematic Review Process Map Thematic Review
Service Support Visits	SWO will visit every Correctional Centre and Probation and Parole region at least once a year to provide support and engage in discussions with service delivery locations about local governance arrangements. Areas of focus for the service support visits will be determined based on an analysis of available information.	Service Support Visit Agenda
Continuous Improvement Plan (CIP)	The CIP is designed to assist business units to record and monitor action items for business improvements identified through other assurance activities. This is a 'live' document.	Continuous Improvement Plan
Reporting Services (RS)	Provides a snapshot of offender management information, extracted directly from IOMS. RS can provide current status and trend information relating to work outputs and offender demographics, at an officer, local, regional and state-wide level. Interrogation of RS can be used to oversight practice compliance in key risk areas and maximise opportunities to remediate issues. Oversight of RS should be responsive to the skills, knowledge and experience of the Supervising Officer.	Reporting Services Reports
Internal Management Review (IMR)	A formalised process for the review of critical or significant incidents. An IMR is conducted in Probation and Parole at the discretion of the relevant Regional Manager or as requested by the General Manager, Probation and Parole or Deputy Commissioner. Correctional Centres conduct IMRs as determined by the Deputy Commissioner and these are considered by the IMR Committee.	IMR Committee Handbook

Mechanism	Purpose / Process	Reference
Internal Audit	To provide independent, authoritative and confidential advice to the Commissioner, Deputy Commissioner and senior management on the effectiveness, efficiency, propriety and probity of departmental operations. Audits are conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.	Internal Audit Unit
Chief Inspector Reviews	To reinforce standards of accountability, transparency and performance. Inspections, investigations and reviews are conducted proactively and in response to operational and/or systemic issues or incidents. The independence of the role of Chief Inspector is maintained through its direct reporting relationship with the Commissioner. SWO is represented on the Incident Oversight Committee where all outcomes of the Office of the Chief Inspector recommendations in relation to incident investigations are reviewed and endorsed upon completion.	Office of the Chief Inspector
Queensland Ombudsman	Investigates complaints about state government agencies, local councils and public universities. The Ombudsman also aims to support agencies to improve their decision-making and administrative practice through annual site visits to all Centres. All relevant recommendations from Ombudsman reviews are monitored and tracked by SWO to ensure timely response to any identified issues or recommendations for business improvement.	Ombudsman
Official Visitor (OV)	To impartially investigate complaints by prisoners about acts or omissions by the chief executive, a person purportedly performing a function or exercising a power, of the chief executive or a Corrective Services officer. The OV Scheme is managed within the Office of the Chief Inspector. Complaints directly raised by prisoners may be investigated to review that decisions taken by QCS staff are made fairly, by looking at components of natural justice. The OV also has a role in the review of Consecutive Maximum Security Orders, Safety Orders and consecutive Safety Orders.	Official Visitor
Coronial Inquests	Provide independent investigation into all deaths of prisoners within Correctional Centres. All deaths in custody are to proceed to an inquest in order to gather more information regarding the circumstances of the death and any recommendations or identified issues arising from inquests are to be reviewed for improved service delivery. All relevant recommendations from Coronial reviews are monitored and tracked by SWO to ensure timely response to any identified issues or recommendations for business improvement.	Coroners Court
Queensland Audit Office (QAO)	To report to Parliament on the efficiency and effectiveness of public sector finances and administration through conducting independent audits of Queensland Government Departments aimed to increase public sector accountability. All relevant recommendations from QAO reviews are monitored and tracked by SWO to ensure timely response to any identified issues or recommendations for business improvement.	QAO

Specialist Operations



Operational Assurance Framework

Queensland Corrective Services

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Executive Director's Foreword

Specialist Operations is comprised of a diverse group of business units with a common focus on community safety. We work across a varied range of functions to:

- deliver state-wide sentence management and sentence administration services;
- contribute to the management of, and reporting on high risk offenders in centres or in the community;
- provide key intelligence and investigations functions;
- develop and oversee delivery of rehabilitation and offender development services, and
- provide services to registered victims.


As a whole, we contribute to the safe, lawful, fair and effective management of offenders, and we take this responsibility seriously. Importantly, we also enact policy, procedures and practices which align to support prisoner rehabilitation. Every day, we undertake actions and make decisions that reflect this.

The Specialist Operations' Operational Assurance Framework has been designed to keep us focussed on our performance and outcomes.

The framework assists us to be clear on our responsibilities, to be transparent and accountable for our decision making, to monitor and report on our progress, to proactively identify and manage risks, and to learn and improve our processes. The framework integrates legislative, corporate and operational requirements.

Every day we focus on fulfilling the requirements of our roles, we must ensure that we also maintain a focus on mitigating our highest areas of risk. Where competing priorities exist we must ensure we remain responsive to dynamic risk through collaboration with our senior management team to determine and deliver on our key priorities.

We all have an important role to play in community safety, and in the delivery of high quality, accountable and efficiently delivered services. So I ask you to take the time to familiarise yourself with this framework and to work with your colleagues to apply it in your workplace. This will assist us to identify and manage our risks, continuously improve our practice and process and ensure we are responsive to the needs of the community that we serve.



Executive Director, Specialist Operations

1. Introduction

1.1 Public Sector Governance

Public Sector Governance is defined as *“the arrangements and practices which enable a public sector entity to set its direction and manage its operations to achieve expected outcomes and discharge its accountability obligations.”*¹

1.2 The Objectives of Good Governance

Good Governance within the public sector incorporates two key requirements:

- ***“Performance*** – *governance arrangements and practices are designed and operate to shape the entity’s overall results, including the successful delivery of government programs and services;*
- ***Accountability*** – *governance arrangements and practices are designed to operate to provide visibility of results, to the entity’s leadership, the government, the Parliament and the community and conform with applicable legislative and policy requirements as well as public expectations of openness, transparency and integrity.”*²

Specialist Operations will achieve good governance through applying the following principles:

- *“Leadership – Achieving an agency-wide commitment to good governance through leadership from the top;*
- *Transparency/Openness – having clear roles and responsibilities and clear procedures for making decisions and exercising power;*
- *Integrity – acting impartially, ethically and in the interests of the agency; and*
- *Efficiency – ensuring the best use of resources to further the aims of the organisation, with a commitment to evidence-based strategies for improvement.”*³

2. The Framework

The Specialist Operations’ Operational Assurance Framework (the Framework) incorporates the fundamental requirements of good governance. The Framework applies across each business unit within Specialist Operations, including:

- Sentence Management Services;
- Intelligence and Investigations Branch; and
- Offender Rehabilitation and Management Services.

¹ Australian National Audit Office, 2014, *Public Sector Governance Better Practice Guide*, p.7.

² Australian National Audit Office, 2014, *Public Sector Governance Better Practice Guide*, p.7.

³ Australian Public Service Commission, 2007, *Building Better Governance*, p.2.

The Framework is divided into four key elements:

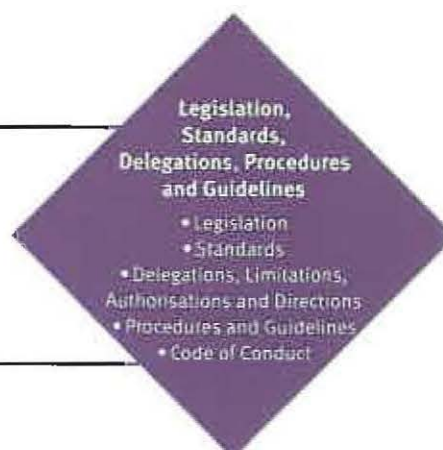
1. Legislation, Standards, Delegations, Procedures and Guidelines;
2. Planning;
3. Risk Management; and
4. Performance Monitoring, Review and Evaluation.

The Framework



3. Element 1 – Legislation, Standards, Delegations, Procedures and Guidelines

“Entities should have in place a range of delegations, policies, instructions and procedures that outline in a clear and consistent manner the responsibilities and accountabilities within the entity for resource management.”⁴



3.1 Legislation

Legislation consists of Acts of Parliament and subordinate (or delegated) legislation made under Acts of Parliament. The Parliament of Queensland makes legislation or authorises the making of legislation by enacting an Act. An Act is essentially a sequence of provisions containing statements and rules. What is achieved by the Act depends on the interpretations of the Act's provisions.

Subordinate legislation, also known as delegated legislation, is law made by the executive branch of government with the authorisation of Parliament. Subordinate legislation includes regulations, rules, by-laws, certain policies, proclamations and notices. Regulations are developed consistent with the purpose and intent of the principal Act, and provide greater detail to assist in operationalising the principal Act.

The Act must be read together with its subordinate legislation including regulations to fully understand the legislative requirements.

The legislation administered by, or relevant to, the governance of Specialist Operations includes:

- Corrective Services Act 2006
- Corrective Services Regulation 2006
- Parole Orders Transfer Act 1984
- Dangerous Prisoners (Sexual Offenders) Act 2003
- Judicial Review Act 1991
- Penalties and Sentences Act 1992
- Penalties and Sentences Regulation 2015
- Public Service Act 2008
- Public Service Regulation 2008
- Public Sector Ethics Act 1994
- Public Sector Ethics Regulation 2010
- Work Health and Safety Act 2011
- Work Health and Safety Regulation 2011
- Youth Justice Act 1992

⁴ Australian National Audit Office, 2014, *Public Sector Governance Better Practice Guide*, p.16.

- Acts Interpretation Act 1954
- Right to Information Act 2009
- Domestic and Family Violence Protection Act 2012

3.2 Standards

Standards have been developed to provide the overarching goals or outcomes to be achieved by Correctional Services within Australia. The standards guide each state with the ongoing development of legislation, policy and performance targets. These include:

- Standard Guidelines for Corrections in Australia - Revised 2004
- Standard Minimum Rules for the Treatment of Prisoners - United Nations
- Australian Offender Program and Facilitation Standards
- Chief Inspector's Inspections Manual

3.3 Delegations, Limitations, Authorisations and Directions

The QCS Instrument of Delegation of Chief Executive Powers and the Instrument of Limitation of Corrective Service Officers' Powers indicate positions that may exercise powers provided for in legislation.

3.4 Procedures and Guidelines

Procedures and guidelines have been developed to provide direction to staff to undertake and execute the responsibilities required of their roles in accordance with relevant policy and legislation. These include:

- Custodial Operations Practice Directives
- Probation and Parole Operational Practice Guidelines
- Statewide Operation and Specialist Operations – Operational Guideline – Re-entry Services
- QCS Intelligence Guidelines
- QCS Procedure- Programs for Offenders
- QCS Procedure – Victims Register – Placement and Removal of Applicants
- QCS Procedure – Victims Register – Release of Information

Further, Executive Director's Instructions provide interim administrative requirements and clarification of Specialist Operations practices and are to be referred to regularly to ensure local operations are in line with Agency requirements.

3.5 Code of Conduct

The Code of Conduct for the Queensland Public Service applies to all employees within the Queensland public sector and describes how employees will conduct themselves in delivering services to the Queensland community. More specifically, the Code outlines four ethics principles and their associated set of values, prescribed in the *Public Sector Ethics Act 1994*. These ethics principles include:

- Integrity and Impartiality – In recognition that public office involves a public trust, public service agencies, public sector entities and public officials seek to promote public confidence in the integrity of the public sector.

- **Promoting the Public Good** – In recognition that the public sector is the mechanism through which the elected representatives deliver programs and services for the benefit of the people of Queensland.
- **Commitment to the System of Government** – In recognition that the public sector has a duty to uphold the system of government and the laws of the State, Commonwealth and local government, public service agencies, public sector entities and public officials.
- **Accountability and Transparency** – In recognition that public trust in public office requires high standards of public administration, public service agencies, public sector entities and public officials.

4. Element 2 – Planning

“Planning is integral to the establishment of an organisation’s strategic priorities, its management of budgets and its program and service delivery approach.”⁵



4.1 DJAG Strategic Plan

The Department of Justice and Attorney-General’s (DJAG) Strategic Plan outlines the Department’s overall vision, values, objectives and strategic risks. In addition to the Department’s unique objective to ensure that DJAG is responsive and high performing, specific objectives identified for the Department include:

- Queensland is safe;
- Queensland is fair and just;
- Queensland can get on with the job; and
- Queensland gets great service.

4.2 QCS Business Plan

The Queensland Corrective Services (QCS) Business Plan is updated annually and identifies the key initiatives and actions that will be undertaken by QCS to directly contribute to the overall objectives outlined within the DJAG Strategic Plan.

4.3 Specialist Operations Business Plan

A Business Plan is developed by Specialist Operations on an annual basis. The Business Plan details the key projects and initiatives that will be undertaken by each business unit to achieve the Department’s overall objectives. The Business Plan aligns with the QCS, DJAG and whole of Government priorities.

4.4 Development and Expectation Agreements

All employees within the Department are required to engage in a Development and Expectations Agreement (DEA) on an annual basis, in accordance with the Human Resource procedures. DEAs are designed to:

- Ensure that QCS applies the provisions of the authorising Industrial instruments and Departmental policy and procedure consistently for all employees;
- Contribute to public sector initiatives to improve employee engagement;
- Ensure that performance management aligns an employee’s agreed performance measures and standards with the organisation’s objectives; and
- Ensure consistency and clarity in responsibilities for managers/supervisors and staff when planning to initiate or review a performance development cycle.

⁵ Australian National Audit Office, 2014, *Public Sector Governance Better Practice Guide*, p.13.

5. Element 3 - Risk Management

Risk management is the “*process of identifying, analysing and evaluating risks. Its ultimate aim is to focus the entity on significant risks and enable informed decisions to accept or mitigate risks, and to monitor and manage ongoing and emerging risks.*”⁶



5.1 Business Continuity Management

Business Continuity Management is a vital aspect of business operations and provides an overall approach to risk management. Each business unit within Specialist Operations has developed a Business Continuity Plan (BCP), which is designed to identify key considerations and processes to respond to and recover the business of each location in the event of a significant business disruption.

Testing, maintaining and reviewing BCPs is a key phase of the Business Continuity Management Lifecycle. BCPs are reviewed, tested and updated within Specialist Operations on an annual basis to ensure that:

- All staff are aware of their role in the event that a BCP requires activation;
- All information in the BCPs is validated and up to date; and
- Any revisions required to the BCPs are undertaken to ensure continuous improvement is achieved.

5.2 Risk Registers

The DJAG Risk Management Framework outlines how DJAG manages risk to achieve its strategic and business objectives. Risks are categorised as strategic, corporate and operational, depending on the level at which the risk is likely to affect DJAGs ability to achieve departmental objectives.

Specialist Operations maintains a risk register, which provides the foundation for each business unit to identify and evaluate existing risks, causes, controls, likelihood and the potential risk to achieving the objectives outlined in the DJAG Strategic Plan. Risk Registers are updated each quarter.

⁶ Australian National Audit Office, 2014, *Public Sector Governance Better Practice Guide*, p.29.

6. Element 4 – Performance Monitoring, Review and Evaluation

“Ongoing performance monitoring and reporting provide visibility of public sector activities so that an entity’s executive and stakeholders can view performance against planned outcomes, as well as against legal, policy and ethical requirements”⁷



Internal Mechanisms

Specialist Operations have developed a number of internal mechanisms that contribute to the ongoing monitoring, review and evaluation of performance. These internal mechanisms provide the tools for each business unit within Specialist Operations to oversee day-to-day operations, drive business improvement and continue to foster a culture of performance.

6.1 Internal Performance Indicators

Internal Performance Indicators are identified each financial year by Queensland Corrective Services and provide the budgeted financial and non-financial information for the budget year. Business units within Specialist Operations are accountable for achieving various internal performance targets as part of their service delivery.

6.2 Reporting Services

A suite of Reporting Services reports have been developed for Specialist Operations, providing staff with a snapshot of workload and performance information that is readily accessible, at a number of levels. Reporting Services data is extracted directly from IOMS. The suite of Reporting Services reports enables staff within Specialist Operations to:

- Achieve enhanced oversight over daily operations that are not reliant on manual processes;
- Efficiently and transparently measure performance with legislative and procedural requirements; and
- Have ready access to performance information to assist with trend analysis and review.

6.3 Proactive Performance Monitoring

Business Units within Specialist Operations employ internal mechanisms (proactive in nature) that achieve the following outcomes:

- Allows for the assessment of performance across a range of operational activities to capture local, systemic and corporate issues;
- Provides transparency over the level of performance being achieved in specific areas including compliance with procedural and legislative requirements;
- Provides a measure of the effectiveness of governance and oversight arrangements;

⁷ Australian National Audit Office, 2014, *Public Sector Governance Better Practice Guide*, p.33.

- Enables identification of remedial actions to enhance accountability and service delivery at a local and corporate level; and
- Enables identification of business improvement opportunities to achieve better practice, whilst strengthening Specialist Operations' performance orientation.

6.4 Reactive Performance Monitoring

Business Units within Specialist Operations employ internal mechanisms (reactive in nature) that achieve the following outcomes:

- Inquiry and review into a significant event* that has occurred to establish the causal and contributory factors; and
- Where causal or contributory factors are identified at a local, systemic or corporate level then appropriate recommendations are made to prevent similar events occurring in the future.

**The definition of a significant event will be established at a business unit level and will be dependent on the unique service delivery functions of each unit.*

6.5 Internal Oversight Controls

Business Units within Specialist Operations employ Internal Oversight Controls as an internal mechanism that achieves the following outcomes:

- Identification of key risk areas across each business unit within Specialist Operations;
- Provides a consistent approach to overseeing and mitigating these key risk areas; and
- Provides the minimum standards over the process for reviewing key risk areas, including the method/process, accountability (roles) and evidentiary requirements.

6.6 Business Intelligence Reviews

Specialist Operations employ Business Intelligence Reviews as an internal mechanism that achieves the following outcomes:

- Provides strategic direction through the review of performance data and trending information across each business unit;
- Guides the focus of specific business needs through identifying systemic issues, compliance issues, procedural/practice issues, agency and/or centre regional issues;
- Guides decision making around risk management activities, resource allocation and operational adjustments;
- Provides a streamlined process for briefing Board of Management on relevant matters; and
- Provides opportunity for identification of business improvement initiatives including where these may overlap in multiple business areas both internal and external to Specialist Operations.

External Mechanisms

There are a number of independent oversight bodies that evaluate and review Specialist Operations' performance. These external review mechanisms provide Specialist Operations with valuable information in relation to performance at all levels, which in turn drives business improvement.

6.7 Service Delivery Statement (SDS) Targets

Service Delivery Statement (SDS) targets are identified each financial year by the Queensland Government and provide the budgeted financial and non-financial information for the Budget year. The SDS outlines the key performance targets for DJAG. Business units within Specialist Operations are accountable for achieving various performance targets outlined within the SDS.

6.8 Internal Audit Branch Reviews

Internal Audit is a statutory function that has been established to provide independent, authoritative and confidential advice to the Director-General and senior management on the effectiveness, efficiency, propriety and probity of departmental operations.

Services provided by Internal Audit include:

- financial compliance audits;
- performance and business improvement audits;
- information system audits;
- regional audits; and
- consultation activities.

The Internal Audit Branch (IAB) establishes a program of work each year. Part of this program of work may include business units within Specialist Operations.

All relevant recommendations from IAB reviews are monitored and tracked by Specialist Operations to ensure timely response to any identified issues or recommendations for business improvement.

6.9 Chief Inspector Reviews

The Office of the Chief Inspector forms part of the accountability component of QCS' operations and aims to reinforce standards of accountability, transparency and performance through the execution of inspections, investigations and reviews. The independence of the role of Chief Inspector is maintained through its direct reporting relationship with the Commissioner.

Specialist Operations are represented on the Incident Oversight Committee where all outcomes of the Office of the Chief Inspector recommendations are reviewed and endorsed upon completion.

6.10 Coronial Reviews

The *Coroners Act 2003* permits for specific deaths to be investigated by Coroners in addition to outlining the procedures for the holding of inquests. All deaths in custody are to proceed to an inquest in order to gather more information regarding the circumstances of the death and any

recommendations or identified issues arising from inquests are to be reviewed for improved service delivery.

All relevant recommendations from Coronial reviews are monitored and tracked by Specialist Operations to ensure timely response to any identified issues or recommendations for business improvement.

6.11 Queensland Audit Office Reviews

The role of the Queensland Audit Office (QAO) is to report to Parliament on the efficiency and effectiveness of any aspect of public sector finances and administration through conducting independent audits of Queensland Government Departments aimed to increase public sector accountability.

All relevant recommendations from QAO reviews are monitored and tracked by Specialist Operations to ensure timely response to any identified issues or recommendations for business improvement.

6.12 Ombudsman Reviews

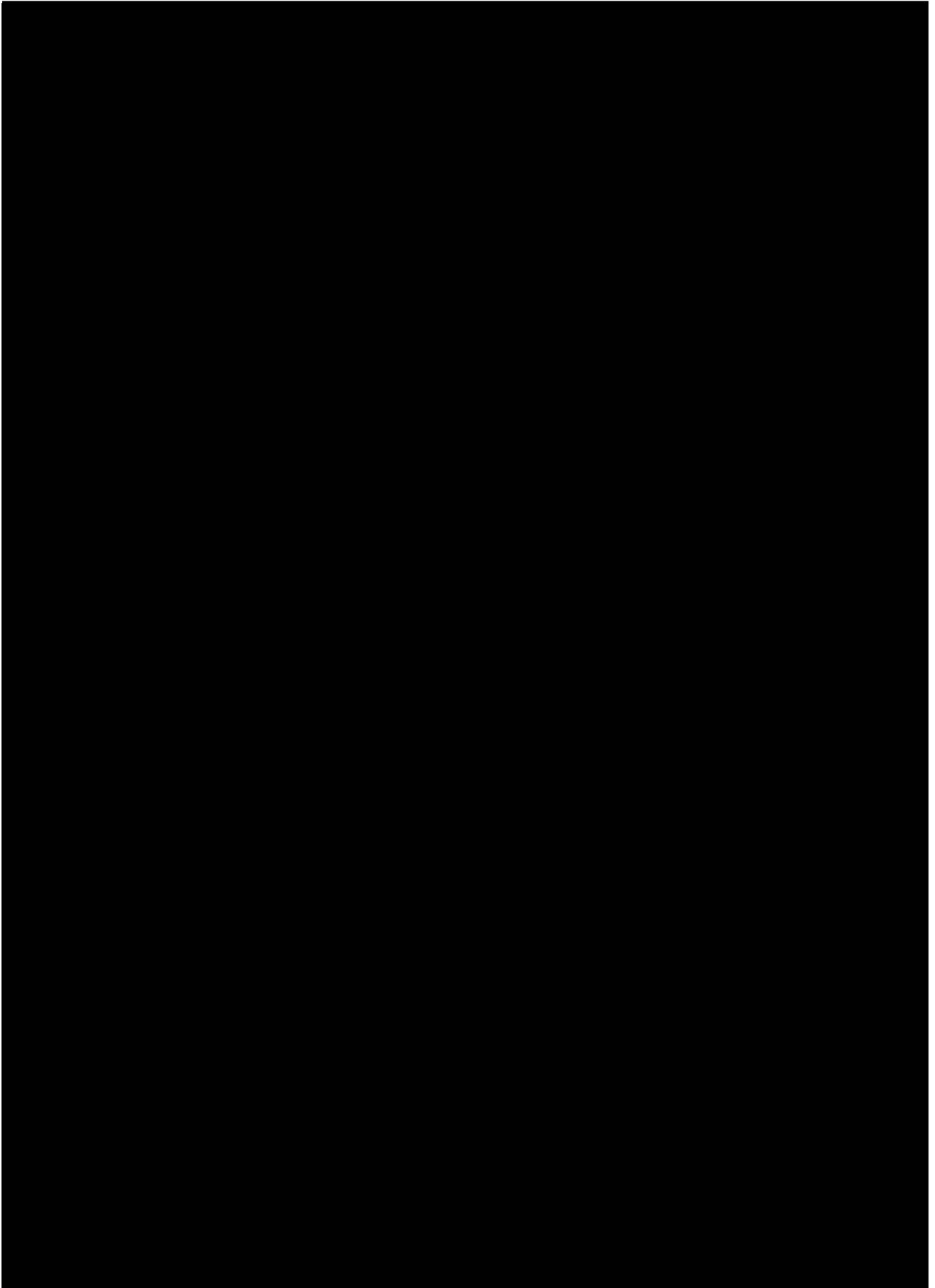
The Queensland Ombudsman investigates complaints about state government agencies, local councils and public universities. The Ombudsman also aims to support agencies to improve their decision-making and administrative practice. The Ombudsman investigates complaints about the actions and decisions of Queensland public agencies and their staff that may be unlawful, unreasonable, unfair, improperly discriminatory or otherwise wrong.

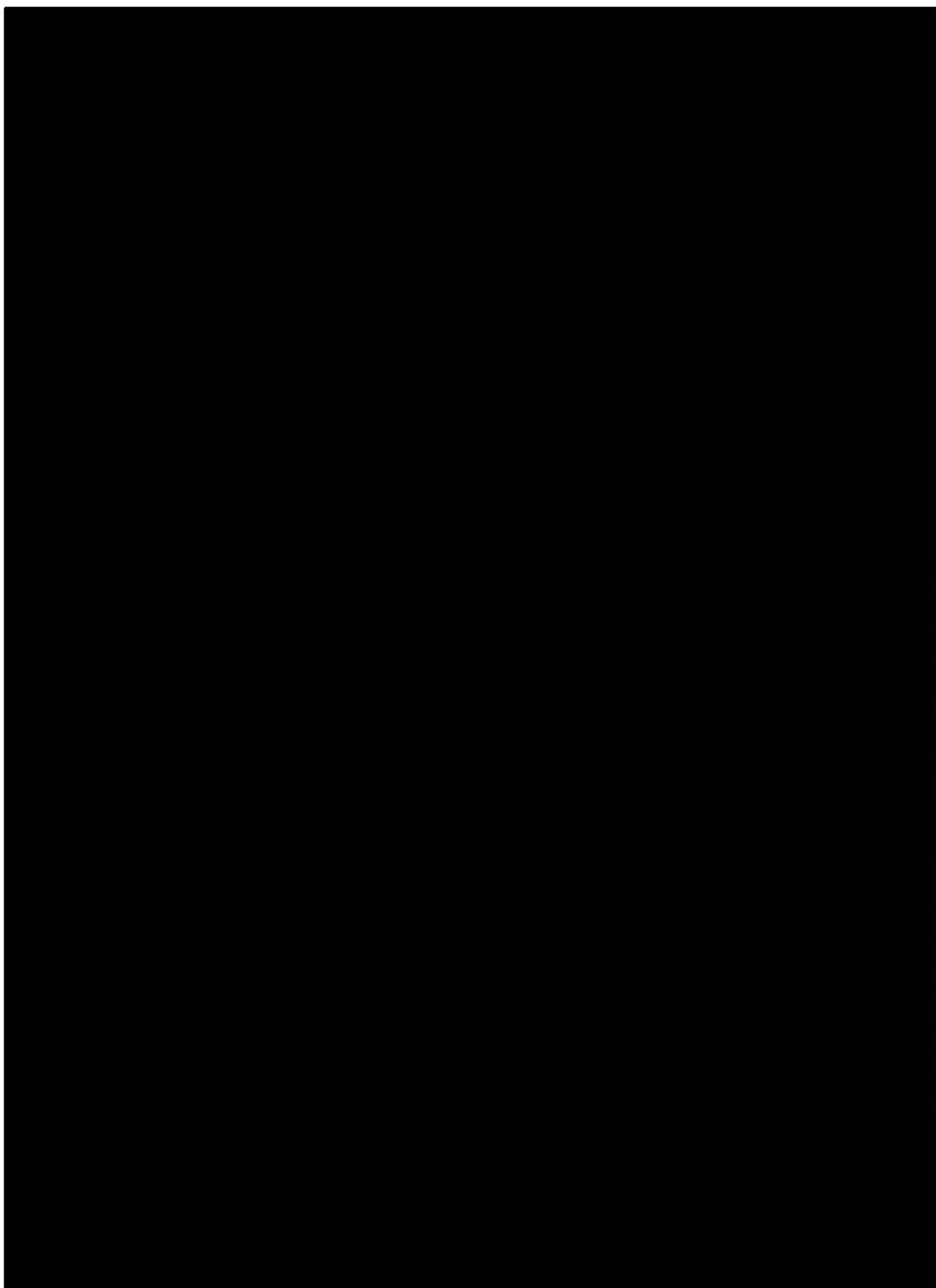
The Ombudsman also assists the State and local government agencies improve their administrative practice by:

- making recommendations based on their investigations;
- conducting training on good decision-making and complaints management; and
- providing advice and other assistance.

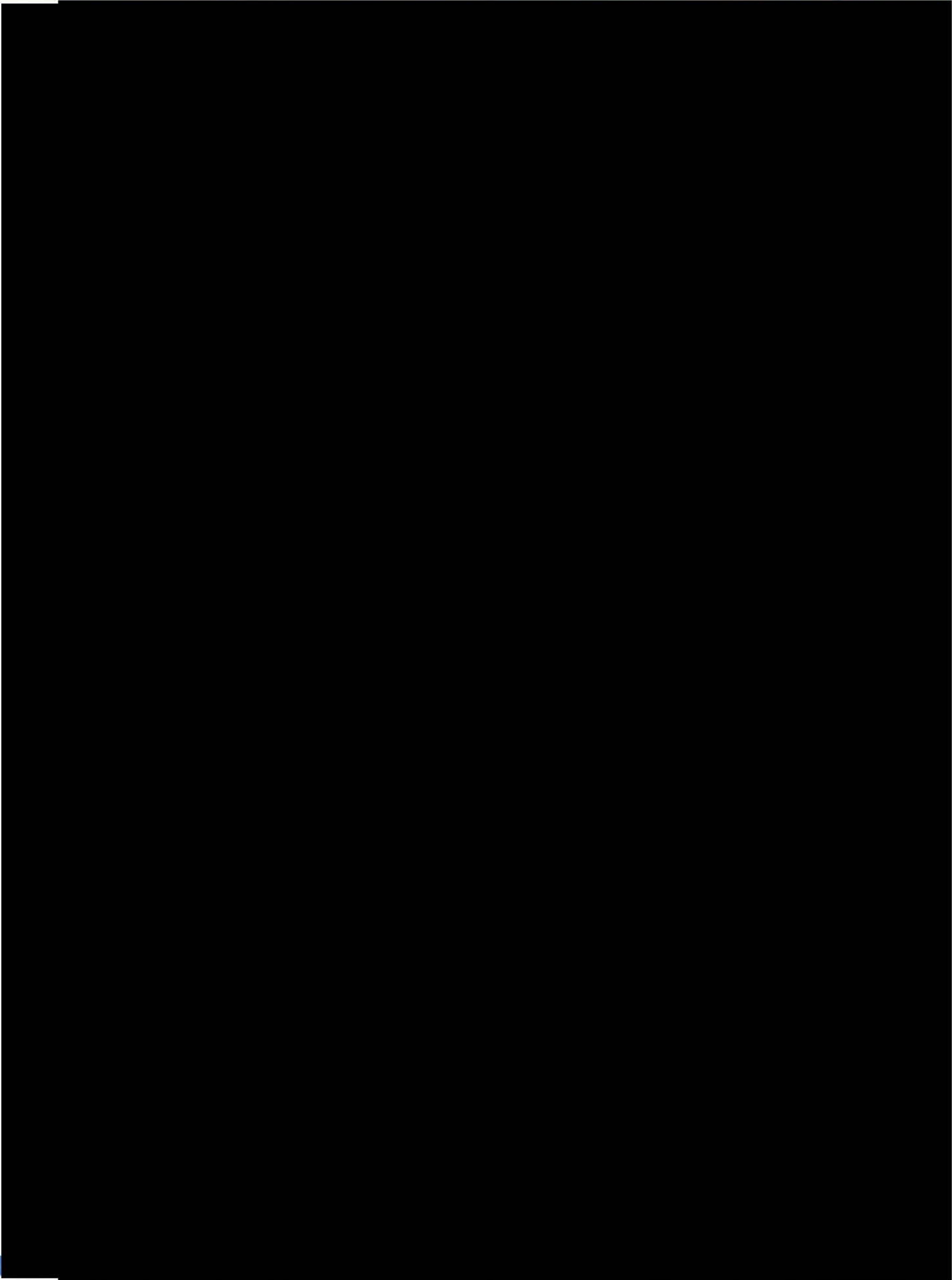
Further, the Queensland Ombudsman is the oversight agency for the *Public Interest Disclosure Act 2010*. This means the Ombudsman monitors and reviews the management of public interest disclosures (PIDs) and provides education and advice about PIDs.

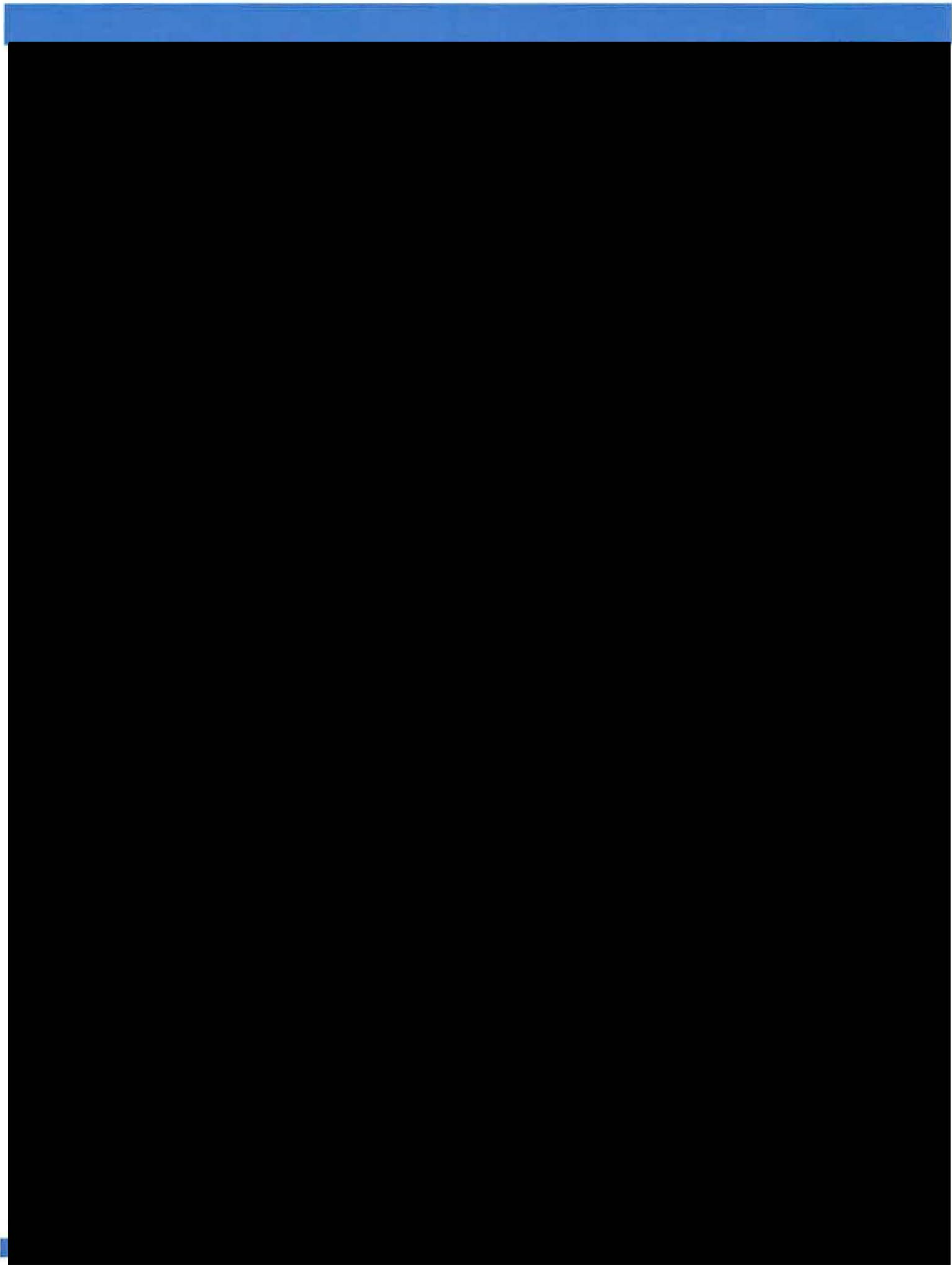
All relevant recommendations from Ombudsman reviews are monitored and tracked by Specialist Operations to ensure timely response to any identified issues or recommendations for business improvement.

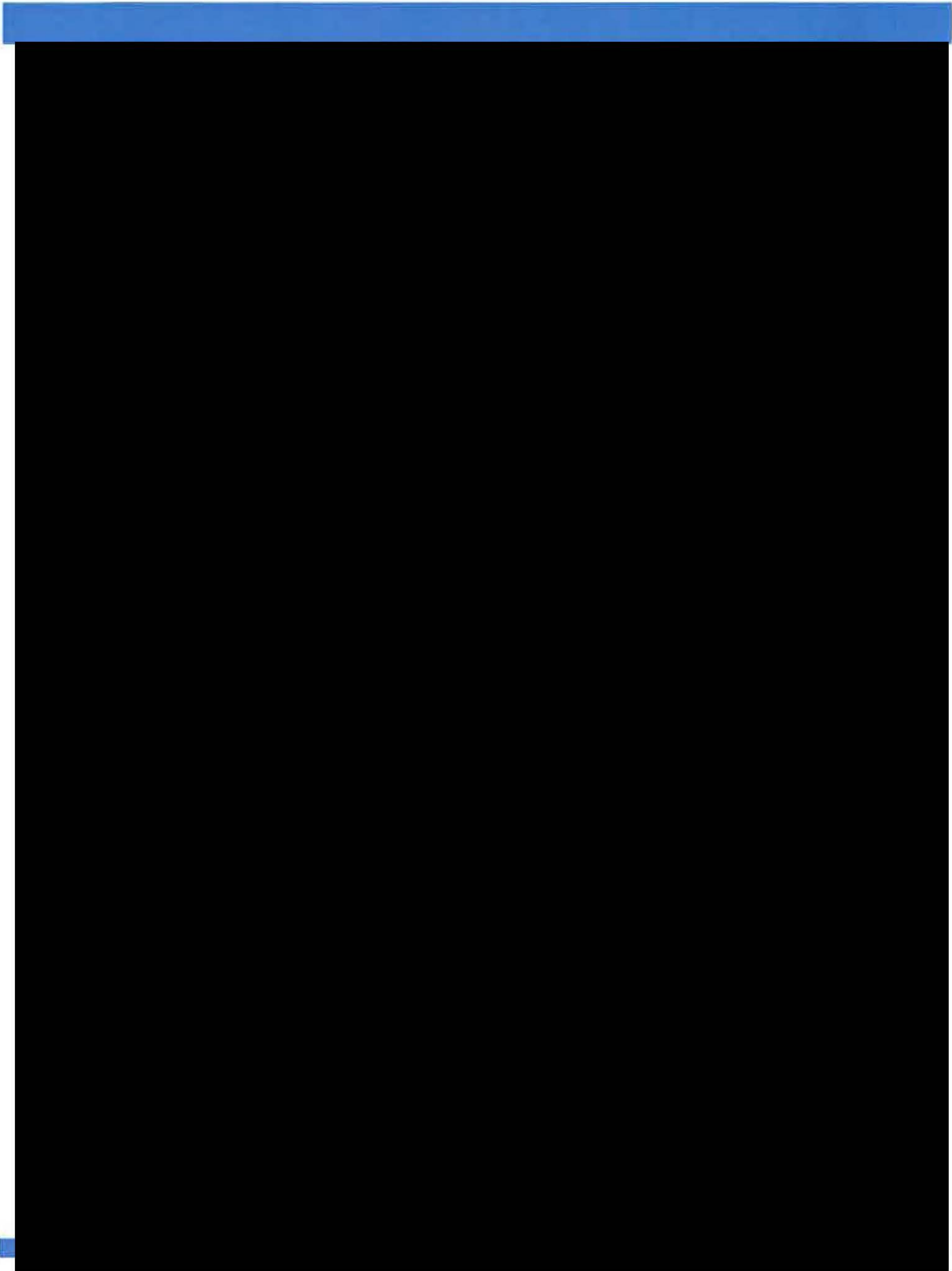




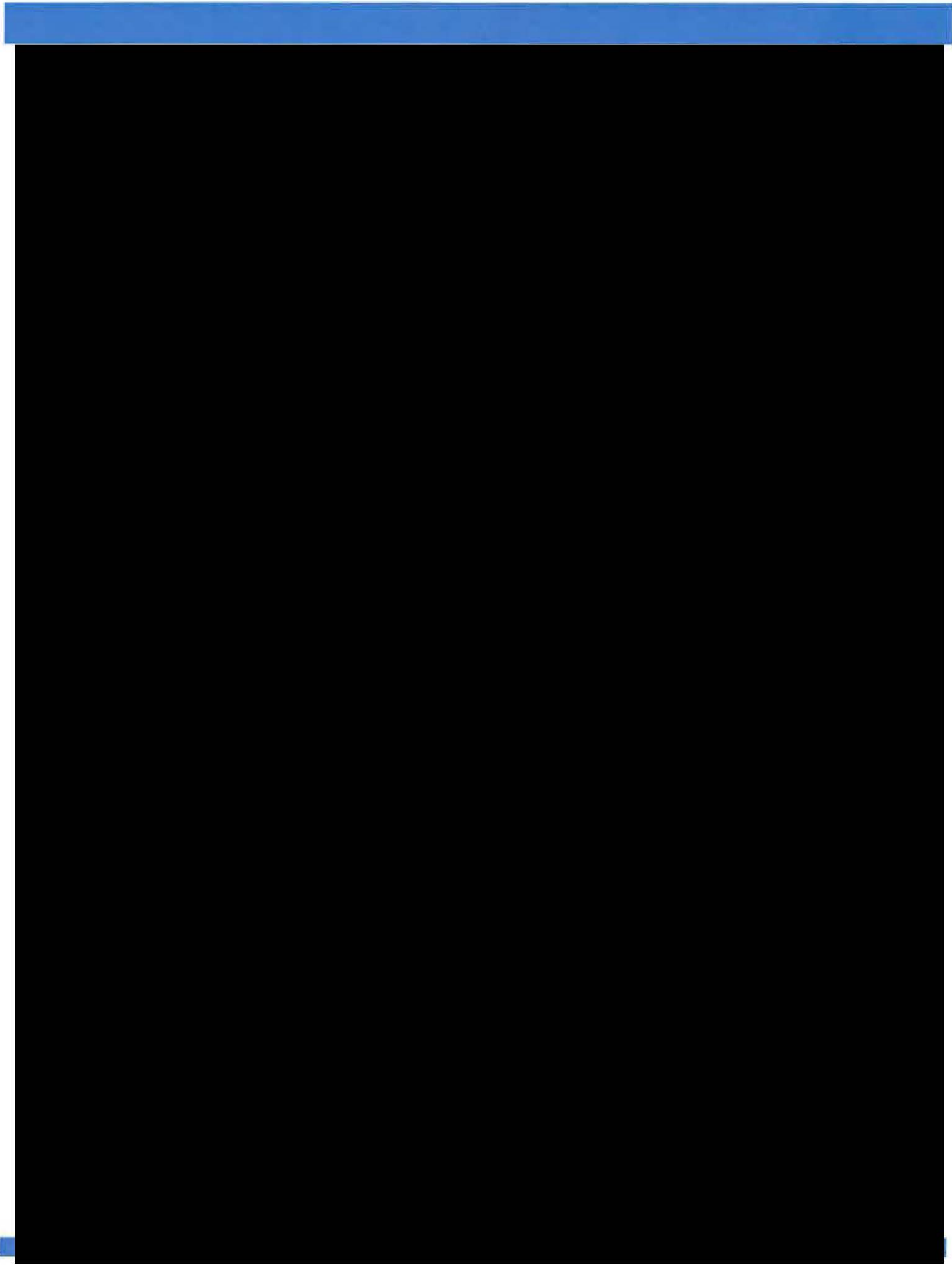
















CUSTODIAL OPERATIONS PRACTICE DIRECTIVE

Search

Version: 4.1

Implement date: 03/08/2017

Availability: In-Confidence

Performance Standard: Processes are established within the corrective services facility that provide for the conduct of searches for the purpose of safety and security of the facility and the safety of persons within the facility.

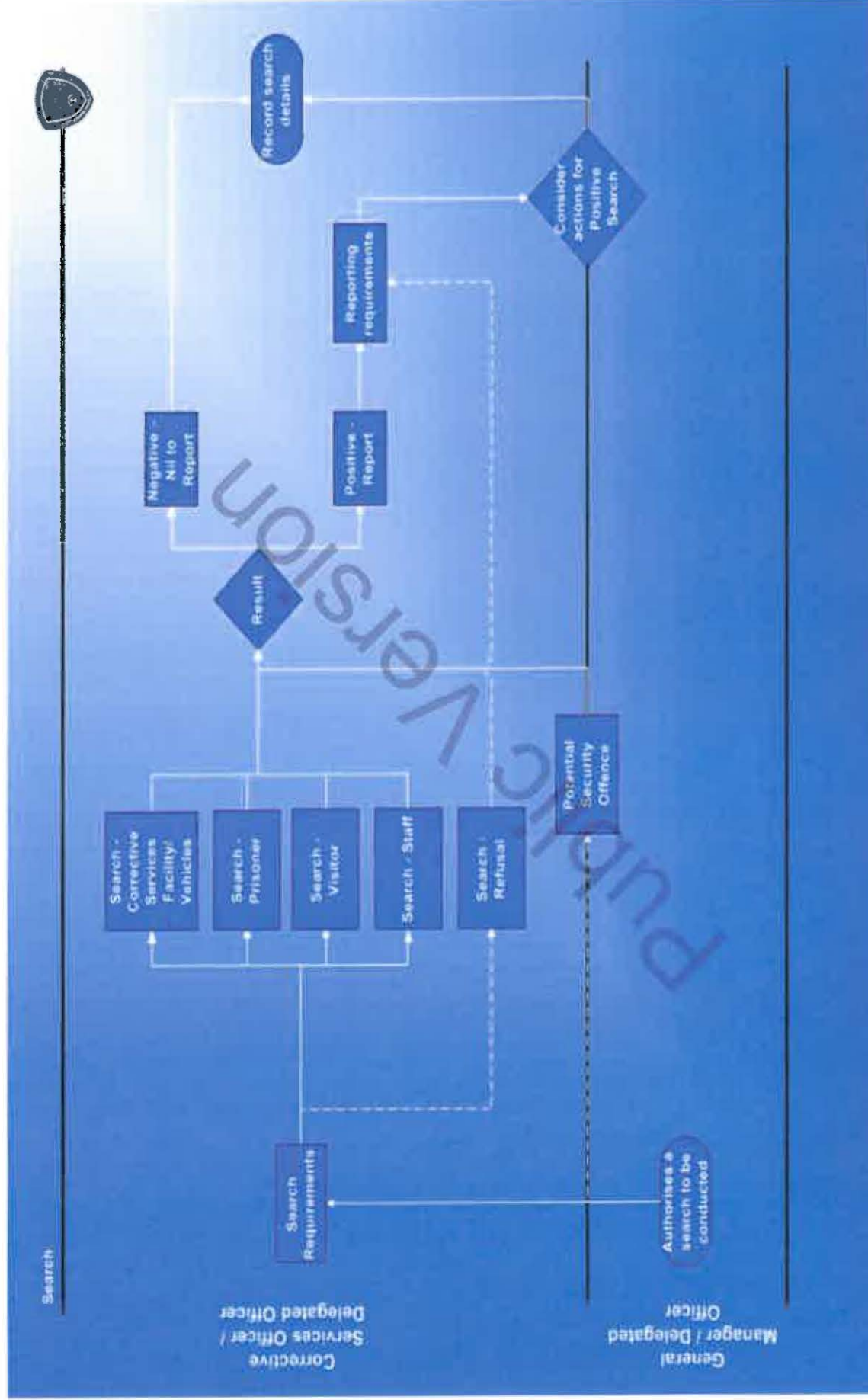
Outcomes:

- Conduct routine and random searches for prisoners, visitors, a corrective services facility and staff members in accordance with legislation.
- Consider all evidence and decide on an appropriate action to be taken.
- Complete all reporting requirements including an incident report as required.
- Record all search details and results accurately and in a timely manner within a relevant register.
- Conduct all searches in accordance with the Code of Conduct to ensure the dignity of the person is maintained.

Accountability:

General Manager of a corrective services facility/Delegated Officer	<ul style="list-style-type: none"> Upon a positive result, considers all evidence and decides upon the most appropriate action. Notifies relevant stakeholders when a positive result is recorded as a security offence such as Corrective Services Investigation Unit (CSIU), Ethical Standards Team (EST) and/or Queensland Health (QH).
Delegated Officer	<ul style="list-style-type: none"> Authorises searches to be conducted within the corrective services facility.
Corrective Services Officer	<ul style="list-style-type: none"> Conducts appropriate search techniques in accordance with legislation. Upon a positive result, notifies the delegated officer/General Manager of a corrective services facility immediately. Understands and adheres to the Code of Conduct. Records all performed search details and results in a register approved by the General Manager of a corrective services facility. Completes reporting requirements as directed by the General Manager of a corrective services facility.

Process Owner: Statewide Operations maintains ownership and responsibility for review and amendment of this Practice Directive.





Search

Search Requirements

When conducting a search, the delegated officer (refer Instrument of Delegation of Chief Executive Powers – Corrective Services Act) must ensure that:

- **reasonable care is taken to protect the dignity and self-respect of the person being searched and to ensure minimal embarrassment to the person, without impeding the effectiveness of the search, for example:**
 - for searches requiring the removal of clothing, the prisoner should be allowed to remain partially clothed at all times, and the search should be carried out as quickly as possible
- **items seized during a search, where appropriate, are preserved and reported in accordance with Incident Management Practice Directive;**
- **care is exercised when searching private property to avoid damage to the property;**
- **care is taken when searching a prisoner's accommodation to minimise disruption to the prisoner; and**
- **the use of reasonable force to compel compliance with an order given is in accordance with the Facility Security Practice Directive.**

Only those searches prescribed by the *Corrective Services Act 2006* (CSA) may be conducted by corrective services officers within corrective services facilities. Refer Prohibited Things Appendix 1.

Personal Protective Equipment (PPE)

Supplied PPE must be utilised by staff to prevent needle-stick/blood and body fluids exposure e.g. needle-stick resistant gloves or nitrile protective gloves.

Stocks of disposable PPE equipment must be maintained.

Management of Monitoring Device Recording

If a video camera or other monitoring device monitors the area where the prisoner is subject to a removal of clothing search and a person viewing the image produced by the monitoring device is not a corrective services officer of the same sex as the prisoner. A corrective services officer carrying out the search must:

- ensure either or both of the following are turned off while the search is carried out:
 - the device on which the image is produced
 - the monitoring device; or
- carry out the search out of view of the monitoring/recording device.

If a recording is made on a video recorder or visual monitoring device of a search under CSR s10, the recording must be kept in a secure place.

The recording must not be shown to anyone other than persons listed in CSR s11(2).

<p>Additional Considerations – Recording Searches</p>	<p>The General Manager of the corrective services facility must ensure that all personnel operating closed circuit television monitoring and other recording devices are instructed on, and acknowledge the intent of:</p> <ul style="list-style-type: none"> • the Code of Conduct for the Queensland Public Service or; and • Facility Security Practice Directive.
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Security Offence

In accordance with s136(5) of the CSA a security offence poses a risk to:

- the security or good order of a corrective services facility; or
- the security of a prisoner or a prisoner of a court.

Where it is reasonable to suspect a security offence may have been committed, an authorised delegate may, in accordance with s136 of the CSA using reasonably necessary force:

- conduct a general search or scanning search of the person (there is no legislative authority for a corrective services officer to conduct a search requiring the removal of clothing or a personal search of a staff member)
- search anything in the person's possession, including a motor vehicle
- detain the person until the person can be handed over to a police officer; and
- a person must not be detained for longer than four hours (in such an instance, there must be sufficient evidence to justify detaining a staff member - under no circumstances should a staff member be detained with a prisoner).

If a search, other than a general or scanning search, appears to be justified, only the QPS may make this determination whether to do so under the PPRA.

For this section, a person does not include a prisoner, other than a prisoner who is released on parole or a *Dangerous Prisoner (Sexual Offenders) Act 2003* order, refer CSA s125.

Refer Instrument of limitation of Corrective Services Officers' Powers.

The General Manager or delegate of a corrective services facility must be notified immediately if an officer conducting a scanning or general search finds that a person:

- is committing a security offence; or
- is reasonably suspected of having committed a security offence.

Additional Considerations – Detain Staff Member	The CSIU must be notified when a decision has been made to temporarily detain a staff member in response to that staff member committing a security offence or being reasonably suspected of committing a security offence to determine what further action is warranted.
Additional Considerations – Queensland Health Staff Member	In the case of a staff member of Queensland Health, the General Manager or Deputy General Manager of a corrective services facility must advise the Senior Queensland Health Officer of any actions taken.

Conduct Search – Corrective Services Facility/Vehicles

Section 174 of the CSA provides the power for the Chief Executive to search a corrective services facility. Refer Prohibited Things Appendix 1.

Accommodation Search

Prior to a prisoner, occupying accommodation and following any change in accommodation allocation, the accommodation should be thoroughly searched or inspected for:



- contraband
- interference with fixtures and fittings; and
- structural defects.

Searches of accommodation areas require corrective services officers to search in-cell and common area electrical items (QCS and prisoner owned) and look for any indication that the tamper label has been tampered with.

When searching in-cell electrical items the prisoner's IOMS number on the tamper label must match the prisoner that occupies the cell.

Refer: Prisoner Entitlements Practice Directive.

When searching a prisoner's accommodation the prisoner's personal property and belongings are to be returned, as far as practicable, to their original position.

Additional Considerations – Search of Accommodated Children	<p>The Chief Executive may require a child accommodated with a female prisoner in a corrective services facility to submit to a general search or scanning search before entering the facility.</p> <p>A child accommodated with a female prisoner must not be submitted to a personal search or a search requiring the removal of clothing.</p> <p>A prisoner cell in which a child is accommodated is subject to searching as per this Practice Directive. Refer CSA s32.</p>
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Timeframe	A minimum of 15 per cent of the total number of cells of a secure corrective services facility must be searched each week.
Responsible Officer	The General Manager of a corrective services facility must ensure that a program of searches be established as per the specific timeframes for each type of search.

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]



[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

Corrective Service Facility Vehicle Search

Section 175 of the CSA provides a general power to search a vehicle before entering or leaving a corrective services facility. An authorised delegate has the power to search anything in a persons possession, including a motor vehicle, anywhere within the relevant designated lot plan area refer Instrument of Delegation of Chief Executive Powers – Corrective Services Act.

Where CSA s136(1)(a) or (b) exist, a direct power under s136(2)(b) provides an authorised delegate the power to search anything in a person's possession, including a motor vehicle, anywhere within the relevant designated lot plan area. Refer Instrument of Limitation of Corrective Services Officers' Powers.

Any person in a vehicle accessing a corrective services facility must be physically questioned in relation to the possession of any prohibited things (e.g. mobile telephones, recording devices, cameras etc), refer CSA ss 123, 156(5)(a); CSR s20. A prohibited thing must not be permitted to enter a corrective services facility unless approval has been provided. Refer Prohibited Things Appendix 1.

All vehicles entering the secure perimeter of a facility must be searched by an officer to establish whether any prohibited things (e.g. firearms or mobile telephones, refer s128 CSA and s20 CSR) or any other item likely to threaten the security of the facility, are in or on the vehicle. Any search of a vehicle must comply with CSA ss 128, 138–142.

Emergency service vehicles (eg QFES or QAS) must receive unrestricted access to a corrective services facility. Where an emergency service vehicle is required to access a prisoner contact area in a facility it must be escorted by a corrective services officer. Refer to the Perimeter Security and Visitors to a Facility Practice Directives.



Officers searching a vehicle entering a facility must direct that any items not being utilised for the purpose of the visit must be locked in the vehicle's cabin or a securable compartment. As far as practicable, all external storage compartments must be secured prior to the vehicle entering the facility. A vehicle entering a facility carrying a ladder must be secured to the vehicle by a chain and padlock when the ladder is not in use.

Search of Staff Work Areas

The General Manager or Deputy General Manager of a corrective services facility may authorise the search of staff work areas. The General Manager or Deputy General Manager of a corrective services facility must ensure a manager or officer who is senior to the officer conducting the search is present.

Additional Considerations – Contractor work sites	<p>All General Managers should ensure that building contractors are made aware of the importance of clearing work areas of all tools and left over materials/waste prior to departing.</p> <p>All efforts should be made to utilise infrastructure such as CCTV cameras to scan contractor work areas to check for left over building materials.</p>
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Conduct Search - Prisoners

The Chief Executive has the power to order a search of a prisoner in accordance with s33-40 of the CSA.

Property

As necessary, a comprehensive search is to be undertaken of individual items, which includes a thorough inspection to ensure nil concealment of prohibited items. Refer Prohibited Things Appendix 1.

Property searches are to be conducted:

- upon admission,
- of approved items prior to issuing to prisoner,
- of items issued to a prisoner immediately prior to a movement external to the facility,
- of clothing prior to issuing to a prisoner for any Court appearance or leave of absence
- when a prisoner returns to custody at a corrective services facility with property following an external movement

Personal Searches

The Chief Executive or delegate may order the personal searching of prisoners be conducted at any time to ensure the security and good order of the corrective services facility and the safety of persons in the facility. This includes whenever prisoners leave a part of the corrective services facility and where prisoners may have access to concealable prohibited things e.g. a kitchen or workshop.

The personal search of a prisoner must be carried out only by a corrective services officer of the same sex as the prisoner.

Refer Personal and Removal of Clothing Searches – Appendix 3.

Searches Requiring the Removal of Clothing

Searches requiring the removal of clothing by prisoners must be conducted:

- on the Chief Executive's written direction. Refer CSA s35(1); Queensland Corrective Services Policy Direction for a Search of Prisoners Requiring the Removal of Clothing;



- *however s.35(3) of the CSA states a direction under subsection (1) does not apply to a particular prisoner if the General Manager or Deputy General Manager reasonably considers it unnecessary for the search to be carried out on the prisoner because of the prisoner's exceptional circumstances. Refer CSA 35(3) for a relevant example.*
- on the Chief Executive or delegated officer's order for the security or good order of the corrective services facility and/or the safe custody and welfare of prisoners at the facility. Refer CSA s36 and Instrument of Delegation of Chief Executive Powers – Corrective Services Act; and
- on reasonable suspicion of delegated officer that the prisoner has a prohibited thing concealed on the prisoner's person. Refer CSA s37 and Instrument of Delegation of Chief Executive Powers – Corrective Services Act. Refer Prohibited Things Appendix 1.

A search requiring the removal of clothing is to be conducted immediately prior to the exit of a prisoner from a corrective services facility for the purposes of an external transfer and immediately upon the prisoner's return to the corrective services facility after an external transfer.

A removal of clothing search of a prisoner must be carried out by at least two corrective services officers, but by no more officers than are necessary to carry out the search. Each corrective services officer carrying out the removal of clothing search must be of the same sex as the prisoner.

When a delegated officer exercises a decision under the CSA ss. 36 or 37 that a search requiring the removal of clothing is to be conducted, this must be recorded in a register.

Refer Personal and Removal of Clothing Searches – Appendix 3.

Additional Considerations – Transgender Prisoners	Staff should be aware, and be prepared for the fact, that a transgender prisoner may not have the genitalia of the gender with which the prisoner identifies.
Additional Considerations – Prisoners Leaving Visits Area	All prisoners entering and leaving a visits area may be subject to a search requiring the removal of clothing.
Additional Considerations – female prisoners	General Managers of corrective services facilities where female prisoners are accommodated must develop a Local Instruction for responding to the individual needs of female prisoners when conducting removal of clothing searches including considerations such as the prisoner's menstrual cycle or pregnancy.

Body Search

The Chief Executive or delegate may authorise a doctor to conduct a body search of a prisoner in accordance with s39 of the CSA if the chief executive or delegate reasonably believes:

- the prisoner has ingested something that may jeopardise their health or wellbeing
- the prisoner has a prohibited thing (refer Prohibited Things Appendix 1) concealed within their person that may potentially be used in a way that may pose a risk to the security or good order of the facility; or
- the search may reveal evidence of the commission of an offence or breach of discipline by the prisoner.

A nurse must be present during the body search and, if the doctor conducting the body search is not of the same sex as the prisoner, the nurse must be of the same sex.



If the doctor reasonably requires help to conduct the body search, the doctor may ask another person to help. Except in an emergency, the other person requested to help in the body search must be of the same sex as the prisoner.

A doctor may seize anything discovered during the body search if:

- seizing the thing would not be likely to cause grievous bodily harm to the prisoner; and
- the doctor reasonably believes the thing may be evidence of the commission of an offence or breach of discipline by the prisoner.

The doctor must give a seized thing to a corrective services officer as soon as practicable after seizing it.

Conduct Search - Visitors

Only those searches of visitors as prescribed under the CSA s159 may be conducted by delegated corrective services officers within the corrective services facility. Refer Instrument of Delegation of Chief Executive Powers - Corrective Services Act.

Personal Visitors to Prisoners

The search of a personal visitor to a corrective services facility by a corrective services officer is restricted to a scanning search or a general search and may include:

- screening by Passive Alert Drug Detector Dogs
- use of an electronic metal detection device; or
- screening by an electronic drug detection device.

The only exceptions to the above are those people with a recognised medical condition who may react to electronic scanning devices.

Visitors to a Secure Facility

All personal visitors to a secure facility must be subject to scanning by a static or hand held metal detector. The metal detector may be a hand held device or an automatic target detection device. All personal property of the visitor must be subject to a scanning search by an x-ray device and general search by a corrective services officer.

Personal visitors of a prisoner who enter a secure facility may be required to submit to both a scanning search and a general search where the visit is a contact visit.

Visitors to a Low Custody Facility

The General Manager of a low custody facility or authorised delegate may require a personal visitor to submit to a scanning search or a general search before permitting the visitor to enter the facility or visit a prisoner for a contact visit.

IONSCAN Testing Process

Trained officers are to collect a sample as required from personal visitors. Visitors are not permitted to touch the IONSCAN equipment (including the sample wand) or collect a sample from themselves as this process has been discontinued.

Prior to the IONSCAN test being conducted the visitor must have provided their consent via Version 9 of Approved Form 27 – 'Approval for Access to a Corrective Services Facility and Visit a Prisoner (Personal Visitor)'. Visitors who have already signed the previous version of this form can be provided



with Appendix 8 – 'IONSCAN Testing Process' (Visitors to a Facility COPD) which will cover them until such time as a new Approved Form 27 is completed.

The General Manager of each Centre is to ensure a local process is established to check personal visitors being scanned have provided written consent prior to any testing taking place.

The officer conducting the IONSCAN test must comply with Appendix 23 – 'Operational use of IONSCAN Narcotics and Explosive Device' (Perimeter Security COPD).

If a personal visitor refuses to participate they may be refused entry or have to participate in a non-contact visit.

Visitor Searches Involving Children

The chief executive or authorised delegate may request of an adult visitor who is responsible for an accompanying child, including an infant, that the child undergo a scanning and/or general search.

Powers of Queensland Police Service (QPS) to Search a Person/s Without a Warrant

Officers of the QPS have a discretionary power to determine if and when a search requiring the removal of clothing of a person is warranted, refer *Police Powers and Responsibilities Act 2000* (PPRA) ss. 29, 30.

A QPS officer who reasonably suspects any of the prescribed circumstances for searching a person without a warrant may:

- stop and detain a person; and
- search a person and anything in the person's possession for anything relevant to the circumstances for which the person is detained.

For prescribed circumstances where a QPS officer may search a person without warrant, refer s30 PPRA.

Search of a Visitor at the Direction of a QPS Officer

A person of the same gender as the visitor may be directed by a QPS officer under s624 PPRA, to conduct a search requiring the removal of clothing of a personal visitor if there is no police officer of the same sex available to conduct the search.

If a corrective services officer is directed by a QPS officer to conduct such a search of a personal visitor, the corrective services officer must ensure that the search is conducted in a manner that causes minimal embarrassment to, and protects the dignity of, the visitor.

The following method should be adopted when, at the direction of a QPS officer, a search of a personal visitor requires the removal of clothing:

- the visitor must be instructed to remove all clothing except underclothes and may be allowed to remain partly clothed during the search, however, all clothing, including shoes, must be searched
- the visitor must face the officer and spread their arms and legs for a visual search
- the visitor must spread all fingers and display both open hands at the same time, turning them over for inspection
- the visitor must run their fingers through their hair
- the visitor's mouth and ears must be inspected
- the visitor must raise each foot and wiggle the toes



- the visitor must be instructed to remove upper underclothes as follows:
 - discretion may be used to allow the visitor to face away from the officer; and
 - the upper underclothes must be searched and returned to the visitor who may put them on
- the visitor must then be instructed to remove the lower underclothes as follows:
 - discretion may be used to allow the visitor to face away from the officer
 - the lower underclothes must be searched and returned to the visitor who may put them on; and
- the searched outer clothing must then be returned to the visitor who may put them on.

If an item of clothing is seized during this search, suitable replacement clothing must be provided.

Search of an Accredited Visitor

An accredited visitor may be required to submit to a scanning search before entering a corrective services facility, refer CSA s159(1).

Search of any Other Visitor

Any other visitors may be required to submit to a general search or a scanning search before entering a corrective services facility, refer CSA s159(2).

Conduct Search - Staff

The Chief Executive may require staff to submit to a general search or scanning search prior to entering a corrective services facility and direct the person to leave the corrective services facility in accordance with s. 173 of the CSA and Instrument of Delegation of Chief Executive Powers - Corrective Services Act.

Conduct Staff Searches

When a staff search is conducted the manager or officer who is senior to the officer conducting the search must ensure that:

- the search is conducted in an area to prevent avoidance or prior identification that the search is in progress to prevent prior removal of unauthorised articles (e.g. secure centre staff sign on area)
- care is taken to respect the dignity of the person being searched and to ensure minimal embarrassment to the person, without impeding the effectiveness of the search
- hand luggage carried by staff is to be screened visually or by x-ray equipment. The owner may be asked to empty the content of the bag for further inspection or clarification
- the staff member and hand luggage are subject to a search by an electronic drug detection equipment and/or Passive Alert Drug Detection (PADD) dog where available
- prohibited thing or non-approved items or substances identified during a search are to be seized and dealt with in accordance with CSA s138-142, refer Prohibited Things Appendix 1 and Incident Management Practice Directive.

Routine Scanning and General Searches

A General Manager or Deputy General Manager of a corrective services facility may require a staff member at a corrective services facility to submit to a general search and/or scanning search before entering the facility, refer Instrument of Delegation of Chief Executive Powers - Corrective Services Act.

Additional Consideration – Princess Alexandra Hospital Secure Unit	In the case of the Princess Alexandra Hospital Secure Unit, the General Manager, Escort and Security Branch must determine the frequency of routine scanning and general searches.
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Random and targeted scanning and general searches

The authority to conduct a staff search extends to any place within a prison reserve refer CSR s22.

The General Manager or Deputy General Manager of a corrective services facility may require a staff member to undergo a:

- scanning and/or general search upon entry to the facility; and
- random or targeted scanning and/or general search at any time while in the facility, however the dignity of the staff member must be maintained and minimal embarrassment caused to the staff member without impeding the effectiveness of the search.

A random or targeted scanning search may include:

- screening by Passive Alert Drug Detector Dogs
- use of an electronic metal detection device; or
- screening by an electronic drug detection device.

Random and targeted searches of staff members must be supervised by an officer senior to the officer conducting the search.

The General Manager or Deputy General Manager of a corrective services facility should subject a staff member to a general search if a scanning search:

- reveals that a staff member is committing a security offence; or
- causes the General Manager or Deputy General Manager of a corrective services facility to reasonably suspect the staff member of having committed a security offence.

Refer CSA s263.

Timeframe	The General Manager or Deputy General Manager of a corrective services facility must provide for random scanning and general searches of staff members in the facility which must: <ul style="list-style-type: none"> • be conducted at minimum of once each quarter • have the location of the staff search varied; and • be conducted at different times.
Responsible Officer	General Manager or Deputy General Manager of a corrective services facility
Approval and Review	In accordance with the Operational Order - Administrative Form 263.

Operational Planning

The General Manager of the corrective services facility must ensure that when planning for random and targeted scanning and general searches of staff that it is done in-confidence with the Deputy General Manager, Intelligence Adviser and essential staff only. This ensures that the integrity and performance standard of the staff search is achieved.

The General Manager of a corrective services facility must delegate the Deputy General Manager to develop an operational plan prior to the commencement of the staff search, which outlines the situation, mission, execution, administration/logistics, and command and communications (SMEAC). The



Operational Order – Administrative Form 263 must be utilised when planning a staff search in a corrective services facility.

To ensure the integrity and covert objective of the staff search, the Deputy General Manager or nominated officer must conduct an operational briefing, prior to the staff search commencing with those staff who have been delegated a role in the operation. This will ensure the operation achieves its mission to maintain the integrity, safety and security of the corrective services facility, whilst also ensuring reasonable care is taken to protect the dignity and self respect of the person being searched.

The Operational Plan, once completed, must be approved by the General Manager of a corrective services facility prior to the staff search commencing. A scanned copy of the approved operational plan must be stored in a secured electronic folder nominated by the General Manager of a corrective services facility.

Officers to be Present When Staff Searches are Conducted

Random and targeted searches of staff members must be conducted with a manager or officer who is senior to the officer conducting the search present.

Where available, the following staff should also be present:

- intelligence officer
- PADD dog and dog handler

Search - Refusal

Refusal to Submit to Search - Prisoner

In the event a prisoner refuses to submit to a search the following Practice Directives may assist when deciding on an action to be taken:

- Risk Management
- Incident Management
- Facility Security (use of force).

Refusal to submit to search - Staff

A staff member should not refuse a direction to submit to a search process as prescribed in this Practice Directive without a reasonable excuse.

The General Manager or Deputy General Manager of a corrective services facility must be immediately advised if a staff member refuses to undergo a search detailed in this Practice Directive.

The General Manager or Deputy General Manager of a corrective services facility must determine what action, if any, is to be taken including whether the staff member should be allowed to enter the facility and on what conditions.

If the staff member does not submit to a general search when directed to do so, the General Manager or Deputy General Manager of a corrective services facility may direct the staff member to leave the corrective services facility.

Staff members employed by Queensland Corrective Services (QCS) as public service officers may be disciplined under the *Public Service Act 2008*, s187.



If a staff member employed by an engaged service provider refuses to submit to a search the service provider must be notified. The person refusing to be searched may be refused entry by the General Manager until they comply with departmental procedures.

Other staff members or visitors not covered by the above may be refused entry to the corrective services facility.

Additional Considerations – Queensland Health Staff	Where the General Manager or Deputy General Manager of a corrective services facility has not authorised entry for a staff member of Queensland Health as a result of the staff member's failure to comply with a direction to undergo a search, the General Manager or Deputy General Manager of a corrective services facility must advise the Senior Queensland Health Officer to discuss any further action in relation to the staff member.
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Refusal to submit to search - Visitors

If a visitor does not submit to a scanning or general search when required to do so by the General Manager of a corrective services facility or authorised delegate, the visitor may be refused access to the facility and the visitor's access approval may be revoked.

Refer CSA s159(3) and Instrument of Delegation of Chief Executive Powers.

If a personal visitor does not submit to a scanning or general search when required to do so, the Chief Executive may revoke the visitor's access approval or the visitor's approval for the visit to be a contact visit.

Refusal to allow Searches Involving Children

Where an adult visitor, responsible for an accompanying child, refuses to give permission for the child to submit to a scanning and/or general search or to provide assistance for the child to be searched:

- neither the visitor nor any child accompanying the visitor may be permitted to proceed with a contact visit

Response to a Negative Search – Nil to Report

When the result of a search is negative, the only further requirement is to record the results in the relevant log book/register. A negative search result does not limit or impact upon the implementation of any other processes within a corrective services facility.

Response to a Positive Search - Report

Preservation of Evidence and Disposal of Seized Property

All articles, substances or things located during a search are to be handled in accordance with the Incident Management Practice Directive and disposed of in accordance with CSA s138-142.

Corrective Services Facility

The officer controlling access to a facility is authorised to remove any prohibited thing or non-approved item from any visitor or vehicle. Officers may also remove any item from visitors or a vehicle that may not be permitted to be taken into a facility as a condition of entry to that facility. Refer CSA ss. 128, 138, CSR s20 and Prohibited Things Appendix 1.

Any non-approved item removed must be returned on the exit of the visitor and a verbal warning issued to prevent re-occurrence unless the items are seized. Secure storage facilities must be provided for items not permitted to be taken into a corrective service facility.



Refer Visitors to a Facility and Perimeter Security Practice Directives.

<p>Additional Considerations – Health Centres</p>	<p>In the case of a health centre located in a corrective services facility, the General Manager of the corrective services facility or Deputy General Manager must advise the Senior Queensland Health Officer of any non-approved item or prohibited thing located within the health centre.</p>
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Prisoner deemed in possession of prohibited thing

If a prohibited thing is located in a prisoner's cell that is occupied solely by that prisoner, or is located on a prisoner, it is deemed evidence that the thing was in the prisoner's possession when it was found. Refer CSA s123(4), Prohibited Things Appendix 1 and the Incident Management and Risk Management Practice Directives.

Staff in possession of prohibited thing/non approved item

The General Manager or Deputy General Manager of a corrective services facility must be notified if a search reveals that a staff member is in possession of a non-approved item and/or prohibited thing or if there is reasonable suspicion that a staff member is in possession of a non-approved item and/or prohibited thing. Refer Prohibited Things Appendix 1.

Reporting Requirements

An incident report must be completed if a prohibited thing, or a thing which poses a risk to the safety and good order of the facility including on persons within the facility is found. Refer Prohibited Things Appendix 1.

Refer to the Incident Management Practice Directive for incident reporting details.

Consider Actions for Positive Search

The General Manager of a corrective services officer and/or delegated officer must consider all evidence when deciding upon the action to be taken in the event a security offence is identified or is reasonably suspected and/or upon identification of a prohibited thing as a result of a search.

Non-compliance - Corrective Services Facility

The General Manager or Deputy General Manager of a corrective services facility must be notified as soon as possible, if during a search of work area reveals:

- a non-approved item or a prohibited thing; or
- there is evidence to suggest that a security offence may have been committed.

The General Manager or Deputy General Manager of a corrective services facility will then inform:

- the Ethical Standards Unit if a non-approved item or prohibited thing is located; or
- refer the matter to the CSIU if there is evidence to suggest that a security offence may have been committed.

Non-compliance - Prisoner

For prisoner searches the following Practice Directives may assist when deciding on an action to be taken:

- Risk Management
- Incident Management.



Non-compliance – Staff

The General Manager or Deputy General Manager of a corrective services facility when responding to a positive search on a staff member should base decisions on:

- an assessment of the likelihood or possibility that the staff member's deliberate actions led to the search result;
- an assessment of the level of risk posed to the facility; and
- any other relevant factor.

All determinations must be made on a case by case basis.

The General Manager or Deputy General Manager of a corrective services facility should exercise caution when deciding to detain a staff member, and must ensure that the decision is made in accordance with CSA s136. For example, if electronic drug detection equipment has indicated a threshold alarm, the General Manager or Deputy General Manager of a corrective services facility should take into consideration that a positive result does not necessarily indicate any wrongdoing on the part of the scanned person. A threshold alarm from electronic scanning equipment, without any supporting evidence, would not normally justify the detention of a staff member under CSA s136.

The General Manager or Deputy General Manager of a corrective services facility must interview the staff member to determine any reasons for a positive indication, refer Staff Search Positive Indication Questionnaire Administrative Form 288.

The General Manager or Deputy General Manager of a corrective services facility, after considering all circumstances (including any explanation provided by the staff member), may determine that the staff member be:

- allowed to commence or complete their duties as normal and/or approve the item in accordance with Approved Items for Staff Appendix 2;
- where the item is not a prohibited thing, instructed to leave the item outside the facility and retrieve it at the completion of the shift;
- directed to carry out duties that do not involve contact with prisoners for part or all of the shift;
- allowed to commence or complete their duties and that a warning be issued to the staff member;
- prevented from entering the facility; and/or
- referred to the Corrective Services Investigation Unit (CSIU) and the Ethical Standards Unit. The matter may subsequently be referred to the Crime and Corruption Commission.

Additional Considerations – Queensland Health Staff	In the case of a staff member of Queensland Health, the General Manager or Deputy General Manager of a corrective services facility must advise the Senior Queensland Health Officer of any action being taken.
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Recording Details of a Search

Mandatory Requirements

Details of all scan, screening and search activities conducted and the outcome must be recorded in a register determined for that specific purpose only. The occurrence of the search is to be recorded in the relevant log book (e.g. accommodation unit log book or reception store log book). Refer Facility Security Practice Directive, Gate Books Log Books and Registers Requirements Appendix 11.

Details to be recorded include:



- all search details and results including accommodation searches - common areas and cells;
- removal of clothing or body search details must include the reason and approval for the search, the names of all persons present during the search and details of anything seized from the prisoner in accordance with the CSA s40 and CSR s11;
- all items that are found within a vehicle and are to be utilised must be recorded against the visitor in the appropriate register or logbook.

Visitors - When a Corrective Services Officer is Directed by a QPS Officer

When a corrective services officer is directed by a QPS officer to conduct a search requiring the removal of clothing of a visitor, the search must be recorded in a hard copy format register or log book relevant to that occurrence. Refer Search of Person/s Under Authority of a Queensland Police Service Officer Administrative Form 289.

Staff Searches

The General Manager or Deputy General Manager of a corrective services facility must:

- establish a hardcopy register for recording the details of searches of staff members; and
- ensure that the details of each, random or targeted search (for the purpose of this procedure) of a staff member, are recorded in the hardcopy register as soon as practicable after the search is conducted.

Details of each search must include the:

- date of the search;
- time of the search;
- staff member's name;
- staff member's position held at the time of the search;
- type of search conducted;
- officers present and the name of the officer who conducted the search;
- location where search conducted;
- reason for the search;
- results of the search;
- relevant statements made by the staff member; and
- any relevant post search action taken.

When a positive indication has occurred the staff search register must record an entry reflecting the occurrence and details of the search.

The General Manager or Deputy General Manager of a corrective services facility must record the decision and the reasons for the decision to detain a staff member in the search register.

Additional Considerations – Staff Search Register	The register and its contents is a confidential document. The General Manager or Deputy General Manager of a corrective services facility must ensure that the register is kept in a secure place and that no access to the register is gained without their authority.
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Attachment X hallmarks of a mature, corruption resistant culture

Corruption resistance

- Preventing misconduct and developing a corruption prevention culture is the primary focus;
- Failure to report misconduct should be considered as a serious matter;
- Corruption resistant ethos and culture within the organisation; and
- Culture of self-disclosure and 'making things right' should prevail.

Reporting

- Reporting misconduct should be a simple and easy process (both internally and externally);
- QCS officers should be encouraged and supported to report misconduct;
- Reporting should be done consistently across the organisation;
- Public Interest Disclosures are made by staff and people are protected from reprisals; and
- Elimination of unreported misconduct (the 'dark figure').

Awareness

- Pre-service and in-service training should have an integrity and corruption prevention focus; and
- Knowledge by the workforce of reporting obligations.

Feedback and learning

- The role of supervisor and organisational systemic issues are considered in all investigations;
- Reliable data concerning reporting and clearing matters is a foundation stone of a mature model; and
- Identification of systemic failures and using the learnings to guide future practices (corruption, misconduct and fraud mitigation).

Policy

- Policy should be informed by the literature and consistent with best practice;
- Policy should be written in clear and unambiguous terms and be communicated to all staff and reinforced regularly;
- Policy should support devolution of matters to the appropriate level and allow supervisors and managers to deal with breaches of discipline and low level misconduct locally; and
- Policy should support timely resolution of matters & consistent discipline outcomes.

Processes

- Triaging of complaints happens in a timely and consistent manner;
- Protection of evidence otherwise lost with time (i.e. Closed Circuit Television, documentation, physical evidence);
- Preliminary inquiries conducted expeditiously in lieu of full investigation;

- Full investigation undertaken using appropriate resources and in a timely way
- Regular independent/expert review of key practices and performance against maturity model to ensure continuous improvement and sustained good practice;
- Utilisation of technologies and services that assist in corruption prevention; and
- There is a risk intelligence function that incorporates more sophisticated and proactive vetting and probity techniques and strategies into recruitment, selection, promotion and honour and awards functions.

External partnerships and oversight:

- Oversight and partnering with key stakeholders to ensure consistency is important;
- Criminal allegations and misconduct facilitated through partnering with and referral to the Corrective Services Investigation Unit and Queensland Police Service; and
- Partnering and consistent messaging with industry partners for example Unions.

Figure 1 – Hallmarks of a mature, corruption resistant culture

