

Service Performance (2019–20 service highlights)

In 2019–20, QCS made significant progress in delivering on the objectives of the 2019–23 QCS Strategic Plan as follows.

Safer correctional environments

Corrections 2030

Corrections 2030 was launched on 12 August 2019. The development of QCS' 10-year strategic plan was influenced by world's best practice in corrections and extensive consultation with QCS staff across the state and a range of stakeholders, including unions, non-government service providers, representatives of Aboriginal and Torres Strait Islander communities, oversight bodies and QCS' partners in criminal justice and human services departments.

Corrections 2030 identifies the core principles that should underpin everything QCS does – safety, excellence, empowerment, respect and accountability – and is the cornerstone to implementing priorities for corrective services in Queensland.

To support the delivery of *Corrections 2030*, QCS' work in 2019–20 focused on promoting safer correctional environments, humane management of prisoners and offenders, strengthening partnerships and collaboration, and reducing crime, while also empowering a professional workforce and driving innovation.

Operation Certitude

On 26 March 2019, the Queensland Government announced its decision to transition Queensland's two privately run prisons, AGCC and SQCC, to public operations by QCS.

The transfer of the two private prisons is one of the most complex transactions in the 170-year history of QCS. The first phase of this project was successfully completed on 1 July 2020 when the AGCC joined the QCS portfolio. The transition was achieved successfully on time and on budget.

Over a 14-month period, QCS undertook extensive implementation planning and tactical preparation to ensure a safe and secure transition. The volume of simultaneous transition activities across operational delivery, recruitment, training, legal, health, technology, infrastructure works, and process change was unprecedented. To support the transition, QCS undertook the largest recruitment activity in its history and welcomed 400 transitioning officers, and 200 new recruits and internal transfers.

Notwithstanding the logistical challenges, the transition of AGCC was finalised while responding to the COVID-19 pandemic and addressing the emerging risks. The success of the transition was achieved due to the excellent collaboration across QCS and with partner agencies, including Queensland Health and the Department of Housing and Public Works.

Public management of all prisons will provide QCS with more direct policy and operational levers to reduce the demand on the correctional system. QCS has already commenced the implementation planning activities associated with the transfer of SQCC, which is scheduled to occur from 1 July 2021.

Operation Impala

The CCC's Operation Impala examined the practices of a representative group of Queensland public sector agencies regarding the management of confidential personal information.



The report from the investigation recommended a management framework for confidential information conceptually influenced by Privacy by Design as a recognised global standard promoting privacy protection. QCS was positively represented by the report as an agency that treats potential misuse of confidential information as a serious matter, reports such allegations, applies sanctions and is willing to pursue post-separation action.

During 2019–20, actions QCS undertook in response to Operation Impala’s recommendations included:

- re-enforcing expectations of staff regarding information privacy and preservation of confidentiality through broadcast messages to staff, log-on warnings, screensaver messages and posters in the workplace
- ensuring QCS training programs regarding information management are conducted annually; QCS will continue to broaden delivery methods, including a train-the-trainer program
- implementing on-line learning and video modules to ensure appropriate coverage of ICT access and use
- implementing an interim Learning Management System managed by the QCS Academy
- ensuring all computer databases where confidential information is stored have unique user identifications log-ons
- ensuring additional access control mechanisms are implemented on ‘protected’ confidential information of vulnerable people
- conducting quarterly user access reviews and monitoring of user access changes, including Integrated Offender Management System (IOMS) system access
- proactively identifying potential misuses of IOMS information, in response to Taskforce Flaxton recommendations
- commencing an independent review to verify classification ratings across all business systems
- conducting audits of shared data using a risk-based approach, with plans for more frequent audits of shared data with partner agencies
- reviewing the Acceptable Use of ICT Services, Facilities and Devices Policy, to ensure clarity and consistency in its references to confidential information, unauthorised use and unauthorised disclosure, the Code of Conduct, disciplinary actions and criminal conduct; and to include de-identified case studies on misuse of confidential information
- adopting an investigation methodology that considers the opportunity to undertake post-separation disciplinary action should an employee separate from the agency.

Queensland Sentencing Advisory Council

In July 2019, the Queensland Sentencing Advisory Council (QSAC) released the final report of its review into community-based sentencing orders, imprisonment and parole options. The report responded to recommendations 3 and 4 of the QPSR, which identified a lack of flexibility in sentencing – particularly community-based sentencing – and recommended the review be completed.

QSAC made 74 recommendations in the report and proposed a comprehensive package of sentencing reforms to improve the flexibility of the current sentencing framework. These reforms included extending court-ordered parole beyond the three-year limit, removing parole as an option for short sentences of imprisonment and introducing home detention.

Queensland Productivity Commission

In September 2018, the Queensland Government directed the Queensland Productivity Commission to undertake an inquiry into imprisonment and recidivism. The inquiry examined ways to reduce the number of people flowing through Queensland’s prison system, whilst improving outcomes for the broader community.



The final report, *Inquiry into imprisonment and recidivism (2019)*, was released in January 2020. It made 42 recommendations aimed at making individuals, families, and communities safer by implementing strategies that lower rates of recidivism while better managing justice system costs generally and imprisonment levels specifically. The Queensland Government responded to the report on 31 January 2020. An Implementation Committee will guide delivery of the necessary criminal justice system reforms.

Capricornia Correctional Centre expansion

The Capricornia Correctional Centre expansion project, which was approved on 31 January 2017, is on track to be finalised by June 2021. In 2019–20, the residential units R6 to R12 and secure units S11/12 were completed pending commissioning. Once commissioned, these units will provide an additional 338 beds, with the remainder to be finalised in 2020–21.

Southern Queensland Correctional Precinct expansion

In 2019–20, QCS commenced the design of the \$654 million SQCP Stage 2. This project will deliver a health- and rehabilitation-focused correctional centre that will provide specific purpose-built facilities for the humane and safe management of male prisoners with complex needs. Site establishment is scheduled for August 2020, with construction to be completed by October 2023. Over four years, this project will support approximately 437 jobs in the region, and during peak periods of construction it will support up to 900 jobs. On commissioning of the centre in 2024, a further 500 jobs will be created in the region.

Statewide bunk beds project

The installation of 1000 bunk beds was initially approved in 2017–18 and was completed in December 2018. In December 2018, the government approved \$15 million for an additional 1000 bunk beds to be installed in Queensland's high security correctional centres. Since the commencement of the program in 2017-18; 1,750 of 2000 bunk beds have been installed as at 30 June 2020. The remaining bunk beds and associated life protection and fire safety upgrades are due to be completed in 2020–21.

Strengthening the QCS anti-corruption framework in response to Taskforce Flaxton

The report of the CCC's Taskforce Flaxton review – *Taskforce Flaxton: An examination of corruption risks and corruption in Queensland prisons* (2018) – made 33 recommendations to reform QCS' anti-corruption framework, improve external oversight mechanisms and safety for staff and prisoners, increase accountability and transparency, and raise performance standards.

In response, QCS has implemented a new organisational structure to better position QCS to implement the CCC's recommendations. This included the formation of the Professional Standards and Governance Command (PSGC) to strengthen QCS' internal review functions and investigation capability. The PSGC provides an empowered professional standards capability and enhanced integrity and governance functions to proactively monitor, investigate, detect and prevent corruption and risk of corruption in Queensland prisons.

Since the government announced the transition of Queensland's two private prisons to public operation, QCS completed the transition of one of them, the AGCC, on 1 July 2020. QCS is centralising several key functions to improve accountability and transparency and implement a number of initiatives to improve information security. QCS has implemented cultural reform and is developing an organisational culture strategy to support and sustain transformation. The new centralised structure underpins the significant business and operational transformation occurring within QCS over the next five years and will promote enhanced internal communication and collaboration.



Additionally, QCS has undertaken a holistic review of its intelligence services, considering the collection, analysis and dissemination of data. This data forms the basis of intelligence products and evidence that describes current and potential future risks to safety and security in the environment. The review guides officers in the systematic dismantling and prevention of offending and corruption through intelligence-led decision-making.

Anti-Corruption Strategy

A priority for QCS following Taskforce Flaxton has been the development of the QCS Anti-Corruption Strategy 2020–2025. The strategy is supported by the Anti-Corruption Action Plan 2020–2021.

The strategy builds on the foundations established in response to Taskforce Flaxton and contributes to organisational and cultural reform by establishing a holistic, enterprise-wide approach to preventing, detecting and responding to corruption and corruption risks. The four overarching objectives of the strategy reflect the necessary elements identified by the CCC for an effective anti-corruption framework for Queensland prisons. These objectives are to improve safety and security; promote integrity and impartiality; increase transparency and accountability; and embed performance standards.

Body-Worn Cameras

As at 30 June 2020, 219 Body-Worn Cameras (BWCs) were available for use in correctional centres across the state. In addition, 4,097 load-bearing vests have been delivered to publicly operated correctional centres and the Escort and Security Branch for the secure attachment of cameras and other security accoutrements. A dedicated Culture, Safety and Wellbeing Group has been established to enhance the health and safety leadership and coordination across QCS, which will deliver improvements and consistency in processes, procedures and systems. QCS has also partnered with the University of Queensland to undertake a study into corrective services officers' experiences and attitudes towards the use of BWCs. This important research will help shape the future direction of BWCs within QCS.

Drug and Alcohol Strategy

The QCS Drug and Alcohol Strategy 2020–25 establishes an enterprise-wide approach, with the three overarching objectives of preventing and deterring the supply, reducing the demand and reducing the harm associated with alcohol and another drug misuse. It covers all of QCS' operations, including QCS staff, prisoners and offenders.

The strategy sets a clear direction for QCS over the next five years to deliver on the objectives of *Corrections 2030* and contributes to a range of state and Commonwealth policy priorities. By ensuring consistency with the broader policy context, the strategy links custodial and community corrections operations with broader social policy objectives.

Workplace Health and Safety

Safety has been reinforced as a priority, with QCS expanding its organisational capability to better manage health, safety and wellbeing issues. A new Culture, Safety and Wellbeing Unit focuses on more proactive measures to build capability across local and frontline work units.

QCS engaged the Office of Industrial Relations (OIR) to participate in the OIR's Injury Prevention and Management Program. Incorporated in the action plan will be the implementation of all accepted recommendations from independent internal and external reviews of QCS safety management systems and processes completed in the past year. The adopted system will be modelled to comply with AS/NZS ISO 45001:2018, *Occupational health and safety management systems – Requirements with guidance for use*.

Progress in developing health, safety and wellbeing has been significantly impacted by the diversion of effort to support COVID-19 pandemic responses.



Research and evaluation

In 2019–20, QCS continued its commitment to evidence-based policy and practice by leading and managing complex research projects and evaluating programs and outcomes from the QPSR.

The QCS Research and Evaluation Group managed a range of externally contracted projects including evaluations of QCS' re-entry services MARA and Community Re-Entry Services Team, the Aurukun Justice Reintegration Program, and the Borallon Training and Correctional Centre model. QCS commenced an evaluation of its Domestic and Family Violence Program trial, a literature review of Right-Wing Extremism and research into suicide and attempted suicide amongst Queensland prisoners. QCS also continued to support researchers who received grants as part of the 2018–19 Research Grants Scheme to complete research projects of interest, and supported local universities to undertake research projects, including more than 20 researchers undertaking projects within QCS.

Partnering with the Griffith Criminology Institute, QCS held the second annual QCS Research Symposium entitled '*Corrections 2030: safer, ethical, humane and effective corrections*' in September 2019, to examine the cost and opportunities of incarceration, effective correctional supervision and rehabilitation, and mature ethical corrections.

Organisational Performance Management Framework

During 2019–20, QCS finalised the organisational performance framework as an initiative of *Corrections 2030*. It includes 17 key performance indicators and 21 measurable service standards that align to core service delivery areas. The framework will guide the commencement of operational performance reviews in 2020–21, which will hold each correctional facility, community corrections region and central office command accountable for organisational performance and delivery of outcomes.

Officer Safety (Use of Force) Review

In 2018–19, QCS commenced a systemic review of the use of force and the way QCS can provide long-term and sustainable improvements to safety. The aim is to increase safety for staff, prisoners and offenders under its care by reducing the risk of violence in the correctional system. The review was facilitated through a working party of key stakeholders who have national and international practical experience and perspectives on officer safety best practices. The review is now complete, with the draft Officer Safety (Use of Force) Review provided to stakeholders for consultation in June 2020.

The review made a number of short and long-term recommendations to enhance safety across the correctional system. Implementation of these recommendations will start in the 2020–21 financial year. In the interim, QCS has taken a range of initial measures, including:

- distributing load-bearing vests and BWCs to publicly operated correctional centres
- boosting corrective services officer numbers in response to increases in the prisoner population
- adopting new training modules
- launching a trial of forward deployment of chemical agents
- introducing a safer engagement strategy to manage difficult prisoners
- adopting the QPS Communicating with Influence Program
- establishing the Tactical Skills and Weapons Training Unit at the QCS Academy
- implementing local-level and corporate oversight mechanisms for use of force.

Perimeter security upgrades

In 2019–20, \$6.27 million was spent on completing the correctional centre perimeter security upgrade program across five correctional centres. The perimeter security upgrades at Wolston Correctional Centre, AGCC, Townsville Correctional Centre, Woodford Correctional Centre and Maryborough Correctional Centre have been completed and are now in a cutover stage with fault rectifications in progress.



Humane management of prisoners and offenders

Strengthening the parole system through the Queensland Parole System Review

In December 2016, Mr Walter Sofronoff QC delivered the QPSR final report, containing 91 recommendations, of which 89 have been supported or supported in-principle by the Queensland Government.

As at 30 June 2020, 46 of the 89 accepted recommendations have been completed. Key achievements already in place include:

- legislative changes made to the *Corrective Services Act 2006*
- establishment of PBQ
- finalisation of an expert review into offender assessment tools and management frameworks
- allocation of over 140 additional frontline officers to community corrections
- implementation of the global positioning system (GPS) parole monitoring program
- establishment of a Research and Evaluation Group
- implementation of a new post-release housing support program for prisoners exiting custody
- expansion and/or relocation of Community Corrections offices
- establishment of the Specialised Clinical Services Unit for high harm and complex need assessment and case management
- expansion of alcohol and other drugs and re-entry programs for prisoners and offenders
- implementation of opioid substitution treatment in some correctional centres.

In 2019–20, QCS has seen substantial progression of significant, critical initiatives for this program of work, including the development of an end-to-end case management framework for individuals managed by QCS and the redevelopment of a front-end community corrections training program in partnership with Griffith University.

QCS is working closely with other Queensland Government departments to deliver on recommendations that cannot be delivered by QCS alone. A whole-of-government approach is the only way to achieve, real, long-term results that assist prisoners to succeed whilst on parole.

QCS is successfully leading the actions from the QPSR and continues to progress remaining recommendations. They will consolidate the government's position and the community's expectations of a parole system that underpins community safety, by providing prisoners and offenders with opportunities for rehabilitation across the entire corrections system.

Case Management Units

QCS has led a significant progression of critical initiatives to ensure that a person's contact within the correctional system and more specifically, their contact with each staff member, contributes to potential desistance from crime.

To achieve this, QCS has designed and developed an evidence-based end-to-end case management framework for prisoners and parolees, which is a fundamental feature of the QPSR recommendations. This framework would be facilitated by the introduction of Queensland's first Case Management Unit (CMU). CMUs to include a multi-disciplinary team drawn from senior case management officers, practice support, intelligence analysts, and administrative and management-level staff.



Suicide Prevention Action Plan

QCS continued to implement the Queensland Mental Health Commission's Suicide Prevention Action Plan during 2019–20. Work undertaken included:

- implementation of the Build Don't Break Resilience program for prisoners and offenders
- ongoing monitoring, review and capability building activities regarding QCS suicide prevention processes and procedures, including development of training modules and professional development programs
- implementation of a number of workforce strategies that aim to enhance specialised governance and support, and attraction and retention of QCS psychologists and senior psychologists within custodial settings.

Offender Health Services Review

In 2019–20, the Queensland Government invested an additional \$94 million over four years, with \$31.4 million ongoing, to support comprehensive primary healthcare for prisoners.

Continuing the work of the Offender Health Services Review, whose final report was published in 2018, QCS has worked closely with Queensland Health to develop a new statewide Memorandum of Understanding (MOU) for Prisoner Health Services. This MOU will facilitate the efficient and effective provision of health services to prisoners and improve the health and wellbeing of prisoners.

QCS continued to participate in the Prisoner Health and Wellbeing Leadership Group, chaired by the Deputy Director-General, Clinical Excellence Queensland from Queensland Health. The group provides high-level strategic leadership and direction on joint correctional and health system strategies to improve the health, wellbeing and future life prospects of prisoners, in collaboration with Queensland Health, Hospital and Health Services, the Department of the Premier and Cabinet and Health Consumers Queensland.

Progress has also been made towards developing a Queensland Prisoner Health and Wellbeing Strategy, a joint commitment between QCS and Queensland Health. To measurably improve the health and wellbeing of people in prison requires a shared commitment to work together across the health system and correctional system and to work with other sectors and stakeholders.

Embedding culturally appropriate practices and services for Aboriginal and Torres Strait Islander prisoners and offenders

QCS acknowledges that Aboriginal and Torres Strait Islander people are over-represented in the criminal justice system. QCS continues to employ a range of strategies to reduce this over-representation, including:

- programs in correctional centres and the community that address substance abuse and family violence in a culturally appropriate and sensitive manner
- the Aurukun Prisoner Reintegration Project to support prisoners returning to Aurukun
- cultural liaison and cultural development officers, employed in secure correctional centres, to provide support and guidance to prisoners
- Aboriginal and Torres Strait Islander Elders groups and chaplaincy services.

During 2019–20, QCS' Aboriginal and Torres Strait Islander unit, the Murridhagun Cultural Centre, continued to provide advisory, planning and support services to QCS and relevant prisoners. The Murridhagun Cultural Centre provides a priority reference point on matters designed to address the needs of Aboriginal and Torres Strait Islander corrective services officers, prisoners, offenders and victims, and delivers a range of culturally appropriate services and programs for Aboriginal and Torres Strait Islander people.



The QCS Aboriginal and Torres Strait Islander Reference Group continued to bring together Aboriginal and Torres Strait Islander officers from across the state to provide advice and support to senior management and others regarding Aboriginal and Torres Strait Islander issues. The reference group assisted in the development of a new Aboriginal and Torres Strait Islander Recruitment Strategy and continued to assist in the development and implementation of a QCS Reconciliation Action Plan and Cultural Capability Action Plan.

In 2019–20, the Murrighagun Cultural Centre delivered the Aboriginal and Torres Strait Islander Mental Health First Aid Program to staff from QCS; QPS; Queensland Health; Department of Youth Justice; Department of Child Safety, Youth and Women; Community Justice Group members; and Elders. This program focuses on the social and emotional wellbeing of Aboriginal and Torres Strait Islander people, suicide and self-harm, alcohol and other drugs, psychosis, eating disorders and gambling. Since it commenced in 2017, more than 1,160 people have completed the program.

The QCS Academy also continued to provide cultural-specific training, including culturally responsive training delivered by Aboriginal and Torres Strait Islander corrective services officers.

Human Rights Act 2019

The HR Act (section 97(2)) requires that QCS report annually on details of actions taken during 2019-20 to further the objectives of the Act, including details of any review of policies, practices or services undertaken in relation to their compatibility with human rights.

QCS is committed to humanely managing prisoners and offenders and welcomed the introduction and full commencement of the HR Act from 1 January 2020. The HR Act protects the rights of those deprived of their liberty, an internationally recognised right that reflects prisoners' vulnerability. QCS is committed to implementing the HR Act meaningfully and delivering on its commitment while managing vital day-to-day business.

To further the objectives of the HR Act, QCS has:

- conducted a comprehensive review of existing policies and procedures, and developed and distributed resources and products to embed a human rights culture into daily operations
- designed a three-tiered approach to coordinate and facilitate training and education in relation to human rights for staff
- continued to work with the Human Rights Unit within DJAG to consider human rights in the development of legislative proposals and is committed to ensuring that the engagement and potential limitation of human rights is appropriately considered
- reviewed the internal complaints processes and amended the complaints management system, Resolve. QCS continues to review the complaint management policy and the administration handbook for ease of logging complaints.

To date, 5,407 (93 per cent) of QCS staff have completed the online training on public entities and the HR Act. All new recruits have undertaken the online training and the training is also included as part of their induction process.

The tier two model of the training – that is, the train-the-trainer model – has been postponed due to the COVID-19 restrictions. As at 30 June 2020, all identified high priority and medium high priority operational policies have been reviewed to incorporate the HR Act requirements and all other priority policies are currently under review.



Partnering and community collaboration

Housing for parolees at risk of homelessness

QCS partnered with a range of Queensland Government departments and not-for-profit organisations to enhance housing outcomes for prisoners. In January 2018, QCS partnered with the Department of Housing and Public Works (DHPW) and the women's re-entry service provider MARA – SERO4 to deliver the Next Step Home – Women on Parole pilot to provide post release support to women housed through the initiative. The pilot has been extended for a further 12 months to 30 June 2021.

In August 2018, the DHPW contracted Sisters Inside to support women in the Next Step Home – Women on Parole initiative in North Queensland.

In October 2018, an Intergovernmental Housing Taskforce delivered a report to the QPSR Implementation Committee, detailing options and recommendations for suitable long-term accommodation for prisoners released from custody. In response, QCS partnered with St Vincent de Paul and established the Post-Release Supported Accommodation (PRSA) service in 2019 to assist male prisoners who had limited or no accommodation options, where a lack of suitable accommodation is a barrier to their release from custody to parole. The PRSA service provides stable accommodation whilst building the participant's self-efficacy, to reduce recidivism and support success on parole.

The PRSA service is available for men exiting to parole supervision in Toowoomba, Moreton Bay, Townsville and Cairns. More than 40 per cent of participants released via the PRSA service identified as either Aboriginal peoples and Torres Strait Islander peoples. QCS and DHPW are in the process of streamlining applications for prisoners to apply for housing.

Victims Register

QCS is committed to enhancing community safety, including enhancing the safety and wellbeing of victims of crime. During 2019–20, the QCS Victims Register delivered a valuable service to registered persons by informing them of important events in the sentences of those whom they are registered against. Registered persons were provided with critical information, such as a prisoner's release date or relevant movements, to give them the opportunity to access support services or to take precautionary measures and implement safety planning strategies in preparation for a perpetrator's release. The Victims Register also advised registered persons when a prisoner had made an application for parole, excluding exceptional circumstances parole, and provided them with the relevant forms to make a submission to PBQ. Since 2017, victims of domestic and family violence are eligible to register, regardless of the nature of the offence for which the prisoner is sentenced.

For prisoners managed under the *Dangerous Prisoners (Sexual Offenders) Act 2003*, the Victims Register provided registered victims with the relevant information to make a submission to the Supreme Court about a prisoner's initial order and any subsequent contravention hearings.

As at 30 June 2020, there were 1,371 active registrations on the QCS Victims Register. In 2019–20, there were 402 new applications resulting in registration with the QCS Victims Register, with 229 (57 per cent) of these applications being identified as related to domestic and family violence.

Opioid substitution treatment in correctional centres

Opioid dependence has significant impacts on the Queensland community, and the criminal justice and health systems. It is a chronic, relapsing condition and can be a driver for criminal activity.



Opioid substitution treatment (OST) is the legal administration of an opioid under medical supervision to eliminate the cravings and withdrawal symptoms associated with opioid dependency. OST has been found to reduce the spread of blood-borne viruses and reduce post-release mortality.

QCS and Queensland Health have partnered to implement the OST program in all women's correctional centres in Queensland and at the Townsville and Lotus Glen men's correctional centres, with reported improvements in prisoner health, wellbeing and behaviour. Work has now commenced to introduce the use of long-acting injectables as part of the suite of clinical tools in the delivery of OST.

Community service projects

Community service provides an excellent opportunity for offenders to make reparation to the community affected by their offending behaviour and to develop employment skills. Reparation work is performed by offenders in the community under Community Service Orders, Graffiti Removal Orders, Alcohol Fuelled Violence Orders, Intensive Correction Orders and Work and Development Orders.

Community service projects vary across districts and include beautification and maintenance activities such as rubbish/waste removal; graffiti removal; restoration of parks, facilities, and waterways; and work with charities and animal welfare organisations.

Eligible low security prisoners can also perform community service in communities near the correctional centres or at work camps across Queensland. The Work Program provides regional communities with a valuable source of labour, as the projects and work carried out are unique to their location and community needs. Work carried out by prisoners includes maintenance of fences, cemeteries, heritage sites, playgrounds and showgrounds, and contributing to other projects in regional communities. The Work Program also provides assistance to communities devastated by floods, storms or other natural disasters.

In 2019–20, QCS partnered with not-for-profit organisations and local councils to supervise offenders performing unpaid community work as part of a court order or as part of unpaid debt registered with the State Penalties Enforcement Registry (SPER). During this period, prisoners on the Work Program completed more than 117,750 hours of community service equating to \$3.1 million worth of labour provided to support regional Queensland; offenders in the community completed more than 244,965 hours of court-ordered reparation work equating to \$6.9 million worth of labour provided to the community.

Work and Development Order Scheme

Work and Development Orders made by SPER enable individuals who cannot pay their SPER debt due to hardship to pay off eligible amounts of their debt by undertaking activities supported by approved sponsors.

QCS continued to support SPER with the rollout of the scheme during 2019–20, with SPER customers completing more than 98,000 hours of community service equating to \$3.0 million of debt recovered. In 2019–20, despite the impact of COVID-19, the Helana Jones Centre expanded this service to trial its ongoing suitability for other low custody sites, repaying \$16,070.



Stop crime

Expanded programs and services

The reduction of crime and reoffending is a core focus of all activities, rehabilitation and re-entry programs and services delivered by QCS. The current suite of QCS programs and services target employability, education, family and parenting, violence and domestic violence, substance misuse, psychological wellbeing and sexual offending, with the goal of helping prisoners on their rehabilitation journey.

The Offender Programs and Services Accreditation Panel ensures all offender programs are evidence-based and meet nationally accredited standards known to support desistance from offending. QCS also engages and collaborates with external agencies, academic institutions and service providers to maximise rehabilitative outcomes. The key objective is ensuring prisoners are appropriately connected to evidence-based services and support when it is needed most.

In 2019–20, QCS continued to deliver expanded alcohol and other drugs rehabilitation programs funded through the QPSR, including a range of lower- and higher-intensity programs and programs designed and delivered for Aboriginal and Torres Strait Islander individuals.

Despite the impacts of COVID-19, QCS achieved over 3,700 program completions in the 2019–20 financial year.

Expanded re-entry services

In 2019–20, QCS delivered more than 48,000 instances of re-entry support to prisoners and offenders.

Re-entry services for women in Northern Queensland were expanded to allow an integrated and culturally safe model of non-clinical service delivery for women returning to the community. This expansion removed criteria that limited access, to ensure commensurate access to services across all women's re-entry services and included enhancements of both in-prison based interventions and post-release supports.

Through the allocation of additional funding, the service has significantly increased in the number of women engaged for post-release support. As at 30 June 2020, the demand for the service was continuing to grow and 387 women had accepted support.

Expansion of specialist domestic and family violence courts

The Domestic and Family Violence (DFV) Court is an integrated model for handling civil applications for protection orders and some criminal matters related to DFV. The model enhances the coordination of matters between the court, DFV services, police prosecutors and duty lawyers to better support victims of DFV and hold perpetrators accountable.

The specialist DFV courts located at Southport, Beenleigh, Townsville and Mount Isa have dedicated QCS staff who assist the court by providing relevant information to the magistrate for the purpose of sentencing decisions, prosecuting matters relating to breaches of community-based orders and coordinating services between QCS and other stakeholders. QCS staff from Townsville Community Corrections also provide a court advisory service to the specialist DFV court located on Palm Island as required. Management teams from community corrections in the South Coast (Beenleigh, Southport) region and the Northern (Townsville, Mount Isa and Palm Island) region are active participants in the stakeholder liaison and operational working groups in their respective regions.

