



CRIME AND CORRUPTION COMMISSION

TRANSCRIPT OF INVESTIGATIVE HEARING

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

File No: CO-18-0360

**TASKFORCE FLAXTON
HEARING NO: 18/0003**

20 **DAY 12 – TUESDAY 29 MAY 2018
(DURATION: 54 MINS)**

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LEGEND

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

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Copy 1 of 1

- PO Yes, Mr RICE?
- CA Thank you, Commissioner. I call Peter HENDERSON.
- PO Mr HENDERSON, do you prefer to take an oath or an affirmation?
- W The oath, please, sir.
- HRO If you could please take the Bible in your right hand and repeat after me.
- 10 W The evidence which I shall give in these proceedings shall be the truth, the whole truth, and nothing but the truth, so help me God.
- PC Commissioner, I appear for Mr HENDERSON.
- PO Thanks, Ms CLOHESSY.
- CA Is your name Peter HENDERSON?
- 20 W Yes, it is.
- CA Mr HENDERSON, are you the general manager of the Borallon Training and Correctional Centre?
- W Yes, I am.
- CA Did you receive a notice to attend the inquiry?
- W I did indeed.
- 30 CA Could I show you this, please.
- W Thank you. Yes.
- CA Is that a copy of your attendance notice?
- W Yes.
- CA I tender that.
- 40 PO Exhibit 89.
- ADMITTED AND MARKED EXHIBIT 89
- CA For how long have you been general manager at Borallon, Mr HENDERSON?
- W I was appointed to that position in November 2015. I led a commissioning team, and we opened 11 April, the year after.
- 50 CA You had prior positions in QCS; is that right?
- W Yes. I was the general manager of the Lotus Glen Correctional Centre.
- CA For how long?

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Copy 1 of 1

- W For approximately seven years. Prior to that, I was the deputy general manager of Capricornia Correctional Centre in Rockhampton, and then I was the general manager or deputy general manager in New Zealand Corrections for a period of five or six years. So, all up, 25 years in the job this September.
- CA Some information I have been given is to the effect that you have had experience managing infrastructure commissioning at various centres, I'm not quite sure what that means?
- 10 W New Zealand Corrections went through a project in the mid-2000s where they commissioned four new centres. I was the lead on one and on the commissioning team on two others.
- CA To do what?
- W Build new gaols, greenfield gaols. From procuring the property, right through to commissioning the gaols, and managing them.
- 20 CA Did that kind of experience extend to Borallon?
- W It extended to Lotus Glen Correctional Centre. We went through a \$440 million redevelopment. I managed that through its redevelopment period. When I came down to Borallon, Borallon was in the final stages of a \$170 million redevelopment and commissioning.
- CA Could I ask you to give us some detail of what particular insights that involvement in development of infrastructure would give you?
- 30 W There are two different types of commissioning. When you look at the one that I was involved in in New Zealand, it was greenfield, so you're starting from an infrastructure that's not built, so you start to do the whole project. You are involved in design, all the way through to the staffing model, the funding model, to commissioning, to implementation of all the practices.
- CA Did that give you the opportunity to create something which reflects the most modern theory of corrections?
- 40 W Yes, it does.
- CA Was that kind of expertise applied, firstly, at Lotus Glen, and then more recently at Borallon?
- W Lotus Glen, the design feature had already been decided by the time I took it over. In fact, all I did really was manage the project inside a centre that had 500 prisoners. What excited me about the Borallon model, and the earn and learn that was associated with it, was to take a combined learning from New Zealand Corrections and QCS and implement it in a model that people were giving you the space to do some things differently.
- 50 Probably during the proceedings of this inquiry, we'll discuss the differences in Borallon compared to other centres.
- CA We'll do that shortly. Firstly, Borallon is situated, I think, on the outskirts of Ipswich; correct?

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Copy 1 of 1

- W Yes.
- CA You might give us some of its history, if you're aware of it?
- W It's a 25-year-old gaol that was operated by three private contractors for a period of time. It was closed. The decision was made in 2015 to reopen it as a public gaol. Minister MILLER at the time wanted to, in a way, do a social experiment with an earn and learn model. It was commissioned to open. It opened in April 2016.
- 10 At the same time that it was opening, there was a decision made, because some of the infrastructure was quite dated, to do some work to make it a safer cell. That led us not going up to the 492 prisoners that we were going to, so at that stage we had a cap of 250 prisoners.
- CA Has it now reached its capacity?
- W No. It's a staged progression of accommodation units coming back, and those accommodation units will have bunks in them. So my capacity, in 20 six weeks' time, will be 736 prisoners.
- CA What's the current state?
- W The current state - I currently have 380 prisoners, with a state that I can go to, to 450. I currently have 35 on mattresses on the ground, on the floor, and I have currently 60 prisoners sharing bunk accommodation in the new units that have come online. I don't have anybody on mattresses in my residential compound. As beds come online, I take the mattresses off the ground and make them bunks.
- 30 CA When you acquire this extra capacity in the near future, will that enable everyone there to be housed singly?
- W No. I will have no mattresses on the ground, but about a third of the real estate will be purpose-built bunks.
- CA So two per cell?
- 40 W Yes. My units are small in comparison to other units. So, single-cell accommodation, they're 33s and 12s and 16s. The 12s and 16s have been doubled up, so they only go to 32s and 24s, but they still have a big footprint because I've got a reasonably large yard and I've got reasonable accommodation areas. Also when we're doubled up, those risks that have been identified at other centres that are in a double-up have been addressed, like the phones, the kitchens, the ability for prisoners to sit and have a meal and then accommodated in the yards have been addressed in the commissioning.
- 50 CA Would you then call your centre overcrowded?
- W I find myself saying that I've actually never run an overcrowded centre in Queensland. I will probably be the only general manager who is going to do sit here and say that.
- CA The time may come, Mr HENDERSON?

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Copy 1 of 1

- W Yes, it will come. It won't be overcrowded, because they will be purpose-built bunks, and those things that other general managers have raised as issues have been addressed in my commissioning.
- CA Yours is the only centre that incorporates in its name the word "training".
- W Deliberate, for a reason.
- 10 CA Do you want to explain that?
- W When it was decided that we were going to recommission the gaol, and it had to be a focus on training and education and work, at the same time we went through a process that was recognised by the Productivity Commission. So, those parts of the job that we thought weren't going to be our business inside the gaol, we procured it. My gaol has a really, really large TAFE in it which, last year, delivered 26 programs and this year will deliver 50 programs.
- 20 CA Is that like a TAFE centre within your confines?
- W Exactly like you would see at the Bundamba TAFE, with the same staff, delivering the same courses, and wearing the same clothing as you would get at any TAFE in Queensland.
- CA At whose cost does that come?
- W We're funded differently than other correctional centres. We're funded under the model for \$800,000 for the TAFE courses that we get. It's built into my budget.
- 30 CA Is that a figure that is, in a sense, additional to what might be used at other centres that don't have that training function?
- W Yes, it would be. I'm sorry I can't give you the statewide figure, but it would be very, very comparative to what the rest of the state gets, shared across the rest of the centres.
- 40 CA Could you explain on what basis prisoners would be allocated to Borallon?
- W A staged process. Originally, we had a model of prisoner that we were going to accept, which were of a certain age group, a certain proximity to the correctional centre, and a certain behavioural standard. We didn't have enough prisoners to meet all that criteria, so sentence management worked out five different stages of prisoners, so maximum security at the top end of the stage, and those that have come to gaol and are non-problematic. So we picked up the first - the bottom two stages. Effectively, what we get is those prisoners that are least problematic in the system and who have more of the ability to take advantage of the model and then to engage with us when they're out there.
- 50 CA They're likely to be the more compliant?
- W Yes.

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Copy 1 of 1

- CA More industrious?
- W Yes.
- CA With greater incentive for rehabilitation?
- W Yes.
- 10 CA Accordingly, we might as well deal with this now, your statistics on, say, use of force, on assaults, is quite low?
- W Yes.
- CA Use of safety orders and breaches, very low?
- W When we opened, we never had a detention unit for the first year, because it was in the building site. I've only got a small detention unit. When we first opened, because I didn't have anywhere to hold at-risk prisoners, we didn't accept any at-risk prisoners transferring into us. Anybody that was acutely at risk I transferred out. Again, we don't have consecutive safety orders. So, yes, they are all low.
- 20 CA What about contraband, rate of positive drug testing and detection of prohibited articles, and so forth, is that low also?
- W No. I would say it's comparative to other correctional centres, without having a look at their statistics.
- 30 CA There's a similar market then, is there, for contraband in your centre?
- W We only reflect the community that we serve. Obviously if there's more drugs in the community, more drugs come into correctional centres.
- Sorry, if I could just extrapolate a little bit more on the model?
- CA By all means.
- W So, three things are done differently. We've got the TAFE campus. We also have a different work model from other correctional centres. We have a contracted-in work broker. While I'll have the standard industries, like some metalwork, landscaping, laundry and a kitchen, I've also got private organisations that base their industries in there. I have an industries model that reflects the community.
- 40 If I can give you an example, Steel Frame Solutions, which is a private company based in Browns Plains, invested \$280,000 worth of their own equipment into the centre. They provide their own supervisors. I provide a security model.
- 50 CA Who mingle with the prisoners?
- W Yes, they mingle with them. So those prisoners will get the same training, whether it be workplace health and safety or equipment training that they will get at their organisation at Browns Plains. They have the same quotas. They actually wear a uniform equivalent to what they would be wearing if they were at the organisation outside the gaol. There is an

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Copy 1 of 1

expectation, because it's a private organisation, that they can do references for them. For those top end, they could be offered employment there, and it's a seamless transition from myself to the outside.

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I have a number of organisations that have just started. I have a grid that's supported by the Ipswich Innovation Group out there. That's a combined workshop, where I'll have everything from repurposing computers, to making dog food, to another job. I'm the only correctional centre that we can track in the world that has a graphic design studio that has a link to the outside. All of those organisations, not only do they have to have an employment insight, there has to be a community bond or a relationship that the prisoners can move from those jobs to employment on the outside.

20

I also have a separate contract that's different to other centres in regards to MAX Solutions. My transition model back to community is different. MAX Solutions is a recognised expert in the community. They'll run everything from a job centre, to writing CVs, to appointing people to positions in these work environments, to transitioning people back to community. They run our transitions model back, and they run a number of programs here.

30

I also have a separate contract with our major drug course provider. So, per capita, I get a lot more drug courses. I currently run three or four drug courses on a regular basis as well. It's a whole of centre model, yes.

CA There is a heavy emphasis on training of different kinds that you've mentioned.

W Yes.

CA Training takes time to achieve any sort of qualification. Does that have any impact on the type of prisoner who might be selected, that is, in terms of a person who's serving a length of sentence that's appropriate for that model?

40

W It's appropriate for everybody doing short sentences to long sentences, because the programs are a Cert I, II and III, and they can gain components thereof of all of them. Because it's linked to the Bundamba TAFE, they get a student number. So they get the certificates that are based on - you know, the TAFE certificates, so they can go from me to the TAFE and just enrol to finish their courses.

CA After they're released?

W Yes. So we run everything from the tactile courses that you would expect in a correctional centre, all the way out to, like, a Cert III in physical education, businesses, underbelly - you know, like machinery works. And also, too, I've got up to 30 prisoners at any one time that are involved in university education.

50

CA I think the University of Southern Queensland has some association?

W They do. They were the predominant amount we had, but we've just accepted the overstate from South-East Queensland Correctional Centre, so we now have engagements from about three or four other different universities that we are working with.

UNCLASSIFIED

Copy 1 of 1

- CA There was about 100, I think, wasn't there?
- W There was going to be 80, but by the time we moved them, it was less than that and, I'm sorry, I can't give you the exact number.
- CA Is everyone able to be offered training or employment?
- W It's been a staged build. When the centre opened, we didn't have a signed contract with our co-design partners. Because it was a build, I had an empty industries building. So contract management - sorry, if we can work it through.
- As our prisoner population has increased, our work and education profile has increased in comparison. Work is not just the fact that you've got a job, it includes your programs. It includes your other programs - and we have a suite of other programs we do as well.
- CA Or your education?
- W Yes. My profile for when we go to 736 is I will have 600 positions available for work and programs that are funded for the 736 prisoners.
- CA Can prisoners nominate for their course or employment of choice?
- W They do in part. There is a literacy and numeracy assessment that's done by TAFE when they come, and it's part of their contractual - to be able to receive the C3G funding, which is state funding, we will have those people that - say, I've got 20 people working in the kitchen today on a day on/day off model, they might be engaged in the cooking program or another TAFE course on the other two days of a week.
- CA Could you offer some comment on the attendance and completion rates of prisoners who undertake educational opportunities?
- W Yes, I can. We procured, as part of the build, a university tracking system that sits in our computer. We have three or four system administrators, so we load what a prisoner is doing for the next week, month, or further on, so we book them into courses. So a staff member coming on-line can tell who has to leave his unit on a daily basis. We can also give the prisoner a copy of what his courses are and what his time frame is for the week or the month ahead, or even the day.
- At my meeting every morning, I get an analysis of every area, what was booked to come there and who actually turned up. So if I have a TAFE course of 18 for a fitness course, I have it reported five days a week, or the dates of it, who turned up and reasons why the people who didn't turn up didn't turn up.
- CA Who identifies what kind of educational and employment opportunities would be appropriate for this model?
- W We work with TAFE. I have an industries manager and there is a unit in town with contract management that assists us with that. We procure employment based on what we think is the employment needs of the prisoner group and the community when they're released.

UNCLASSIFIED

Copy 1 of 1

- CA Is it too early for you to have formed any, or for QCS to have formed any impression of recidivism rates of prisoners who go through Borallon, since it's only been opened for about two years?
- W The idea was that we were going to do a full review, and we're funded for that, after five years, because all the contracts are five year contracts. TAFE has the advantage in their organisation, they already are keeping the stats. We have a team in town that will do that. We've got our review coming up from Griffith University to review the commissioning, to see what went well and what didn't go well with the commissioning. We will be funded from our research branch for the five years to provide that analysis.
- 10 CA What benefit will come out of this that can be applied elsewhere in QCS?
- W You're already aware that every centre has its different role and functions. For Mr KRUHSE, probably not a lot, because he turns over his prisoner population-
- 20 CA Every nine days or so?
- W Yes. For Scott COLLINS, there may be some learnings about it, but he's in a difficult situation with his double-up and the stress that comes with his double up. There will be learnings and applications, and I've done a number of presentations to the GM group about what we do and how we do it and the results. I would probably have to wait until we do the five-year analysis to see what it looks like.
- 30 CA I've mentioned already once today a short extract from the Chief Inspector's report of 2017 from Borallon-
- W Yes.
- CA -to the effect that as employment is a critical component to the successful rehabilitation and reintegration of prisoners, increasing prisoner employability post release is a central driver, et cetera - that's a comment that's applicable to Borallon?
- 40 W Yes.
- CA One suspects it may not even be the Chief Inspector's words. It may be some philosophical notion that underpins this centre, but is that not equally applicable to other correctional centres?
- W Yes, it is. I mean, again, I've listened to the commentary of other general managers, and I think we've discussed on a regular basis that whilst our prisoner population has increased, we don't have any more classrooms, we don't have any more industries blocks, and even though we've got an aspirational time to get people out of their cells for 10 hours, we don't have any more hours in the day to fit everything in that we want to fit in.
- 50 CA Is it true that active engagement in employment or education is a rehabilitative measure?
- W Yes.

UNCLASSIFIED

Copy 1 of 1

- CA And an important one?
- W Yes.
- CA For all centres?
- W Yes. I just have a comment on that. My units are only small units with the staff bases on the floor. I have two officers predominantly in every unit. We have an engagement model where they spend a lot of time in the wing, and I think that's very, very beneficial. During the day, large groups of those prisoners will leave the unit. Say I've got a unit of 24, there could be eight to ten that are out at work or on programs any one day. That lets the staff do that case management under that engagement model. Other general managers don't have the same luxury, when you're looking at Mr KRUHSE's model, where it's a 50-bed unit, loud, noisy, with 90 prisoners in it. So I find myself very fortunate because of the philosophy, the mission statement, and the funding model that I have.
- 10 20 CA What would be the barriers to considering even a modified, cut-down version of the Borallon model and applying it to other centres? Is it infrastructure, cost or what?
- W Infrastructure, in part, would be the simplest answer. Again, we have a system that was built for X and we've got considerably more numbers that are held than that. So infrastructure would be the simplest way to kick it off and start it.
- 30 CA Might it not provide an opportunity for progression within a centre if at least a portion of its population was able to progress to the sort of earning and learning model that's in evidence at Borallon?
- W Yes, it would be. I also look after Palen Creek and the work camps, so a lot of my prisoners will go through - will come from BCC. So, again, we're not - we're a placement gaol, not a reception gaol. So they'll do their assessment and will come to me or go directly to Palen Creek.
- 40 CA In the last six or seven months, I think I've seen about 79 of my prisoners that have progressed from the Borallon model to the less-restrictive regime of Palen Creek, the low custody model, then out to the work camps. So there is a progression model now.
- CA So far as Borallon represents a form of progression for some prisoners, it's progression out of another centre into Borallon?
- W Yes.
- CA Not out of some part of another centre to a Borallon-like complex within that centre?
- 50 W Yes.
- CA Correct?
- W Yes.

UNCLASSIFIED

Copy 1 of 1

- CA What kind of prisoner cohort or profile do you have at Palen Creek?
- W Mainstream prisoners. I don't have protection.
- CA There's no protection, by the way, at Borallon, either, is there?
- W No, there's no protection. For a large part of last year, I had South East Queensland Youth, so I had 33 youth. The rest are just mainstream prisoners across every offence code that we have, housed at the centre.
- 10 CA What number of staff are you responsible for?
- W Roughly 200 custodial staff and 50 non-custodial staff. However, that will increase when the next suite of beds come online. We are still going through with Statewide Operations what that will look like. I had a previously agreed staffing model three years ago, which has changed, so I'm going to be looking for a number of extra staff to open the blocks. So I'm working with the academy and the recruitment agencies and the recruitment team in town to get those staff.
- 20 CA Does the Borallon model have a positive impact on staff job satisfaction?
- W If I'm correct, the last two employment surveys that were conducted, the statistical analysis out of that that I was provided by central HR is we had the most satisfied staff group in the state. I take a great deal of pride in that. A lot of people-
- CA What leads to that satisfaction, can you articulate it?
- 30 W I knew you would ask this question, and I've been trying to formulate what the answer was going to be, because it's not an easy thing to describe, what a culture is. What may be a good culture for me might not be a good culture for others.
- What I can say is that a large majority of the staff that work at Borallon chose to come to Borallon, knowing what the model was going to look like and what the ethos of it was. They're given the opportunity to do what we would like to do, which is be change managers for prisoners, to case manage people.
- 40 CA Yes. Is there a higher than average degree of engagement between staff and prisoners?
- W Yes, there is.
- CA Is that a source of satisfaction?
- W I do think for most of them. There's a higher degree of consultation between myself and the staff group; myself and the managers and the prisoners. That's the model.
- 50 CA Is it a source of safety also?
- W I believe it is, yes.
- CA That correctional staff engage to the extent possible with prisoners?

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Copy 1 of 1

- W I think, yes, it is. My history of 25 years in the job would indicate to me that the more time you can get to know your prisoners, work with your prisoners, deal with their issues on a one-to-one basis, the less likelihood there will be negative behaviour.
- 10 I've got a really, really low assault rate level. I believe that I have only had four prisoner-on-staff assaults in the last two years, and one is one too many, but it still would lead me to believe that the staff are doing the right things and the engagement model works.
- CA It would suggest, would it, that staff do want to have that form of engagement and make a difference?
- W Yes, we do. One of the reasons we-
- CA And be presented with the working environment in which they can at least attempt to achieve that?
- 20 W One of the reasons why we have had our staffing profile change in the last couple of months was a representation which was supported by myself and Peter SHADDOCK to increase our staffing model in the units, so that would allow them to be on the floor, while they have some support. One of the key drivers, when the union came to me about it for a consultation, was we want to get out of the office more and be on the floor, which I thought was an extremely mature attitude.
- CA Within the upper management of QCS, is this model of Borallon treated as something which is unique and not particularly relevant to what, in a sense, the real world is doing, or is it treated as something from which other general managers and other centres can learn from and perhaps adapt their own experience, with the benefit of the Borallon experience?
- 30 W The latter.
- CA How can you be sure of that?
- W Regularly I do presentations on the Borallon model. The amount of ministers visits that we get - yesterday, I had the Opposition member for the area, the shadow minister, come out to look at the model; the amount of publicity that we get, the active interest that my general managers take in Borallon, would lead me to believe.
- 40 I provide a lot of information through to Statewide Operations and through to Peter SHADDOCK. We generate a lot of good news stories from the gaol, which is shared amongst the other general managers.
- 50 I do have to put a slight caveat on that, that when you're getting in the grind, like Darryll FLEMING was discussing before, and I came in to support Darryll, because he's probably at the other end of the spectrum than me - sometimes it's hard to look up and think, "What am I going to do next?", because you're dealing with the day-to-day emergent issues that we face every day, yes.
- CA Presumably this kind of exercise comes with a degree of monitoring and evaluating, so that, at the end of the day, some assessment can be made as

UNCLASSIFIED

Copy 1 of 1

to the utility of the whole thing?

W Yes.

CA What kind of monitoring processes are there?

W I have all the normal standard monitoring, and you've probably discussed that - everything from complaints, the quarterly complaints, and the drugs and the violence, to the contract management team in town. Because I have contracts with the three key providers, they have a range of KPIs.

10

Originally, when we opened, we had monthly meetings because we were embedding something that was new. Now we go to quarterly meetings. Contract management, the key stakeholders and myself are involved in that. We have out of session meetings also, if it's required, to address any issues that are upcoming.

20

The TAFE campus manager attends my management meetings in the morning. So, we drill down to the day-to-day operations as well as looking after the high-level and strategic stuff on a weekly and daily basis.

CA There was a Chief Inspector's report done in June 2017, not that long ago.

W Not that long ago.

CA It wasn't all favourable.

W No, no, it wasn't.

30 CA

In particular, so far as the model is concerned, the inspector noted that there were genuine efforts being made to develop and maintain a positive culture and achieve the mission statement of creating expectations and opportunities, but the inspector's view, to a degree, was that that's not being met. Perhaps there were not the same numbers earning and learning, so to speak, as there might have been. Are you aware of that sort of commentary?

W Yes, I am.

40 CA

Do you have a response to that?

W Firstly, it was new, the correctional centre. Our contracts weren't signed until after we had well and truly opened. In particular, the industries model has taken a long time to get up because you're actually asking people to come into a correctional environment and set their industries up. There's no case study where you can go to somebody else and say, "Look, this has worked." So it took a long time for our industries model to come up.

50

I have the same concerns that they have. We actually pointed that out to them. Even though the majority of the KPIs were being met, so we were agreeing with most of the KPIs, it was a new model. With the new model there is that definite risk that we won't achieve everything that we said we were going to achieve.

Now we are X amount of months on. The work model will deliver what

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Copy 1 of 1

the KPIs require of it, and that's where I come back to where we're saying there will be over 600 positions that will be available, whether or not it's courses, employment or vocational training, so we will meet that KPI.

It was hard to contextualise to the inspectors, because most of the inspectors, the standard questions and answers fit a standard correctional centre. Ours is not a traditional correctional centre, and it's run differently, which took a lot for them to understand.

10 CA Most centres operate on the basis of a certain amount of cell time and out of cell time.

W Yes.

CA Is that a concept that's applicable at Borallon?

W Yes, it is. You'll be aware of the term "structured day"?

20 CA Yes.

W So a 12-hour structured day. I daily get that reported on. I have an expectation that the staff are briefed by a period of time, that we've unlocked and we get them out to work or program at 8 o'clock in the morning. I have a contract that I have to deliver people to certain workplaces by a certain period of time when they've been given a day to work, so I get that reported on a daily basis.

30 At the end of the day, the same thing. We lock down at a quarter past 6. We move our prisoners back a little bit later in the day so that they can fit all their programs and work in.

CA Frequently, with other centres, out-of-cell time means, nonetheless, in-unit time?

W Yes.

CA Do we take it that's not applicable at Borallon?

40 W No, it's not, because whilst we talk about the TAFE and we talk about the work, at any one stage I'm running three or four different programs. So I'm running drug and alcohol courses, I'm running a parenting course. I have sporting events going on. I have 70-odd elders. I have a Pacific Island group that comes in on a regular basis to work with their offenders. I have a group that come in from New Zealand that come in and work with their prisoners from New Zealand. We have a lot of activity going on.

50 My first movement, prisoner movement, will be over 100 prisoners firstly moving at the first stage in the morning. We get about 200 prisoners going to the gym and oval of a day, so we think of that as a percentage of the prisoner group. I've also fitted out my accommodation units with equipment and sporting equipment. They've got an in-house computer there, so prisoners that may not leave will still be on study, be getting paid to study in their units.

Like I said before, we have so much movement, we procured a tracking

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Copy 1 of 1

model that we can load it all in.

- CA You mentioned KPIs before. Do you have some KPIs that are particularly unique to Borallon?
- W Yes, and they are around preparation for the prisoners to return to the community. It's on our mission statement. Assaults, assault rates; involved in educational programs.
- 10 CA Are they incorporated in your mission statement?
- W Yes. Through a number of mechanisms, I report on them. We have a group that assesses how much work and employment that we have, in town, in a group in town, the same as every other correctional centre does.
- CA You also have responsibility, I think, for management of youthful prisoners?
- W Yes.
- 20 CA What is that responsibility?
- W Previously, youthful offenders were managed at Brisbane Correctional Centre as an isolated cohort, and yet in far North Queensland they're managed as individuals in the mainstream prison. So whilst we were going through the work with Youth Justice, the decision was made, in consultation with all the stakeholders, to move them across to me.
- CA What age group are we talking about?
- 30 W Seventeen-year-olds. I, in a lumped group, took them all off BCC. So there was a degree of planning and consultation, which included going across and explaining to the prisoners at BCC, the youthful.
- I also have a peer support group of prisoners that are trained to assist prisoners when they arrive in the gaol. They were part of the induction process with the prisoners who came across.
- 40 I put them on individual IMPs when they came, but they were more a behavioural contract, and I managed them in mainstream prisoners for the duration of the time they stayed with us. They came across with yourtown, which is their program provider. They were embedded with us as well, so there was a degree of continuity when they came across.
- And I get visits from the public guardian on a monthly basis, and they've been nothing but complimentary about how we managed the prisoners when they came across to us.
- 50 CA Do these youths mingle with the mainstream?
- W They do. The only thing that we preclude them from is we don't double them up. We single celled them all the way through.
- CA Do they require special monitoring?
- W What's that?

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Copy 1 of 1

- CA Do they require special monitoring?
- W No. No, we have a committee that meets weekly to discuss their IMPs. When we had a large group, we would discuss all of them in the space of a month and review their case notes and everything they had been doing. Now, because I've only got three, that group meets once a week and discusses all three of them.
- 10 CA Could I take you to a memo that reflects some details of an incident at Borallon-
- W Yes, you can.
- CA -concerning a staff search.
- W I'm aware of this because I was the reporting officer.
- CA What does that mean?
- 20 W It means I'm the one that reported through to Statewide Operations that I believed I had a situation that needed investigation. I was actually made aware of it because of the large number of staff that came and told me that it had happened. So we had the incident. The search was done.
- CA Perhaps you might just describe it?
- W Yes. So a staff search in the morning.
- 30 CA The search was a contraband search?
- W A contraband search.
- CA Of staff who were on shift for the day?
- W We do them in compliance with the practice directives. We also do more than that, because I have a large group of contractors coming in every day, so they get searched and we do more drug searches on them and we do targeted searching out there for that. So we had this. The officer was in master control and breached the confidentiality of the search, told some staff that were coming in and I believe asked somebody to maybe put it on a Facebook post.
- I was made aware of it within 24 hours because a number of staff either went to their managers, their intel or walked in my door to tell me about it. They were very, very upset and angry that the person had done what he had done.
- 40 50 I reported - we investigated it - sorry, we gathered the evidence, which included CCTV footage and officer statements. I gave Peter SHADDOCK, when he was in the role at Statewide Operations, a heads up. The officer was suspended. And I was encouraged by the union delegate that represented him, because he expressed a great deal of frustration that this person had done something and done something so poorly, because it reflected very poorly on the staff group there.

UNCLASSIFIED

Copy 1 of 1

So whilst this was a negative from an individual, if you look at it as a corporate issue, I was more encouraged by the reaction, the negative reaction towards the officer and how quickly staff were prepared to come forward and give me evidence so that I could have a full picture of what had happened.

CA The details I think are reflected in the contents of the memo?

W Yes.

10 CA It's a memo dated 9 August 2017; correct?

W Yes.

CA I tender that, Commissioner.

PO Exhibit 90.

ADMITTED AND MARKED EXHIBIT 90

20 W There were some recommendations that came out of that. We already have a process where, for a staff search, it's a private conversation or an email between myself and the industries adviser. So we're the only ones that hold that date. The management team that are going to enact it are not told until late the afternoon the day before. It is invariably run by my deputy general manager, and the managers will turn up at 5 o'clock in the morning to set it up.

30 W We're very careful about control of the information. Staff understand the importance of doing this. They understand why we do it and participate fully. And I actually go through the process myself, like everybody else. We have a drug dog that comes, so we all get tested for that. We have our bags checked and our IDs checked, to make sure we're wearing the right accoutrements. And it's done on a regular basis.

CA When you say "regular", do you apply the quarterly staff search model from the practice direction?

40 W Yes, but I have to accept responsibility last year that we didn't do the quarterly one. That was my responsibility. It slipped. That's not anybody else's responsibility other than my own.

CA Do you have a need for an intelligence function at Borallon?

W I have a four-person intelligence function at the centre, and they are involved in all the standard things that we do.

CA Is that a smaller complement than, say, at Lotus Glen?

50 W No, it's commensurate to the size of the centre. When we increase, that will increase as part of our funding model. We did have a three-person. Now that we've gone up to the 450 model, it has increased.

I've noticed commentary on other centres about incident management, so reporting or under-reporting. They have a function there as well, because not only do I rely on staff to tell me; they interrogate the Arunta system.

UNCLASSIFIED

Copy 1 of 1

There is a number that they can use the Arunta phone to ring intel, prisoners, if they want to tell them something. We monitor people's mail. We interrogate available CCTV footage on a daily basis. So a very important role in corrections. They obviously report through to QCSIG.

CA Are there any particular training needs that apply to staff at Borallon - we know about the pre-service training and its content, but on a post-training, ongoing basis?

10 W There's a couple of things. When we first opened, we did the whole COP - you know, the whole cohort trained at the centre with my staff. Included in that, we do some stuff on the philosophy. We've had a number of different training courses. Obviously, the workplace engagement group came out. Ethical standards will do training. I had people on a course last week on indigenous mental health.

When we are commissioning, we refresh everybody on the security management systems and on the process of the centre running, because we went into new-style blocks.

20 20 We had new staff, so we set up a training course that we put everybody through; because we hadn't developed a roster, that had roster development and budget management inside the correctional centre. So if we identify a need, we train to it.

30 30 When we look at recruitment, our assessment centre is at the centre, so my staff and management are involved in the recruitment of the staff that come to work for us. I believe we're one of the few centres that do a tour for the centre with them, so that any applicant that's coming with us has an understanding of the environment. We put a qualified officer that will tour them round and listen to their conversations, now that they've done an interview.

I've been lucky enough that Alan BUTLER allows me to put at least one of my staff members in the training group at the academy. When they come to the centre, they get the standard of training. We do also a last week of training, so we do an 11th week, which deals with the centre specific, and then we go into the standard staff that we've got, the staff training officer that touches base with them.

40 40 My supervisors are all trainer and assessors, so they can get to spend time with them, to sign off on their paperwork. One of the issues I have is that I have a relatively young and inexperienced staff group. You do get that when you get a commissioning. That's the nature of commissioning. I don't have the ability to have peer support, because I just don't have that large group of experienced staff, which poses a risk for me.

CA Do you have an annual training plan?

50 W Yes, I do.

CA Does that have a budget, by the way, or is it based on a number of hours?

W It does have a budget. It was a budget that was agreed prior to my employment. I couldn't give you the actual figure. It does not meet - so I train every Thursday afternoon. I lock down and train. But also, if

UNCLASSIFIED

Copy 1 of 1

- you've got a team - I have an ERG model, so I train them on a regular basis. One training with my ERG probably eats a large chunk out of my training budget.
- CA Do you have any more liberal training budget or allocation than other centres?
- W No, not for the staff group, no.
- 10 CA Did I understand you correctly before to say that prisoners progress further from Borallon to Palen Creek?
- W Yes.
- CA What kind of work is conducted at Palen Creek?
- W It's an operational farm, which also has community projects. It has a cattle industry, so you've got all associated with that. It's got a couple of smaller industries. They make wheelchairs out of bicycles that go to China and some of the South-East Asian countries. They have a vocational training model, which will include White Card and rural operations.
- They have a large chunk of the centre prisoners going out. They have 44 community projects in the Rathdowney/Beaudesert area that they service. They have a model of 100 per cent employment. And then they're obviously the feeder for work camps at Charleville, Mitchell, Dirranbandi and St George. So they go out there and they're involved in community projects out there as well.
- 30 CA Is that progression from Borallon to Palen Creek sought after, or do a proportion opt to stay with the work and education opportunities at Borallon?
- W It is supported after, but we make allowances for those people that don't want to transfer to low custody. So whilst they may have had their assessment as being suitable, I will hold them there for the completion of a course prior to them transferring.
- 40 CA To transfer to Palen Creek?
- W Palen Creek. If you ever get an opportunity to go to low custody, take it. It is a totally different model than what we've been discussing at high security. The Parole Board did a trip down there a couple of weeks ago, and it's one of the purest forms of - if somebody can prove that they're ready to be released back, because it's less restrictive, there are no fences; people have to learn to work and engage under their own prerogative. So it's a very different model.
- 50 CA Thanks, Mr HENDERSON.

UNCLASSIFIED

Copy 1 of 1

PO Thanks, Mr RICE.

Ms CLOHESSY.

PC No questions, thank you.

PO Thank you.

Thanks for coming, Mr HENDERSON. You are excused.

10 We'll adjourn until 2?

CA Yes, we'll take the lunch break, Commissioner.

END OF SESSION

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