

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.

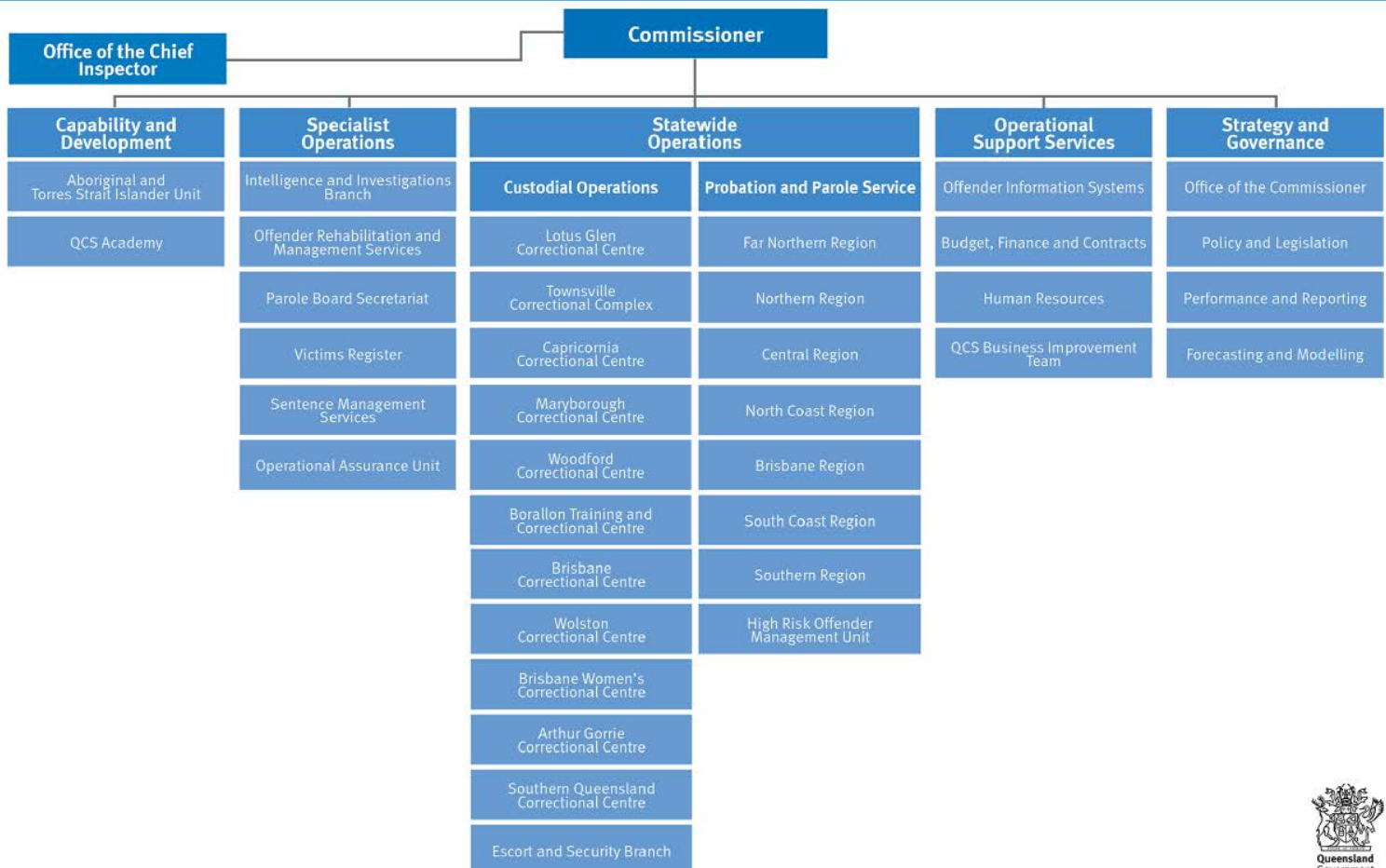
The Chief Inspector reports directly to the Commissioner to ensure critical issues arising from the operations of the Official Visitor Scheme and inspections can be raised and addressed at a senior management level.

QUEENSLAND CORRECTIVE SERVICES ORGANISATIONAL STRUCTURE

Queensland Corrective Services Organisational structure

as at October 2016

Department of Justice and Attorney General
Queensland Corrective Services



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.

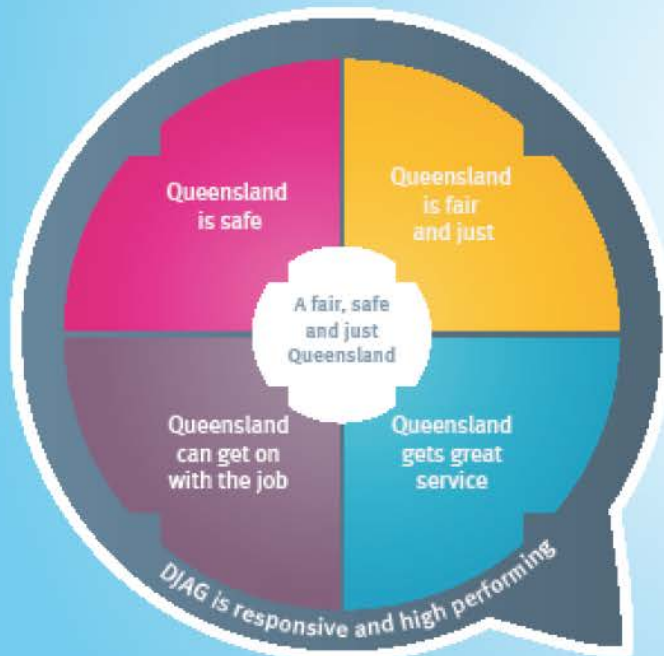
• Our purpose

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



Customers first



Ideas into action



Empower people



Unleash potential



Be courageous

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;

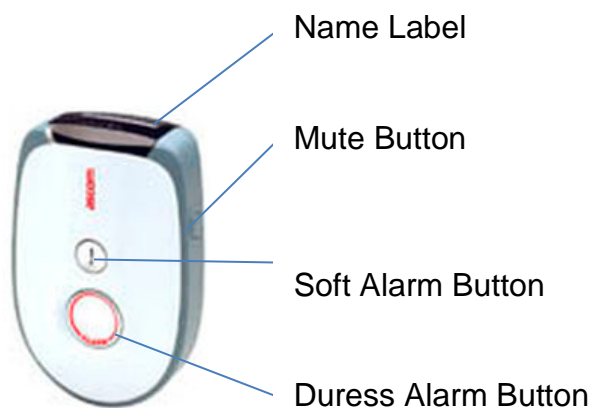
- (q) anything capable of being used to alter a prisoner's appearance so that it significantly differs from the prisoner's appearance described in the record kept under section 10 of the Act;
- (r) a communication device, for example a computer, modem, phone, radio, radio scanner or USB;
- (s) a device 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.

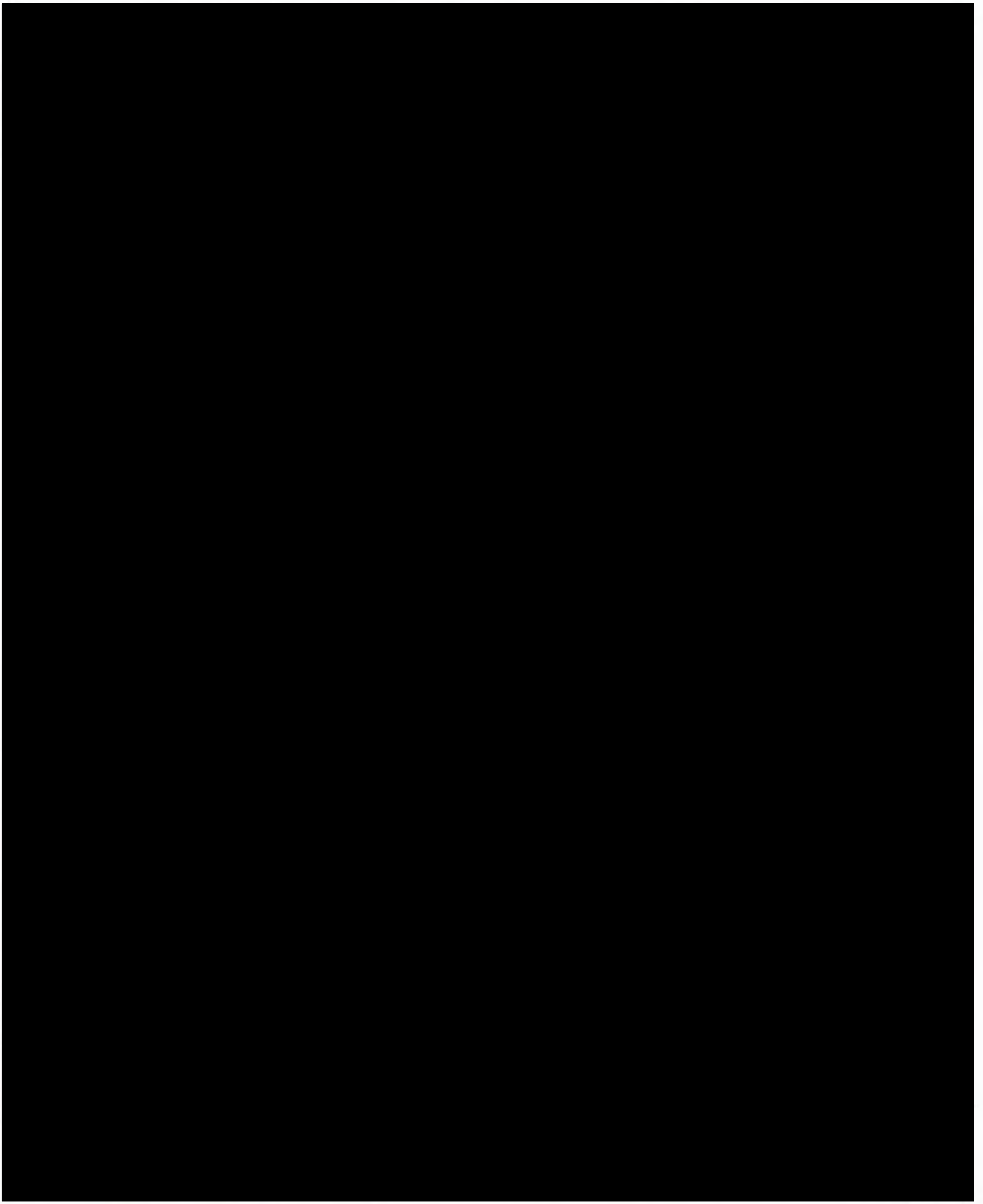
Do not hesitate to discuss any concerns with the senior management team at the correctional centre and/or the State Coordinator, Official Visitors.

CCC EXHIBIT

CCC EXHIBIT

CCC EXHIBIT

CCC EXHIBIT



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);

CCC EXHIBIT

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;

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- (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

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reporting of a complaint. Please give careful thought to how you complete these mandatory sections.

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.

Official Visitor Reports

[illegible]

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>
<div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black;"></div>
SECTION E HOW DO YOU HOPE THE MATTER IS RESOLVED?
<div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black;"></div>
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> <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 G HOW WILL THE PRISONER BE INFORMED OF THE OUTCOME?
<div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black;"></div>
SECTION H NOTES
<div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black;"></div>

What is the prisoner's complaint?

SECTION C WHAT IS THE NATURE OF THE COMPLAINT? <ul style="list-style-type: none"> • <i>Is it about a matter that is within QCS' control?</i> • <i>Can you investigate the complaint or is it one that must be referred to another agency (i.e. ESU)</i> • <i>Is it a discrimination complaint?</i>
<div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black;"></div>

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>

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

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

CCC EXHIBIT

	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

CCC EXHIBIT

		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

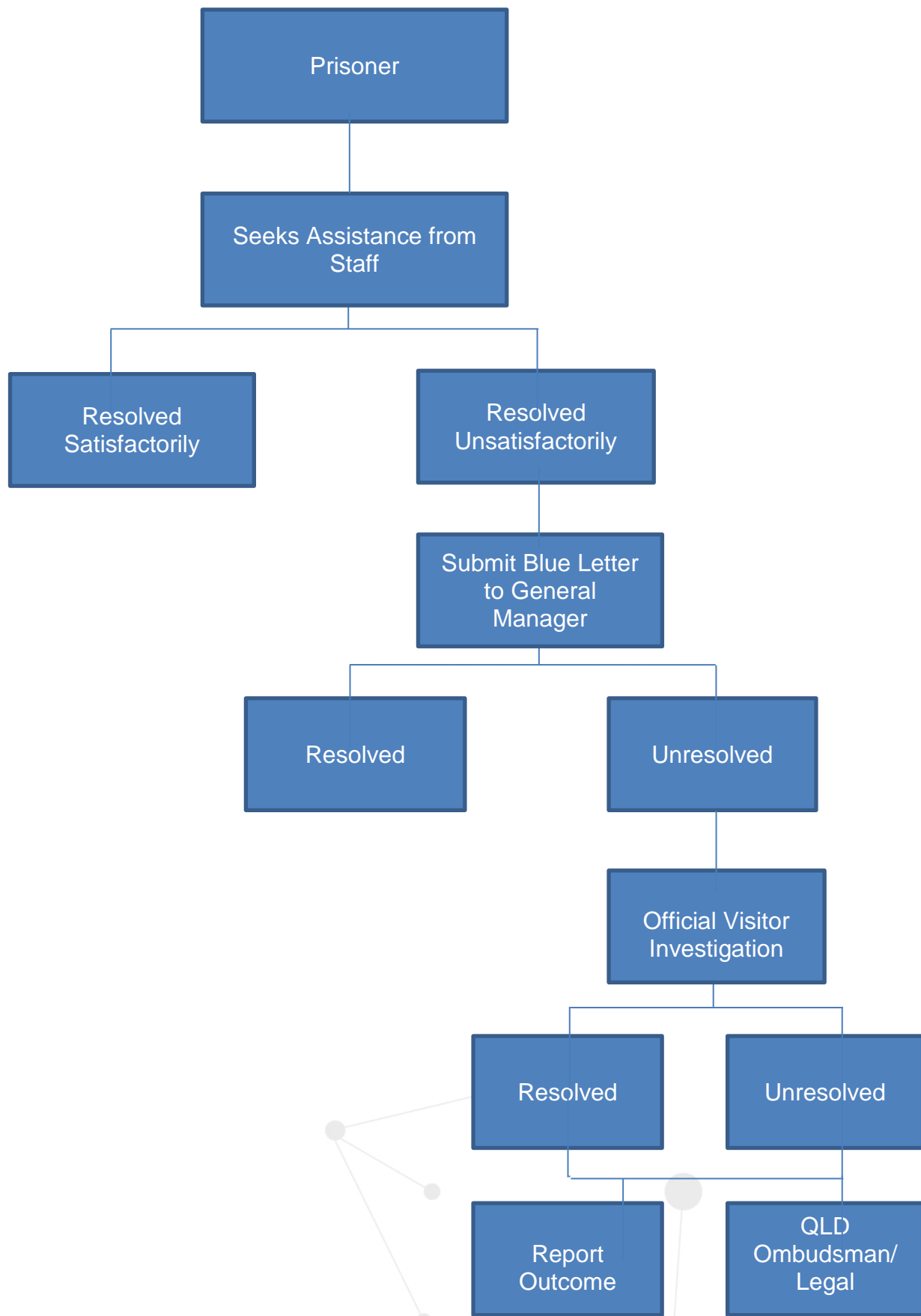
CCC EXHIBIT

		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

CCC EXHIBIT

		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

Offenders



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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Queensland Corrective Services

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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Queensland Corrective Services

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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?			
Name: _____ Date: _____			
Comments: _____ _____			
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>			
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>			



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"/>	Medical Unit	<input type="checkbox"/>	Detention Unit (unpowered)
		<input type="checkbox"/>	Maximum Security Unit
		<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? 			

CCC EXHIBIT

- 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?	
General Manager/Director	Yes No
Deputy General Manager/Deputy Director	<input type="checkbox"/> <input type="checkbox"/>
Correctional Manager/Supervisor	<input type="checkbox"/> <input type="checkbox"/>
Manager Offender Development	<input type="checkbox"/> <input type="checkbox"/>
Psychologist/Counsellor	<input type="checkbox"/> <input type="checkbox"/>
Other _____	<input type="checkbox"/> <input type="checkbox"/>
SECTION M INTERVIEW	
<div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; 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>	
..... (prisoner's signature) (date)
SECTION O RECOMMENDATION	
Confirmed <input type="checkbox"/> Amended <input type="checkbox"/> Cancelled <input type="checkbox"/>	
Reasons for your recommendation:	
<div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; 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?
<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> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/>

- (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 bully intimidate or victimise other prisoners; or actively engaged in substance abuse and other drug related behaviours
Specialised Prisoner Management	<ul style="list-style-type: none"> subject to a preventative detention order in 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 a 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



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.

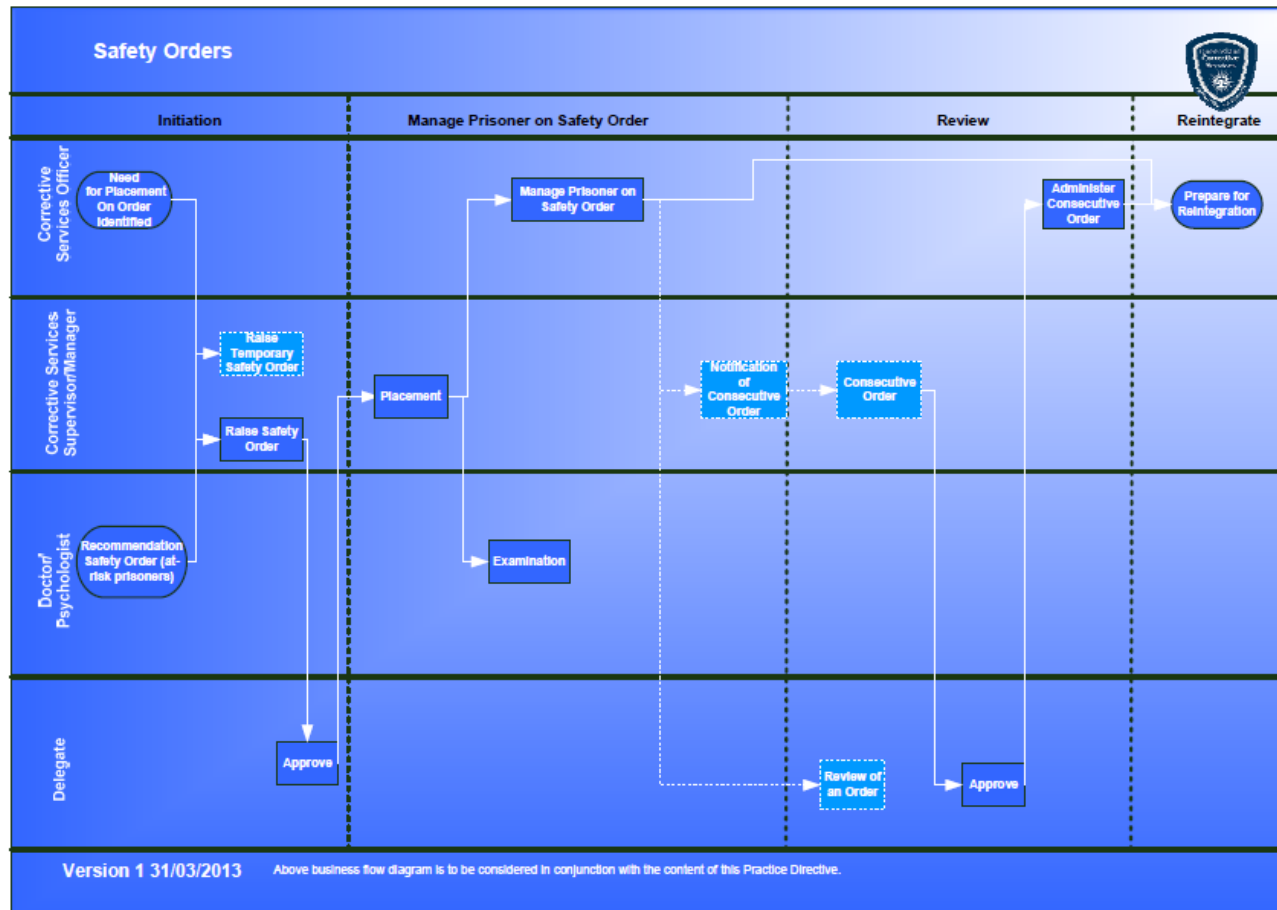
**Code of Conduct**

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 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.

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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	

CCC EXHIBIT

	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.

CCC EXHIBIT

- (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.

CCC EXHIBIT

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> <ul style="list-style-type: none">c) It can be more appropriately dealt with by another person or agency; ord) The Official Visitor reasonably suspects the complaint involves or may involve corrupt conduct, unless the Chief Executive has advised the Official Visitor that –<ul style="list-style-type: none">i) The complaint has been referred to the Crime and Corruption Commission; andii) The Crime and Corruption Commission's chairperson has advised the Chief Executive that the commission does not intend to investigate the complaint.			
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> <p>..... (prisoner's signature)</p> <p>..... (date)</p>			

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

CCC EXHIBIT

Queensland Corrective Services

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 **[Signature]** Date **27/10/2015**

Date	26/10/2015	Visit Fee	Please tick appropriate box	\$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 @	Please tick appropriate box	\$0.63/km <input type="checkbox"/>	\$0.74/km <input checked="" type="checkbox"/>	\$0.75/km <input type="checkbox"/>	\$ 34.04
Other Expenses *						\$
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: Approved / Not Approved
Code 401 – Travel Code 402 Code 403		Signature:
Code 452 – Incidentals		Name: Nicole Meakins Position: State Coordinator, Official Visitors Date:

3384QCS



Department of Community Safety

*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, JONAS
Position: PERSONAL ASSISTANT
Net Pay Account: 1234567890123456789 AND Trustee/Trustee

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 Contributions Details	Amount
Employer Defined Benefit	224.60

Total Employer Super Contributions 224.60

Any superannuation amounts contributed by your employer from the current pay period

Amount deposited into primary bank account

Leave Balances

Leave type	Hours:Mins	Days
Annual Leave	0:00	0.00
Sick Leave	0:00	0.00
Long Service Leave	0:00	0.00

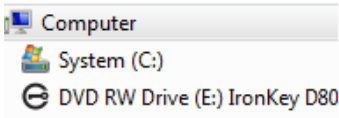
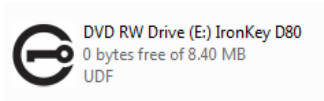
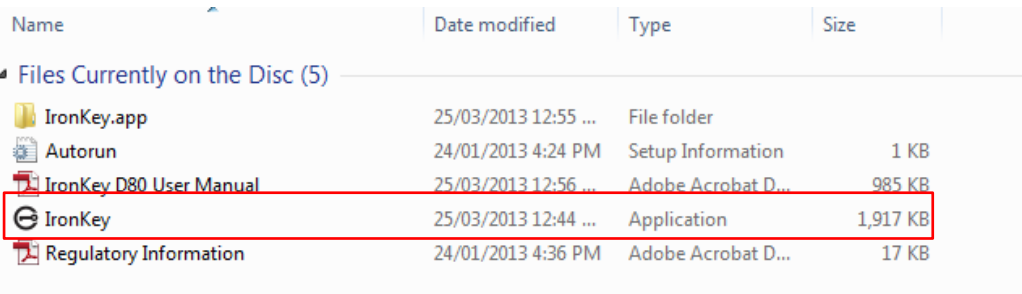

Year to Date

Year to Date	Net Pay-Bank
PAYG Gross: 2,481.25	1,719.45
Tax: 542.00	1,177.45
DB Salary Sacrifice: 103.95	1,073.50
Ransom Post Tax: 100.40	973.10
Domestic Tax: 200.00	773.10
Other: 0.00	773.10

Queensland Government

USB STORAGE DEVICE INFORMATION

How to access your IronKey USB

How to access your IronKey USB																													
1	<p>Insert your IronKey into the USB Portal on your computer/laptop and wait until the picture below appears in your Computer.</p> 																												
2	<p>Click on the IronKey icon that appears under Computer.</p> 																												
3	<p>Open the IronKey Application.</p>  <table border="1"> <thead> <tr> <th>Name</th> <th>Date modified</th> <th>Type</th> <th>Size</th> </tr> </thead> <tbody> <tr> <td colspan="4">Files Currently on the Disc (5)</td> </tr> <tr> <td>IronKey.app</td> <td>25/03/2013 12:55 ...</td> <td>File folder</td> <td></td> </tr> <tr> <td>Autorun</td> <td>24/01/2013 4:24 PM</td> <td>Setup Information</td> <td>1 KB</td> </tr> <tr> <td>IronKey D80 User Manual</td> <td>25/03/2013 12:56 ...</td> <td>Adobe Acrobat D...</td> <td>985 KB</td> </tr> <tr> <td>IronKey</td> <td>25/03/2013 12:44 ...</td> <td>Application</td> <td>1,917 KB</td> </tr> <tr> <td>Regulatory Information</td> <td>24/01/2013 4:36 PM</td> <td>Adobe Acrobat D...</td> <td>17 KB</td> </tr> </tbody> </table>	Name	Date modified	Type	Size	Files Currently on the Disc (5)				IronKey.app	25/03/2013 12:55 ...	File folder		Autorun	24/01/2013 4:24 PM	Setup Information	1 KB	IronKey D80 User Manual	25/03/2013 12:56 ...	Adobe Acrobat D...	985 KB	IronKey	25/03/2013 12:44 ...	Application	1,917 KB	Regulatory Information	24/01/2013 4:36 PM	Adobe Acrobat D...	17 KB
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IronKey	25/03/2013 12:44 ...	Application	1,917 KB																										
Regulatory Information	24/01/2013 4:36 PM	Adobe Acrobat D...	17 KB																										
4	<p>Wait until the following appears on your screen and select UNLOCK.</p> 																												

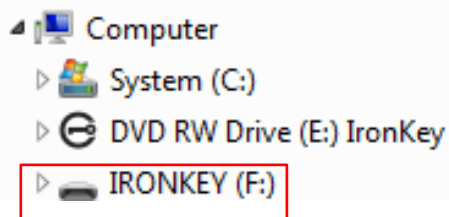
- 5 The following will appear. Enter the password provided to you on receipt of your USB.
Your USB is punctuation and case sensitive.



- 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**'.

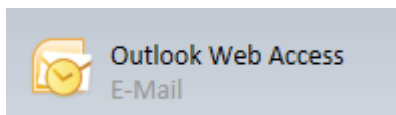
Step 4: Click **SMS One-time-password**.

Step 5: Wait for your new SMS message on your mobile phone.

Step 6: Enter the 6 digit SMS number and click '**Logon**'.

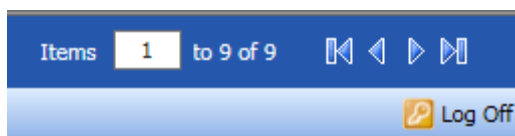
The image shows the Queensland Government login interface. At the top, there is the Queensland Government crest and the text "Queensland Government". Below this, the heading "SMS One Time Passcode (OTP)" is displayed. Under the heading, there is a label "Password" above a text input field. The input field contains six black dots, indicating a masked password. Below the input field is a blue button with the text "Logon".

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

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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

CCC EXHIBIT

<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

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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	

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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.

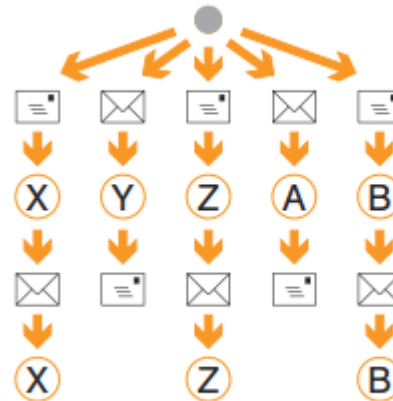
CCC EXHIBIT

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.

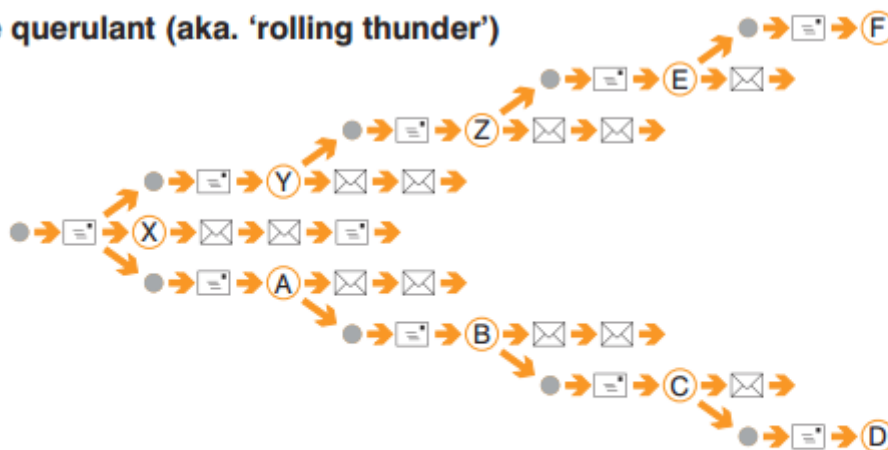
The usual complainant



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	

Notes

A decorative graphic in the bottom right corner of the page. It consists of several gray circles of varying sizes connected by thin, light gray lines, forming a network-like structure. The circles are positioned at various points, with some lines extending towards the edges of the page.

