

Access to confidential information, which properly and rightly supports QCS operations, must be balanced against the circumstances where QCS officers may access information inappropriately or disclose that information in breach of operational, ethical and legal obligations. QCS recognises that the majority of incidents involving improper access of confidential information may occur through curiosity and misadventure. QCS officers, as noted above, have access to a wide range of information through IOMS, and if information is accessed inappropriately, it is typically to look into the records of high-profile offenders and/ or prisoners. This behaviour must be viewed as distinct from, yet part of, a continuum that includes in the most serious cases, criminal or serious misconduct activity resulting from the access and disclosure of confidential information. Serious matters of this nature have been, and continue to be, investigated through the PSGC, CCC and the QPS.

This conduct is not tolerated by QCS, and it is unbecoming of officers within a top-tier, forward thinking public safety organisation. QCS is actively working to address this behaviour through strategies that form part of short, medium and long term initiatives to build capability and support the development of a mature, corruption resistant culture following the government investment to support the implementation of recommendations from Taskforce Flaxton. These initiatives will be complemented by longer-term strategies to improve the security and functionality of IOMS.

In response to Taskforce Flaxton, the Queensland Government allocated \$25.2 million over four years to strengthen internal oversight capability, improve information security and centralise key enabling functions. QCS has started to build a corruption-resistant culture by delivering capability-focused investment in its Organisational Capability Division. The PSGC, a key area of this division, has been established and an Assistant Commissioner appointed to develop capacity across the following distinct functions:

- Ethical Standards
- Audit and assurance
- Internal discipline
- Intelligence and anti-corruption
- Corporate governance and risk, and
- Operational inspection and major incident review.

The Commissioner has issued directives to all officers of QCS, reminding them of their obligations to support ethical conduct and decision making (including the requirement to maintain information security). QCS recognises that building a mature, corruption-resistant organisational culture will take time. Prevention measures underway include:

- Internal communications and a “consider yourSELF” awareness campaign
- Screensavers on QCS computers
- Delivering training and awareness workshops with QCS senior officers and management to build capability, and
- Development of a Managerial Discipline Model (MDM) to support the expectations in *Corrections 2030* to develop a mature, corruption resistant culture.

The MDM is a remedial/ developmental approach which recognises that employees will make honest mistakes. It provides an immediate opportunity to change behaviour, conduct and/ or performance leading to an improvement in both organisational and individual performance. This model is directly related to support for instances where, as mentioned above, officers access information improperly for reasons of curiosity or misadventure, rather than in more serious circumstances that amount to misconduct or criminal behaviour.

