



## 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 10 – FRIDAY 25 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 – KELLY ANDERSON  
W Witness – PAULA MAY  
CM CHRISTOPHER MURDOCH, Crown Law (QCS)  
PC Legal Representative – MS P CLOHESSY, Crown Law

- PO Yes, Mr RICE?
- CA Thank you, Commissioner. I call Paula MAY.
- PO Ms MAY, do you prefer to take an oath or an affirmation?
- W Affirmation, please.
- 10 HRO Could you please repeat after me.
- W I solemnly affirm and declare that the evidence given by me in these proceedings shall be the truth, the whole truth, and nothing but the truth.
- CA Just take a seat, Ms MAY. Is your name Paula MAY?
- W Correct.
- 20 CA Ms MAY, you're the general manager of Capricornia Correctional Centre; is that right?
- W Correct.
- CA Did you receive a notice to attend the inquiry?
- W I did.
- CA Could you have a look at this, please?
- 30 W Thank you.
- CA Is that a copy of your attendance notice?
- W Correct.
- CA I tender that.
- PO Exhibit 75.
- 40 ADMITTED AND MARKED EXHIBIT 75
- CA For how long have you been general manager at Capricornia?
- W I returned to Capricornia as the general manager in 2010.
- CA When you say "returned", had you previously occupied that or a similar position?
- 50 W I had worked at Capricornia previously, but not in the position of general manager.
- CA Have you had other senior positions in corrective services?
- W I'm sorry, as a general manager?
- CA Yes.

- W Yes, correct.
- CA Whereabouts?
- W In 2007 through to 2009, I was the acting general manager and then the appointed general manager of Maryborough Correctional Centre. Then I went to Townsville for a short period as the general manager at Townsville and then returned to Capricornia.
- 10 CA Thank you. For how long overall have you worked for corrective services?
- W Thirty years.
- CA We might just establish what Capricornia consists of. There is a high-security centre?
- W Correct.
- 20 CA With what built capacity?
- W A 430-bed built capacity.
- CA Is that a mix of secure and residential?
- W Correct.
- CA In about what ratio?
- 30 W The ratio - three-quarters of prisoners are located in the secure area.
- CA It was built for, I think, 402?
- W The residential area?
- CA Yes, well, secure and residential covers 402, does it not - secure and residential?
- 40 W Correct.
- CA Is there also a low-security centre?
- W There is. On site, there is a 96-bed low-security facility as well. Attached to that also we have three work camps out to Blackall, Clermont and Springsure.
- CA Is there a farm also?
- 50 W The low-security section is well known as the farm. It's the same area.
- CA Understood. Thank you. The low-security, is it in proximity to the high-security centre? Are they co-located or adjacent?
- W Yes, they are co-located on the one property. It's probably about 150 metres away from the secure centre.

- CA So far as the prisoners' journey through their sentence and their sentence management, to what extent is there a progression from the high-security to the adjacent low-security and then to the work camp?
- W As part of a prisoner's progression?
- CA Mmm.
- 10 W Yes. So we will move prisoners through the secure facility, through the secure accommodation, through to residential, generally based on behaviour. We will endeavour to move prisoners out to a low-custody facility, but there are some automatic exclusions in relation to that, so that reduces a number of prisoners that may be eligible to move to low custody. If they are eligible, if the risk associated with their accommodation in a lower-supervised area is deemed appropriate and their classification, et cetera, is accurate as well, then we will transfer them to a low-custody centre.
- 20 CA Is that movement to the low custody really contingent on the exclusions, on the one hand, and safety considerations on the other?
- W They go hand in hand. I'm not quite sure what you're asking.
- CA Just so far as the average daily state of the secure centre is concerned, it's overcapacity at the moment?
- W Correct.
- 30 CA By how much?
- W We operate at the moment around 138 per cent.
- CA What about the low-security area?
- W The low-security area is operating about 60 per cent capacity, so it's not - there are less than 60 prisoners there at the moment.
- 40 CA That perhaps brings us back to the barriers there are to progress from the high security centre to the low security centre. You've mentioned exclusions and safety considerations. Are they the two barriers?
- W No. See, I look at it from another perspective.
- CA Please tell us.
- W Okay. Part of that progression and part of their suitability and part of managing that risk is about selecting suitable prisoners through their progression for community safety. We will not progress a prisoner that is not suitable to live in that low-custody facility, regardless of the capacity inside the secure facility. It is just not worth the risk, and we don't take that risk.
- 50 CA Understood.
- W Does that answer your question?

- CA Yes, it does, thank you. How, then, do you manage the overcapacity of the secure centre?
- W We have been overcapacity for a period of time now. We have, as per any other centre, an allocation of additional staff. We have reviewed our processes and practices in both the accommodation areas and also our service delivery areas, and we are certainly regularly reviewing how we are doing day-to-day operations.
- 10 CA How are the basics of accommodation met?
- W How are the basics - oh, okay. Perhaps if I give you an example of where we are. When the centre was commissioned, in the secure facility - and I'll refer to it as the secure facility, which includes secure accommodation and residential accommodation.
- 20 In the secure accommodation area, we have 10 units of 30 cells. In each unit, two of those cells has a double-up situation, so there are two beds in each of those cells. They would have two prisoners in them and all of the other cells would be mattresses on the floor.
- Did you want me to explain the residential as we go?
- CA Yes. Is there overcapacity accommodation arrangements there also?
- W Yes, that's correct. In the residential area, generally we have a unit of six cells. We have been utilising the accommodation there for eight prisoners, with two prisoners sleeping on a mattress in the general living area.
- 30 CA Is the occupation of the residential section something that has to be earned by good behaviour?
- W Yes, it is.
- CA Given the ratio of three-quarters secure to one-quarter residential, or thereabouts, does that present barriers to a prisoner's progression to the residential area?
- 40 W Not really, not for Capricornia, and I say that because Capricornia has a mix of mainstream and protection prisoners as well. So, again, there is an exclusion generally because protection prisoners in the secure area are limited to transition to residential for their own safety.
- CA How would a prisoner progress to being allocated to a work camp?
- W From?
- 50 CA From wherever.
- W Okay. Perhaps if I just explain briefly how that works. A prisoner will progress from secure generally through to residential, through to low custody, then out to the work camps. Those prisoners that are out at the work camps are generally right at the end of their sentence. We are in the process of getting them community ready. There are a number of

assessments all the way through the prisoner's plan to actually progress through to the work camp. Does that answer your question?

CA Yes.

W It's not just one assessment. A number of assessments the prisoner would have actually gone through prior to being located at a work camp.

10 CA Do you have a view on whether the proximity of a low-security area to the high-security provides any visible incentive to prisoners to moderate their behaviour whilst in the secure area? Is that any advantage?

W I don't believe so.

CA So you wouldn't attribute any special feature of that kind to Capricornia just by virtue of its layout as compared with, say, another centre that doesn't have any adjacent low security?

20 W I don't believe so. I'm not quite sure that I've grasped what you are actually asking.

CA One of the objectives of sentence management is to provide a form of progression.

W Oh, right.

CA And some incentive for a prisoner to behave, as it were?

W Yes.

30

CA And to progress through the system. I was just curious as to whether you had a view as to whether that progression was assisted, in the case of Capricornia, by even the layout of the centre as a whole, where the low-security centre is even visible?

40 W Okay. So now I fully understand the question. I would suggest that it does actually act as an incentive for those Rockhampton or regional prisoners that we have, because they can progress and they can move through their sentence plan and still maintain their contact with family, friends, et cetera, because they don't have to be relocated to another region.

CA What is the catchment for Capricornia?

W From Mackay, out west, right down to Gladstone.

CA Is there any discernible profile of the prisoner population? You say it's mainstream and protection?

50 W Protection prisoners, yes.

CA Prisoners sentenced for all manner of offences, no particular specialisation?

W Correct. The only cohort that we don't have, so by exclusion, is we don't have a maximum-security unit.

- CA You have a regime of industry and workshops, I think?
- W Correct.
- CA Could you explain how that operates?
- W How a workshop operates or just what we have?
- 10 CA Well, what is available. What is available?
- W We have a number of workshops available - again, I'll talk about the secure facility. Are you mainly interested in the secure facility?
- CA Mainly, yes.
- W Okay. In the secure facility, we have a joinery workshop. We do work on trailers. We have a contracts workshop that will do a lot of metalwork as well. That's generally the industry opportunities that we have in the secure facility at the moment.
- 20 CA What about educational programs in addition to employment, work opportunities, do you offer that also?
- W Yes, we do. We offer a number of activities for education, ranging from basic numeracy and literacy, right through to university studies.
- CA Do you know what proportion of prisoners in the high-security centre would be engaged in employment or education?
- 30 W I'm sorry, I wouldn't have those figures with me at the moment, but I'd be happy to provide them to you if you'd like them.
- CA What work is conducted, then, on the farm in the low-security centre?
- W In the low-security facility, we have a laundry, a commercial laundry. We have more recently commenced another industry opportunity at the low-custody facility as well, which is building trailers, and we do a considerable amount of work in the community, so we do a lot of community service from the farm.
- 40 CA It has been some little time since the Office of Chief Inspector carried out a report at your centre, but the last one was very favourable, you would be aware?
- W Absolutely. Very proud of the work that the staff completed.
- CA How was it achieved? To put it in context, I think, so far as the last report was concerned, of the 42 inspection standards, you got the highest rating in 41 of them; is that correct?
- 50 W I can't recall the number, but it was a very good score, yes.
- CA That doesn't happen overnight, presumably, or by accident?
- W That's correct.

CA How did you achieve that kind of rating from the Chief Inspector?

W Firstly, can I say that we were actually due for our inspection in February - February or March, I think it was of this year, but we had an episode of the mumps in the facility, so it has actually been postponed until next month. So, again, we're looking forward to another positive response from the Chief Inspector.

10 I guess to answer that question, it's not something, as you said, that would happen overnight. It takes a long time for that to occur. I think that there is a considerable number of contributing factors in relation to that, one being that at Capricornia, we have a fairly static, stable, very experienced workforce. We have staff that have been there for 30, 35, even 40 years, so that assists us with that level of experience.

20 I think also because we're a regional centre, we have the opportunity and the ability to be a little more community minded in relation to the role that we complete as well, because we are, in my experience, a little more community connected than generally what the Brisbane centres are, just due to the nature of the population.

CA Does the overstate condition of the secure centre really impact on the kinds of objectives you're looking for?

30 W If I understand the question, I don't believe so, because it is the basic principles of looking after people, treating people with respect. So, the number of prisoners that you have, it doesn't matter whether you have 400 there or you have 500, those basic principles and those basic fundamentals that lead in to all of those points that are analysed by the Chief Inspector, they're the basics, they're the fundamentals.

CA How do you continue to achieve the kind of impressive staff interactions that the Chief Inspector noted between staff and prisoners over time?

40 W Again, I can't take full credit for all of that. I'm just one of the individuals, plus I'm also leading that team. I think again because we have such a stable, experienced workforce, they're constantly trying to support each other. I'm trying to constantly motivate staff to maintain that.

We take great pride in the work that we do at Capricornia. Again, I think because we are so closely connected with our community, we take great pride in what we do within our community. It's important for us to treat prisoners well. It's important for us to receive good reports. It's important for us to have a small number of complaints coming through. Does that answer your question?

50 CA Yes. Do you have, in addition to the practice directions which are of general application, local area instructions?

W We do. We have a number of-

CA Do you formulate those?

W Not me personally. I will do some, but the deputy general manager has been responsible for completing those local instructions.

- CA What kinds of topics would they deal with in Capricornia's case?
- W In Capricornia's case, the detention unit is one for us. We also have the management of the inpatient and outpatient section in the health centre, just as an example.
- CA Am I correct that there is a committee in operation called the local assurance framework committee?
- 10 W We have a local assurance framework. We don't actually have a committee as such. We don't call it a committee. We work our local assurance framework through our management meetings.
- CA What, then, does the local assurance framework deal with, Ms MAY?
- W There are a number of components of our LAF, if I may call it that. There are a number of components of our LAF which are dictated by Statewide Operations as to what must be contained in there. From memory, it would be breaches, safety orders, those sorts of things. However, we also value add to that as well, and we have a number of items that may be an area of risk for us or that may need some additional oversight that we will also incorporate into that local assurance framework. Plus we have a business improvement process as well that is attached to the local assurance framework.
- 20
- W For example, if we had a report from the Chief Inspectors that required some additional oversight or we needed to make some amendments, we would place that into our local assurance framework so that we can make sure that those changes have been completed and that they are oversighted accordingly.
- 30
- CA From what you said earlier, you don't have a high staff turnover?
- W No.
- CA Is there any difficulty in recruiting staff when you need new staff at Capricornia?
- 40 W We have experienced difficulty with recruitment in the past, but that is generally due to the mining and construction matters for the region. It's not necessarily an issue for the centre, but for that region. So we'll have a mining construction boom, it will create issues for us for recruitment.
- CA What about training delivery? I understand there's pre-service training. We've discussed that with another officer.
- W Correct.
- 50 CA There are core competencies that have to be refreshed every so often according to which ones they are?
- W Yes.
- CA Is there any training delivery beyond those two areas?

- W Are you aware that we do our custodial officer entry program, so the COEP program, we do that at Capricornia. We don't actually transfer our staff to the academy.
- CA Okay, thank you.
- W In addition, we will have some training that will be identified which is specific to Capricornia. They may be control room training. That's not generally incorporated into the CPCA training, that is the requirement from the academy. We may also identify some additional training. As COPDs are updated, we might find that there needs to be some training that is required. Another example may be with the body-worn cameras. So as that technology was introduced, then we would provide some additional training in relation to that aspect.
- 10
- CA Would that be initiated and delivered within the centre, or do you call on training resources from outside?
- W Dependent on what the issue is, but in respect to the body-worn cameras, we sent a number of people to be trained in the use of those cameras; then they return to the centre and they are qualified to train others.
- 20
- CA What is the current allocation of body-worn cameras in the high-security centre?
- W We only have an allocation to the high-security centre, and we have 10 cameras available for use.
- CA Do you have some strategy to deploy those most effectively?
- 30
- W Yes. Originally when the cameras were allocated to us, we had some lengthy discussions with the management team and also with the union, so our local workplace consultative committee, to identify the posts that we believed would most benefit from the use of body-worn cameras.
- CA For persons who occupy the posts that you've identified, do they wear them as a matter of routine during a shift or are they simply available for use, can you explain?
- 40
- W The situation at the moment is that I do not have any staff at Capricornia wearing a body-worn camera. We have trained everybody. We are waiting on the vests to arrive and I'm aware that you know about the industrial issues.
- CA I know about the vests, yes.
- W Yes, yes, okay.
- CA So no vests, therefore no cameras being used?
- 50
- W Correct. The vests haven't arrived yet. As soon as those vests arrive, I'm very confident that the staff will commence wearing their body-worn cameras.
- CA Do you know whether staff at Capricornia are receptive to doing so? Have you had that feedback?

- W I've been there for a long time. My perspective is that the majority of staff, we may have one or two people that don't like change generally, but the majority of staff I believe will be receptive to wearing those cameras.
- CA When they are available to be used, do you intend that they be allocated to officers to be worn throughout their shift, or are they going to be available in anticipation of incidents - what strategy do you anticipate?
- 10 W No, we have already identified a number of posts during the day, and the staff member, if you are rostered to that post, will be required to wear your body-worn camera for the duration of your shift.
- PO Ms MAY, can I just ask, if they wear them for the entire shift, is it activated for the entire shift or are they required to activate it for an incident, for instance?
- W That's correct, they will activate it as they deem necessary.
- 20 PO Thank you.
- CA Do you have a workplace engagement unit at Capricornia?
- W We don't have a workplace engagement unit at Capricornia, but we have an agency workplace engagement unit, and we have conflict resolution officers, and we also have the peer support network officers based at Capricornia. So, there are staff that have been trained by the workplace engagement unit.
- 30 CA The extent of workplace bullying that has been identified through staff survey perhaps at some centres-
- W Yes.
- CA -do you have a comment on the extent to which it may be present at Capricornia?
- W Sorry, when you say "a comment", what are you looking for, I'm sorry? I don't quite understand the question.
- 40 CA I'm looking for you to tell me whether it is present at Capricornia.
- W I would like to say that there is no bullying. However, when you have just under 300 staff, and the nature of the work that they do, I would expect not necessarily that we have bullying occurring, but we may have some contact that may lead to that if it's not addressed soon enough.
- CA A staff survey was done, I think, in 2015 - do you recall that?
- 50 W Yes.
- CA Did you get a report from that by way of a subset of staff within the Capricornia region?
- W Yes.

- CA What did you observe about the result of the survey?
- W I was actually quite surprised by some of the comments on the survey and some of the results for particularly the bullying.
- CA Positive or negative, are you speaking of?
- W It was negative in comparison to what I was expecting and obviously what I was hoping for.
- 10 CA Could you say, then, what steps may have been taken in response to that survey at Capricornia?
- W My view is that I don't believe our results were greatly different to any other centre.
- CA I see.
- 20 W So rather than each centre managing the situation, there was a number of activities that were introduced by the agency to address some of those items. For example, the engagement of the workplace engagement unit, or the commencement of that.
- CA I think you told me a moment ago that you don't have a workplace engagement unit as such?
- W Correct.
- 30 CA Do you have any sort of workplace engagement person or response, in response to that survey?
- W As part of the agency, workplace engagement unit, there was a roll-out of conflict resolution officers to each of the centres, and also peer support network officers, so we have a number of those. We did a selection process. It was a volunteer basis for those staff wanting to be involved. They went to Brisbane and they participated in an extensive training program, and they have returned to the centre.
- 40 CA What are their activities?
- W They are there to provide support, guidance, referrals, if they need to, for staff, and I don't have a great deal of oversight in respect to that because whilst they are officers on the ground, and staff that work at Capricornia, in that role, they would report directly through to the workplace engagement unit. Does that answer your question?
- CA Yes, thank you. Is testing for contraband at Capricornia done on a formula basis?
- 50 W Testing for contraband?
- CA For drugs particularly.
- W Urine testing?
- CA Yes.

- W Yes, it's done on a regular basis.
- CA Is it according to a formula of population?
- W No. We actually do a lot of target testing, so that's based on our intelligence information that we are gathering.
- 10 CA Apart from the target testing, is there any component of testing according to a formula by reference to the population of the centre, some proportion of population?
- W We do random testing. We do do random testing, but I'm not sure on the ratios, yes. That's determined from - actually, I'm not even sure what agency they come from. They come from Statewide Operations, but I'm not sure where they're actually generated from.
- CA When you say "they", what-
- 20 W The cohort of prisoners, or the numbers of prisoners. They're de-identified, so it's just numbers of prisoners, IOMS numbers.
- CA Are you provided with a list of persons to be tested?
- W Yes. Randoms, yes.
- CA It comes from Statewide Operations?
- W Yes.
- 30 CA I take it that would be in addition to the targeted testing?
- W To our targeted testing, yes.
- CA Would the rate of targeted testing depend on the flow of intelligence?
- W Yes, we also do target testing based on behaviour. So if we have a particular individual who is acting erratically, we will perhaps do a target testing on that and then provide the intelligence, so it's not just an intelligence basis.
- 40 CA Do you have an intelligence officer outposted to Capricornia?
- W Yes, we do.
- CA There were a couple of incidents by way of report that we have some details of.
- W Yes.
- 50 CA It might facilitate some discussion of some issues. You may have been alerted to them, I think.
- W Yes.
- CA Can I show you, firstly, a memorandum dated 11 January 2017.

W Thank you. Yes.

CA Is that a copy of a memorandum concerning incidents at Capricornia Correctional Centre; the memorandum is dated 11 January 2017?

W That's correct.

CA I tender that.

10

PO Exhibit 76.

ADMITTED AND MARKED EXHIBIT 76

CA One of the aspects of the matter that was being dealt with in this memorandum was inappropriate access to IOMS. I think I know the answer to this, but do you, as general manager of Capricornia, have the facility to undertake proactive audits of the appropriate use of IOMS by correctional officers?

20

W Firstly, can I just clarify, I was not at the centre for this period. I actually had an extended period of leave over this time. Without having knowledge of this particular incident, I'm aware of it, but I don't have the details. So speaking generally-

CA That's okay. Yes.

W -to answer your question about audit capacity, no, we don't.

30

CA Is there any means, short of complaint or intelligence, of monitoring the appropriate use by staff of IOMS for business purposes only related to their job?

W I have previously placed an inquiry. I didn't actually put in a formal request at this time. I inquired as to whether I could readily access somebody else's or do an audit of somebody else's access, and it wasn't readily available, can I say.

40

CA Another aspect of this matter was that there were a couple of allegations made, and, as the memorandum reads, the author considered them to be capable of substantiation, that there had been, in effect, a tip-off by an officer that prisoners were going to be subject to a removal of clothing search. That happened on a couple of occasions?

W I understand it did, yes.

CA Do you have any reason to think, from your knowledge and experience at the centre, that that was any more widespread than this particular incident?

50

W I don't believe so, but there is the possibility of that happening.

CA Just getting back to IOMS, is there any means by which, in your centre, the obligations of staff to restrict their access and disclosure to matters pertaining to their position and not for general browsing or curiosity is reinforced to them?

- W Do we do anything different at Capricornia than what is already in place with the agency, as in-
- CA Well, you tell me what happens.
- W Okay. For IOMS and that access, obviously there's the ethics training. They have IOMS training. We have screensavers, we have notices, all of those sorts of things. So apart from all of those activities, is there something else that we do at Capricornia? I would have to say no.
- 10 CA Another aspect of this matter was that there were allegations, apparently capable of being substantiated, that an officer was providing prisoners with restricted items - food, I think in this case. Do you have any reason to consider that that kind of conduct is any more widespread than the incident being looked at?
- W Again, I don't believe so, but I'm not naive enough to think that it won't happen.
- 20 CA Can I ask you about another similar report. I'll show you this one.
- W Thank you.
- CA Is that a memorandum dated 24 December 2015 concerning some allegations occurring at Capricornia between about August and December of that year?
- W Correct.
- 30 CA I tender that.
- PO Exhibit 77.
- ADMITTED AND MARKED EXHIBIT 77
- CA Was this also during your period of extended leave?
- W No, no.
- 40 CA You would be aware, I think, that it concerns the conduct by an officer of an inappropriate relationship with a prisoner?
- W Correct.
- CA That extended over a number of months?
- W Yes.
- 50 CA Between August and December, until it was discovered. Is there any means by which pressures on staff or particular susceptibilities that may develop according to what's happening in their life can be monitored, with a view to trying to prevent or at least minimise the occurrence of this kind of thing?
- W To answer that question - I have very detailed knowledge of this particular

case and I guess, to answer your question, the factors that you are talking about are so dynamic, so wide, so varied, that whilst we may be aware of one or two, particularly because we're in a regional area, it is very, very difficult to say that, yes, we would be able to keep track of those or to provide that assistance. It would be very, very difficult to do that, because those sorts of factors are very, very dynamic and are constantly changing.

10 CA Is there any reinforcement by way of training given to staff concerning the subject of professional boundaries after they have completed their pre-service training, which, by the sound of it, most of your staff have?

W Yes.

CA A long time ago?

W Oh, yes, they have done refresher training, a lot of the staff. In this particular instance, there were numerous emails distributed well and truly prior to this becoming - to where it is at the moment, can I say.

20 CA To the individual officer or are you speaking generally as a preventative measure?

W To all staff. Absolutely, to all staff.

CA Of what kind, are you able to tell us?

W Just in respect to their boundaries, in respect to how they treat each other. There were some code of conduct issues in relation to that as well.

30 CA What was the object of the emails?

W My apologies, I'm just trying to be careful how I answer this for the purpose of maintaining some anonymity for the individual. I guess there were - I'm sorry, can you just ask me that question again?

CA You mentioned that this was preceded by a number of emails. We're not interested in the slightest in the officer's identity here. It's simply an illustration of a scenario for the purpose of discussion.

40 W Yes.

CA You have mentioned that the incident had been preceded by emails. I'm only interested in the extent to which the emails were directed towards some preventative measure, generally?

50 W Oh, okay. Right, sorry. I had some concerns that the very early stages of this type of behaviour - I had some concerns well and truly before I believe that anything had actually started, so it was used as a preventative measure. Does that answer your question? I was getting a bit confused.

CA Do I take it that you sent some emails around reminding staff of certain things?

W Correct.

- CA But with a particular officer in mind?
- W Correct.
- CA Again, we're not interested in identifying the officer, but what was the nature of the reminder that you gave to staff?
- W It was generally about the code of conduct, so it wasn't directly relating to this specific issue. In hindsight, it was, but certainly at the time those emails were distributed, it was about staff treating each other with respect. So they were code of conduct issues and boundary issues, particularly issues that were work matters versus matters that may not be considered at work but impacting, they may contribute to how you're performing your duties, and then it will become an issue for work. Does that answer your question?
- CA Yes. Yes, thank you. Would you keep yourself informed about the statistics on use of force, assaults on staff and prisoner-on-prisoner assaults at the high-security centre over time?
- W Yes. I couldn't quote them to you, but we have regular forums where we are reviewing both our use of force activities plus the level of violence in our centre, not just our centre but also in comparison to other centres as well.
- CA That's really what I was going to ask you. You're aware, broadly speaking, of where your centre sits in the scheme of things?
- W Yes.
- CA The data is relatively low; am I right?
- W Correct.
- CA Is there some strategy by which you achieve that that you could enlighten us about?
- W Again, I think there's a number of factors that contribute to that. I think because of the size of the centre, we are comparatively small when you compare us to some of the other centres. We have a very experienced work group, so I think that helps, because I think the staff can often see a problem before it evolves, so they can not necessarily get to know the prisoner, but they can see the early warning signs that maybe something is going to happen. Prevention is generally better than cure, in most cases.
- CA You have a view, by the sound of it, about some correlation between the size of a centre and perhaps the rate of assault? Do you see a correlation?
- W I'm sorry if I made the inference that there is a correlation. I guess that correlation is between us and other centres. So on the number of population, prisoners per staff member, et cetera, we score quite well. I think it's comparative with other centres in relation to higher prisoner numbers generally having higher staff numbers. But can I say that each centre is very unique in their operations. That's probably the issue that if you are doing a comparative analysis of the centres, there are a lot of factors that need to be taken into consideration and not just the size.

- CA What would be the particular features that should be taken into account so far as Capricornia is concerned?
- W Okay, if you were to compare us to another centre, you would be looking at the infrastructure, for example, what infrastructure you have available. You may look at your prisoner cohort that you have available. You may have a look at your staffing ratios. Just as an example, they might be three things that would be contributing to different aspects.
- 10 CA Dealing with the secure section of the high-security centre, would staff ratios differ according to the management of Capricornia as compared to somewhere else within QCS?
- W Yes, it could well be different.
- CA What would be the drivers of that?
- 20 W As an example, Capricornia has ten 30-bed units, so our staffing model originally for Capricornia would be different to perhaps what another centre may have, where they have 50-bed units. It's not just the analysis of the numbers of the prisoners; it's also about that particular cohort as well.
- CA And the configuration of the accommodation?
- W That's correct.
- 30 CA Perhaps you would explain, then, how the staff ratios operate at Capricornia in the secure centre, firstly the secure cells and then the residential area?
- W Okay, so when you're talking about staff ratios, what exactly-
- CA Ratio to prisoners.
- W We don't actually use ratios to prisoners, just so I can clarify. We don't have, "So many prisoners, this is how many staff that you have."
- 40 CA How, then, do you allocate staff to prisoners?
- W We would allocate staff to risk. For example, we had a base staffing at Capricornia, if I use just one secure unit as an example, where we would have three staff looking after two units. That's just one particular unit. We would have support staff as well. With our increase in prisoner numbers, then that has actually increased to four staff per two units. So it's based on risk. It's not necessarily based on prisoner numbers, ratio.
- 50 CA I understand.
- W The same applies to the residential area. Can I say that what we also do is that particularly in some of our high-risk areas, our health centre, our inpatient section or perhaps our detention unit, whilst we may have a minimum staffing level there that may already be approved or agreed to with the union, the centre also has that ability to - I'll use the detention unit as an example - increase that staffing level according to risk. We may

have one or two prisoners that are behaving particularly badly or they may be having a psychotic episode. We may choose to increase that level of staffing for a short period of time to assist staff and to maintain staff safety.

- CA Are you, as general manager, the person who is in charge of determining the appropriate number of staff to prisoners according to risk, as you've described, or is that something that's given to you by someone else in QCS?
- 10 W When a centre is commissioned, there is involvement with HR, the statewide component of HR. However, once that staffing establishment has - the centre is operating, as there are changes in the operations of the centre, then the general manager may actually be able to reallocate your staff. If you're looking for an additional staff, then you can make application through to Statewide Operations for additional staff to assist in a particular risk, whether that be long term or short term.
- CA Do you monitor the complaints received from prisoners through the complaints management system?
- 20 W Yes, I do.
- CA What would be the top three topics at Capricornia?
- W We don't - you would have the report from the Resolve about how many complaints. For the last quarter, Capricornia didn't actually have any complaints that were entered on to Resolve. Can I say, more recently, so if we move that period over to a longer period, then I would say property; I would also say parole has previously been an issue in the past; and I'm not quite sure what the third one would be.
- 30 CA There might only be two?
- W Yes.
- CA Thanks, Ms MAY.
- PO Thank you, Mr RICE. Mr MURDOCH?
- 40 CM Just one matter, Commissioner.
- With the increase in numbers of prisoners, what effect has that had on the staff establishment numbers?
- W That has increased.
- CM Is there any particular means by which it increases?
- 50 W I'm sorry?
- CM Is there any particular means by which it increases in terms of prisoner numbers?
- W I'm sorry, I'm not quite sure. We identify the risk associated with that. We have a lengthy consultation process with staff, and then we will

determine what staff we may be requiring. We will then make application to Statewide Operations in relation to the allocation of that. Is that what you're looking for?

CM Does that process occur over time as the prisoner complement increases?

W Yes, it does, but generally we have projected where these numbers may go, and so we are already ahead of the game, so to speak.

10 CM No further questions, thank you.

PO Thanks, Mr MURDOCH.

Nothing arising, Mr RICE?

CA No, thank you, Commissioner.

PO Thank you, Ms MAY. You are excused. Thanks for coming.

20 W Thank you.

PO We will adjourn, Mr RICE, until 10 on Monday?

CA Yes, adjourn until 10 am Monday.

END OF SESSION

30