



## 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 13 – WEDNESDAY 30 MAY 2018  
(DURATION: 1 HR 20 MINS)

Copies of this transcript must not be made or distributed except in accordance  
with any order made by the presiding officer concerning publication of  
these proceedings.

#### 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 – MICHAEL MACFARLANE  
CM CHRISTOPHER MURDOCH, Crown Law (QCS)

40

PO Yes, Mr RICE.

CA Thank you, Mr Commissioner. I call Michael MACFARLANE.

PO Mr MACFARLANE, would you prefer to take the oath or the affirmation?

10 W Affirmation, thank you, sir.

HRO Could you just repeat after me, please.

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 Is your name Michael MACFARLANE?

W That's correct.

20 CA Mr MACFARLANE, are you the General Manager of Lotus Glen Correctional Centre?

W I am.

CA Did you receive a notice to attend the inquiry?

W Yes, I did.

CA Can I show you this copy.

30 W Yes.

CA Is that a copy of your attendance notice?

W That is.

CA I tender that.

W Thank you.

40 PO Exhibit 95.

ADMITTED AND MARKED EXHIBIT 95

CA For how long have you been General Manager of Lotus Glen, Mr MACFARLANE?

W Since February 2016.

50 CA Lotus Glen is nearby to Mareeba; am I right?

W That's correct, about 20 Ks out of Mareeba.

CA Prior to taking the position of general manager, you worked interstate in corrections?

- W Yes.
- CA You worked, I think, as Superintendent of West Kimberley Regional Prison?
- W That's correct.
- CA Was that between about 2010 to 2016?
- 10 W 2010 to 2016.
- CA What town is that centre nearest to?
- W Derby.
- CA Just so we can get a geographical picture of its location.
- W Yes.
- 20 CA You were also a prison superintendent in the Northern Territory, I gather?
- W Superintendent and general manager. They have two titles in the Territory.
- CA Was that at Alice Springs?
- W Alice Springs Correctional Centre.
- CA You had, what, eight years there?
- 30 W Just over eight and a half.
- CA So the Lotus Glen appointment is your introduction to QCS?
- W Yes, that's correct.
- CA Your experience goes further back, doesn't it, to perhaps a decade or so as a correctional officer?
- 40 W That's correct.
- CA So you have come up through the ranks, so to speak?
- W Initially in health. Then policing in Western Australia. I moved over to corrections in 1992. Ten years in WA corrections. I had the opportunity to move across to Northern Territory Correctional Service as well. Eight and a half years in the central desert, with an opportunity to do some work in probation and parole, a couple of stints there, too.
- 50 In relation to West Kimberley, it was a specialised prison dealing with indigenous offenders, Aboriginal offenders, and I had the opportunity to go over and start from the ground up, help set that up and get it up to the commissioning stage and running it. I was the inaugural superintendent. I must have done fairly well, because they gave me three sites to run after that. I actually ran the Kimberley region, so I ran the Derby Prison, if you like, Broome Regional Prison and the Wyndham Work Camp.

- CA With the background that you have had, is there a particular attraction to you in working in the regional, dare one say remote, centres?
- W I suppose, looking out the window here, the traffic and the other bits and pieces, there is an attraction to it. I think it's that country way of life as well. You work in a small community and actually part of that community. It's also the indigenous background; I'm also an Aboriginal man from Western Australia, so I've had some good opportunities, as well, to move through the system.
- 10 I think the training that people give you, you need to give something back, and that's probably why I'm here now, to give something back, to be able to give something to Queensland, as well, and given the cohort of the prison where I work at, which we will no doubt discuss.
- CA Lotus Glen operates not just as a placement centre; am I right?
- W No, it's also a reception centre. It covers the northern region, or far northern region, if you like. A big capture area. The capture area goes out to Mount Isa and also down to Townsville as well, so quite a big area of capture.
- 20 CA Is there a remand function also?
- W There are remand prisoners in the system as well, yes.
- CA There is a low-security facility in addition to the high-security; am I right?
- 30 W That's correct. There is a secure centre. There is also a low-security farm - a low-security area, but most people know it by its old terminology as the farm, and there is also a work camp, which is about two hours south, in Innisfail.
- CA Where is the low-security by reference to the high-security centre?
- W About 500 metres from the fenceline of the high-security.
- CA Is there a line of sight?
- 40 W A line of sight on a good day, when it's not raining and other bits and pieces, but you can see it from the oval, if you like.
- CA Prisoners progress from the high-security centre through to low-security and perhaps further?
- W Yes, we do. We have a progression model when they do come through the system, provided they meet the right criteria to be able to move through the system as well.
- 50 CA We have heard it is common to have a mix of secure and residential accommodation. Does that apply at Lotus Glen also?
- W The same. We have a secure north, secure south, residential within the main perimeter secure centre, and obviously the low-security farm outside the perimeter.

- CA Is there a behaviour-based progression from secure to residential also?
- W Basically, behaviour based and also moving through the relevant programs that are offered, the requirements they need to meet while they are moving through the system, if you like. It is also the nature of offences and, if you like, the amount of sentence time that they're getting.
- 10 CA There is some variance between centres as to the rate of progression from secure to residential. Do you have a feel for the time frame or likely time frame at your centre?
- W Again, it depends on the individual and the availability of beds, of course, and also the length of sentence, would be the easiest way to put it. Yes, there is a progression model. Sometimes it can get stagnant. If you load up all your beds in residential with long-term prisoners, it doesn't allow the ability for other prisoners to transition through.
- 20 CA Is that something to be wary of?
- W That is something to be wary of when you are managing as well. Prisoners need to be able to see the light at the end of the tunnel. Anyone doing a sentence needs to be able to see that. So they need to be able to see what's on the horizon. Yes, they can progress through. Some people can progress through rather quickly, lower end of the scale, lower offences. The risks, or level of risk, risk assessments in relation to how we ascertain whether people are suitable for it - basically, the sentence management unit conducts those assessments and makes recommendations on which prisoners should be where.
- 30 CA Is that centre based or centrally based?
- W There is a regional manager for sentence management that operates out of both Townsville and also Lotus Glen, and there's also general manager, sentence management with overarching responsibility over the top. There are staff placed within the centres to be able to work through those processes, but they actually generally report to the regional manager or the general manager of sentence management. They don't report to the general manager of the centre, no.
- 40 CA There is a high proportion of ATSI prisoners at Lotus Glen, is there not?
- W There is. Currently there is 70 per cent within the secure and I believe there's 87 per cent at the farm.
- CA It seems to have been fairly constant, because so far as the secure centre is concerned, on the Chief Inspector's report of a couple of years ago, it was exactly that.
- 50 W It hasn't varied much.
- CA As luck would have it, you had been in the job only a few weeks before the Chief Inspector did a full inspection of Lotus Glen; is that right?
- W I think "luck" would be the word, yes.

- CA Was it good fortune? Was it a good opportunity?
- W It is a good opportunity if you are just coming into the centre as a new general manager, if you like, have a baseline set or you have an independent set of eyes come over the top and tell you how your centre is performing from their perspective. So, yes, a good opportunity.
- CA The built capacity for the secure centre, do you know-
- 10 W It's 696 cells, 732 beds.
- CA Are some of those designed for two, with bunks?
- W With double-up, I think there's around the 30 or 32 mark for permanent double-ups, and there's 50 temporary double-up bunks.
- CA What is the current average daily state?
- 20 W At this morning's unlock, it was 810, and the farm was 124, which is at capacity.
- CA Again, just going back a couple of years to the inspection in 2016, the prisoner count was given at, I think, 899. It's not entirely clear whether that is the secure centre or combines the high and low.
- W Looking at those stats, from my experience it looks like it would be a combined figure. As I said, you run on the 732 beds for the secure and the 124 and the 12 beds for the work camp.
- 30 CA The 810 that you mentioned, is that as high as it has been?
- W It's been up to - normally it's between the 830 and 840 mark, on average. We'd got to the stage where it has got a little bit higher, and I had to look at resources in relation to what would be our cut-off point, so to speak.
- CA Do you have an idea what your cut-off point would be?
- 40 W I look at a figure of 875 within, but I've also obviously done four projections in relation to if the numbers were to continue increasing. We are mandated by the court: as you would be aware, if we receive a warrant, we have to take a prisoner in relation to it. So what additional services and resources would I need to be able to go past or reach that?
- CA What was a trigger for you to identify what your cut-off point would be? Is it just a matter of forward planning?
- 50 W It is a matter of forward planning and available resources. Something as basic as can the sewerage capacity handle - how many can it handle? Something as simple as that. It may be a factor along those lines, or some of the aging infrastructure. I believe you spoke with Peter HENDERSON earlier in the week, and they had an upgrade in around 2010, so those sort of things. It's mainly around the infrastructure. And the other resources, obviously the human resources is a big one. You can't run a centre without your human resources, and the availability of, if you like, being able to fill those human resources, getting the staff in to be able to fill the positions as we go overstate. There is quite a big projection that goes over

a period of time.

CA To cater for the 80 or so above built capacity, how is that being dealt with accommodation-wise?

10 W As I mentioned earlier, the four parts of the centre - we actually made the decision early in the piece to spread them out in the secure centre. So the farm state remains at 124. We've also had some discussions in relation to increasing the farm state numbers as well, but that's, again, still in discussion. For the 80, they would be spread out to the smaller blocks within Lotus Glen, so if it is a 14-bed block, we can double up the 14-bed block, so it is only 28, as opposed to one of the 53-bed or 52-bed blocks - if you doubled up, you'd have 100 in those blocks. So it's about risk and also about safety of staff.

CA You have allocated the double-up to the secure portion of the centre?

W To the secure portion of the centre, yes.

20 CA Is there some reason why you have confined it in that way?

W We were only asked to look at the secure centre initially, and I don't believe that the farms and work camps were included in the initial discussions.

CA I was distinguishing between secure and residential.

30 W Residential, if you still want that progression model that we spoke about - bearing in mind I mentioned that sometimes it can get clogged and some of the residential - you still want people to be able to progress through the system, to be able to get to residential, to be able to see the farm 500 metres away. How do I get to that farm? What do I need to do? You still need that incentive there for the prisoners to be able to move through.

CA But you have chosen, it seems, not to use double-up in the residential area?

40 W That's correct.

CA For that reason, to try to enhance the progression model?

W To maintain some sort of progression model for the centre.

CA I know it is a rough figure, but is there an average duration of stay within the centre?

50 W Just based on experience, probably six months and under would be the short term. We do have longer-term prisoners that have been there for a number of years, but on average it tends to be between six and three months, probably 12 months at the most, but generally the shorter-term sentences.

CA Is the overstate situation of the secure facility impacting on operations?

W Yes, it does.

CA Can you explain in what way it is impacting in your centre?

W Well, a good example is I only have a limited amount of employment opportunities for prisoners. So if I've got just over the 200 mark jobs within the centre, if I am running at 800, I have 600 unemployed people on site. So it's those individuals with idle hands, if you like, on a day-to-day basis, how do I keep them gainfully employed? Aging infrastructure, as I said before. Some parts of the centre are new, some parts are old. Design as well. Again, that human resource element, being able to have the staff to be able to run the day-to-day operations to keep the centre running.

CA If certain blocks within the secure section are overstate with doubling up, does that affect the allocation of staff to those units?

W It can. We also have an overstate allocation of staff. As the number rises, staff come on board. That is where the staff are located to the centre. I went a slightly different tack in relation to discussions with the union. When I have overstate staff, they belong to the centre, so they belong to the whole secure area. In a dynamic security model - I know you have discussed that earlier in the piece with other general managers - the staff move to where the prisoners are and need to be.

W I have also looked at the structured day. We have all-day workers now, after a recent review, which will mean particular units will go to the workplace and stay in the workplace for the entire shift, whereas previously they would do half a day each and then half a day to manage and supervise. What that will mean is I can free up staff in units, so if I empty those units and send all the prisoners to the work area, staff that are running those units can be freed up to do other duties or assist in other areas, and that seems to be working at the moment as well.

CA Does the overstate situation of the prison affect delivery of services, necessary services, to prisoners?

W It can do. It can delay services. It can also have prisoners waitlisted for programs, education programs, treatment programs as well.

CA Does it tend to increase competition amongst prisoners for things as basic as phones and washing machines and such?

W Washing machines - we have an issue with our water at the moment due to aging infrastructure, and recently I had water trucked in to the site and the replacement of water tanks and other bits and pieces, so there are no actual laundries in the residential unit.

CA What happened there, sorry?

W Basically, our water system went caput. That's the easiest way to put it. We had to get a temporary water system to be able to supply the site while it allowed the opportunity for people to have a look at what the issues were, why the water tank broke down, et cetera, and costings to replace it. So I've got a temporary water system managing the site at the moment.

In relation to where you're going with laundries, the residential did have

laundry washers in the units, but I have had to shut all those down. I have a main laundry in the centre. The laundry is done through the main laundry.

CA Has the overstate situation of the secure section affected safety for staff in particular?

W Are you able to clarify?

10 CA Well, does it make it more unsafe to be overstate?

W The overstate - you mean the additional numbers will make it unsafe?

CA Yes.

20 W I think all staff have the same training. They initially come through the training academy, as well, and ongoing training in relation to that. So there are the tools in place to be able to deal with it. The level of risk - maybe a slight increase. I am not naive enough to say there isn't. But, again, it's what resources we have available to move to those areas to be able to assist.

CA Do you have the numbers of staff to be able to cater for increased need with the additional complement of prisoners?

30 W Again, if you like, it is scale in relation to overstate numbers. There are days when I can't get the staff, so I may have to go to lockdown of certain areas or limiting of services available on that day. So in relation to your service delivery question, yes, there are certain days when we can't run programs, we can't run certain workshops. We are constantly recruiting, obviously, to try and backfill that. But, yes, there are certain days that - yes.

CA Is it a day-to-day proposition?

W It is actually managed on a day-to-day proposition. My HR team, a very good HR team, are basically on the phone the whole shift trying to get staff in to fill vacant positions.

40 CA What would cause that? Is it a daily thing, an ever-present thing, or is it some contingency that arises that causes this from time to time?

50 W There are some contingencies from time to time, but if you look at the overall picture of the location, it's a remote area gaol. You asked me before, and I said I have been working in remote areas for most of my life, so I am familiar with it. There are competing jobs, if you like. The mining industry. If you look at the Cairns region, it's a seasonal work base, so they come up for the seasons. People come in to work on the farms, do the fruit picking, other bits and pieces, and that may lead on to other jobs for people that want to stay in the area, or they move out at certain times of the year. You have the tourism. Cairns is a big tourism area as well. People are mainly interested in the tourism industry.

I have a centre that's outside of those areas. How do I attract staff to those areas? It's mining companies as well. There are big projects up in the Cape. So there is a lot of competition for probably a limited resource, if

you like, that human resource.

CA Would your staff come from Cairns, commute from Cairns?

W Yes. Capture area - Cairns, Atherton Tablelands. But even in the recruiting process, I have had people as far away as Victoria and Sydney and others come up and sit through the recruiting process, as well, to try to get a job in a correctional centre.

10 CA Is Lotus Glen able to attract sufficient staff for its optimum operations?

W Well, put it this way, optimally, we run three courses a year, and we like to get 15 per course, on average. Through natural attrition, if you look at the stats, I believe it averages one departure a month from staff that are currently there, whether that is natural attrition or they are moving on to other industries or are transferred to another site. The last course, I was looking for, at the start of the year, 15. I got eight, to give you an idea of the pool that we're trying to - so that puts me back. Instead of 15 for the next course, I have to try to make the difference up by gathering the other numbers up, the other seven on top of the 15. Obviously, the next course, I will be looking for 22 if I can.

CA Is there a recruitment process throughout the year or is it staged according to needs, can you tell us?

W There is constant recruitment. You can actually get online and have a look at the requirements, if you are interested in the job. But also, it seems to be a never-ending roll through of recruiting processes. I believe I have one next week from the other course I am starting later in the year as well. I've just had a recent one where I have attracted a certain amount of numbers to be able to go on that course. There will be an initial COEP starting at the centre. So it's a never-ending packet of Tim Tams, I suppose, in the same way. Your constant resources are drained and you are trying to refill. That's the custodial element that I am talking about in relation to that.

40 There is also the other element of your professional and administration staff within the centre, and that's the competitive side of nature. Again, an isolated area. If I am looking to recruit, say, a psychologist to work in the centre, the government pays a certain amount of money, whereas the private arena pays \$10,000 more, if you like. It makes it a little bit more difficult trying to attract people to the job.

CA What kind of contingency, then, would cause your staff to be on the phone, as you described, looking to have staff come in?

W Certain elements. There are some elements of absenteeism, sick leave, long-term sick. In relation to the overstate that I mentioned before, the ratio of numbers and the ratio of staff. One of the biggest drivers for us in relation to overtime, which is normally what they are on the phone for to fill shifts, is the nature of the prisoners that we have in the centre are generally unhealthy and unwell. We have a lot of hospital escorts, a lot of hospital sits. For example, as I mentioned before, the big capture area in relation to Townsville - there's road escorts that need to be done between sites, so I will need staff to be able to do that as well. So there is a whole myriad of reasons why the HR people are on the phone for most

of the shift trying to cover shifts.

CA Is that a daily thing?

W A daily thing.

CA Do you have some kind of a reserve pool that you can call on, or is it a question of getting those that you have to work overtime?

10 W Getting those we have. We do have different staff in relation to - we have part-time staff and we have casual staff that we can call on as needed, as well, to cover elements of, say, the hospital sits. Also mindful of fatigue management with people that are on day-to-day shifts, four days in a row is enough when you are looking at 12 hour shifts. You can go outside the guidelines to be able to do that, but that is a judgment call at the time.

CA What guidelines are there?

20 W Fatigue management, so the guidelines in relation to - it's either the relevant EBA or the legislation for health and safety, four shifts in a row for a staff member to be able to work.

CA So that is an additional factor you have to cater for?

W We have to factor in and cater for that as well.

CA Do you need to consult with the union about a reasonably fair allocation of the overtime?

30 W We do. One of the things that I looked at when I first started is a transparent process, if you like, for overtime. We moved to a texting system to be able to get hold of people, if you like. That's the easiest way to put it. And it's balanced out on hours, availability, so the person with the least amount of hours in overtime should get called first.

CA One of the features that the Chief Inspector remarked on last time - it's two years ago now - was that although there was a respectful interaction between prisoners and staff, there was limited engagement, with officers tending to congregate in the officer stations. Is that the case now?

40 W Probably my management style is a little bit different in the fact that I'm a wanderer, a site wanderer. It might be in the blood, it might be in the genes. But I get out and get around the centre. I encourage my managers to also get out and wander around the centre. It may be an observation that got picked up early in the piece. Again, I have just commenced. I don't tend to see that while I am wandering around, but then I am also a realist to the fact that they also know when the general manager is walking around the site, or the deputy general manager. I have not actually seen it, the congregation of it, but it may have been a factor, as I said, identified by the Chief Inspector at the time.

50

CA In some places, that kind of scenario is an indicator of concern about security by the staff.

W Possibly it is an indicator.

- CA I am just wondering if that is the case presently at Lotus Glen.
- W Again, I haven't seen it currently at Lotus Glen. It may be an indicator. It may be - if you look at the ratio of staff experience, if you like, I have an aging workforce. I have people hitting retirement and other bits and pieces. For example, I have two staff that have close on 40 years service that are just about to move on to their next adventure, so to speak.
- 10 Up to 40 to 50 per cent of my staff would have under five years service. So if you've got staff that are fairly new to the job teaching newer staff that are in there, apart from the mentors and other pieces that we have, they are only going to pick up what they learn from those staff, from that five years. The mentoring - I try to get the guys who have 10 years service or more years service to look over the top at what they're doing. But people can't be everywhere at once. They learn from the people that they work with in that environment.
- CA With the staffing considerations that you have mentioned in mind, to what extent do you need to utilise additional lockdowns?
- 20 W It is on an as-needs basis. We assess every day. On the days when we don't have the amount of staff needed to safely run the shift, if you like, then we look at options of lockdowns.
- CA Do you have to keep a record of when that happens?
- W We do keep a record. I don't have the stats here, but we do keep a record of when they are.
- 30 CA Is it a frequent thing?
- W They can be frequent, and then there can be stretches where we have enough staff to cover the shifts to be able to run the normal day-to-day operation.
- CA What time frame are we talking about for a lockdown - is for a day or part of a day or what?
- 40 W If it goes any more extended than a day, it will be a rotation of areas that are unlocked. So, for example, it won't be secure north will be locked down all day. It will be for a period of hours in the morning. The other areas of the centre are out. Secure the centre. Then one other area of that centre will be secured, and that area will be unlocked so they have time out of cell, access time, access to phones and things that you mentioned earlier. So it is a staged process around the site.
- CA At least one other centre has managed its overstate situation by modifying time out of cell, in fact reducing it.
- 50 W Yes.
- CA Is that in application at Lotus Glen?
- W Not at this time, but we are in discussions at the moment in relation to that. We aim for the 10 hours as much as we can.

- CA Are you able to achieve that presently?
- W For the bulk of the time, we are, and there are certain days that we can't, certain times that we can't.
- CA What employment opportunities are available?
- W At Lotus Glen?
- 10 CA Yes, in the secure centre.
- W We have a laundry, as I mentioned before. There is a tailors shop in relation to everything from upholstery to making mattress covers and those sorts of things as well. Kitchen services we have. We also have a woodwork shop. We have a metal shop. I have probably missed one or two there that will growl at me when I get back. So there are opportunities there to be employed, but, as I said, it's just the number of jobs.
- 20 CA How many jobs would be available?
- W I think just over the 200 mark. Again, as I said, if you are looking at 200 jobs for 800 prisoners, then I've got to manage the other 600 while the others are at work.
- CA It seems to be a reasonably constant ratio, because, again, two years ago the Chief Inspector noted about the same proportion, about three-quarters are unemployed?
- W That's correct.
- 30 CA That is a feature you have to live with?
- W It is. I have just worked through with my business manager to create the opportunity for more positions. I will be able to create 40 more. That will take it to around about the 240, 250 mark. A lot of that is governed by infrastructure, as well, and whether it is a five-day workshop or a seven-day a week workshop.
- 40 CA What do you have presently?
- W We have a combination of both. Again, if you look at the infrastructure, if you've only got so many positions - I will just give you an example - in a carpentry shop, whether that is 20 or whatever the number happens to be, I can only employ 20 in there at a time. I can't go any further over that. There will be budgeting requirements, but also in relation to occ health and safety and the other matters, working in a workshop, working in industrial areas, those types of things, people being able to operate machinery. So, again, there is a whole myriad of factors before we actually can increase the numbers.
- 50 CA What do the three-quarters of the population who don't have employment do to fill their day?
- W Other areas of employment, which I consider employment, are programs to attend as part of their treatment needs. There are also education courses that they can attend in relation to that. We have activities officers. We try

to keep them gainfully occupied by having activities throughout the day, again to get them out of the units, to get some fresh air, to run some of the energy off, if you like, so they don't take it back to the unit and take it out on the fellow prisoners there.

CA Is dealing with idleness a problem?

W Dealing with idleness is always a problem in a correctional centre.

10 CA But is it more so at Lotus Glen because the opportunity for work is limited to 200 or so?

W I would say it would average out across the centres. Again, it is what the capacity for work is. Again, as I said before, when I went to all-day workshops, if you like, it's an alternate-day system, so A and B teams, if you like. The A team works Monday, Wednesday, Friday, the B team works Tuesday, Thursday, Saturday, so alternate days. So if you look at 250 jobs, by doing it, I am able to employ 500 people, but it's alternate days.

20

CA Is the relatively limited opportunity for employment productive of conflict?

W It can be. If people are living in close proximity to each other, doubled up in cells together, they've got nothing to do, if you like, so to speak. Where we can get them out in the day - as I mentioned, they can do activities. On the days when we can't get them out, when we don't have the staff to be able to get them out to do it, yes, it can lead to it.

30 CA Out of unit, you mean?

W Out of unit, yes. There's out-of-cell time, and there is also out-of-unit time.

CA Out of cell means-

W Basically, out of your cell in the wing or in the unit. Out of the unit means down to either one of the gymnasiums or out on the sporting field.

40 CA And that has to be rostered on a time frame basis, doesn't it, so that everyone gets a go?

W That's correct. We try to share it out as fairly as we can.

CA Some centres have maybe two or four hours a week of that kind of thing?

W Some centres would, yes.

CA What would be the norm at Lotus Glen?

50

W Because, if you like, the gaol has two halls, there's also a - I call it an oval. That's a West Australian saying. It's a square field, they keep telling me here. So we're able to give them more than the two-hour sessions for the week. We have a roster, and it's obviously independent on the amount of activity staff that I'm able to have on centre. I've got three at the moment to be able to run that.

- CA What sorts of activities are available in unit? That is where prisoners spend most of their time.
- W There are, obviously, activities and there is passive recreation, if you like, so everything from chessboards, playing chess, board games, cards and those sorts of things as well. Some people just sit there and will watch television in their downtime. There is an exercise yard off each of the units, where they can do some isometrics, there's equipment, push-ups, sit-ups, those sorts of things, table-tennis tables in the wings as well. Some of them are active and some are non-active, if you like, with the board games and so on.
- 10
- CA You may have mentioned before the double-ups. Are they by way of mattress on the floor or do you have bunks?
- W As I mentioned, there are 30 in the double-ups and there are 50 temporary bunks, but mattress on the floor. Some of those considerations for that are also cultural reasons, when we put people together in a double-up cell.
- 20
- CA Do you have a cell placement process?
- W Yes, we do have a cell placement process.
- CA How does it work at Lotus Glen?
- W It follows the COPD. I believe I've got it here as well. I can refer to it. Basically, it is a risk assessment. If I touch on the cultural element, which I mentioned, having a high population of indigenous offenders, people from the same country, from the same area. It is also related to the nature of offences as well. It's also, are they going to be compatible? Association issues have been mentioned throughout. For example, if I've got a father and son or two brothers or two cousins, or even two people from the same community that are going to cohabit together and not cause any issues amongst themselves, then they are some of the factors that I look at. But, again, it comes down to the level of risk.
- 30
- CA Are prisoners able to nominate a person with whom they are prepared to double up?
- 40
- W They can. We will still go through the risk assessment in relation to it, and, again, the nature of offences obviously plays a factor into that, too.
- CA Are there any particular needs or differences of approach that need to be addressed by reference to a higher percentage of ATSI inmates?
- W Different communication, different management style, if you like.
- CA Can you explain how that works in practice?
- 50
- W Again, given my background and history, it's more face to face, so it's more of the dynamic security model, like you and I are talking here. It's talking to each other, not at each other, open communication in that respect. Getting past some of the cultural barriers - there is cultural awareness training that happens on site and obviously through the COEPs as well. There is also updated cultural awareness training that my cultural

development officer and his cultural liaison team do.

There are also staff members within the cohort of staff - I believe there are ten custodial correctional officers and seven administration, myself included, with an Aboriginal or indigenous background. So it's about being, if you like, the conduit between the two.

10 CA Dynamic security, which we have heard about, at least is aspired to. Does that have to operate in any different way for a high proportion of ATSI in the population?

20 W Again, speaking from experience, a slightly different way when you're dealing with indigenous people. There are certain cultural obligations, like staring at people. If you go and shake hands with a traditional man, it's a soft handshake. In most of the areas in Queensland, it's a little bit different, from what I've picked up. Just those cultural considerations. Sometimes you'll have somebody who speaks for somebody else. They might be a senior man or senior person, and they will have a younger person or someone else who is able to speak for them. There are also the language barriers, the cultural. For example, working in Alice Springs, there are five different language groups around the area, and then there's English. So English isn't just a second language, it may be the fifth language as well. There are also variations around the top end as well.

CA So is cultural awareness for staff a particular need?

30 W For me, it is. It's even the terminology, if you like, on cultural awareness. It has been a couple of hundred years, there should be a cultural competency by now; should have some sort of knowledge of the Aboriginal people that we're working with on a day-to-day basis. You have the numeracy and literacy stuff as well, so there might be a little more help that's needed in filling out a form, and that sort of assistance, "What do I do to be able to get them to sign it?", or, "How do I request for it?" It is more of the talky bits, as opposed to the walky bits.

CA You need to develop an annual training plan, don't you?

40 W I believe there was a training plan sent. I'm not sure whether it is an annual training plan, but-

CA I see. Is that a requirement of a manager to develop a training plan annually for staff?

W It is. The training that comes out of that annual training plan is obviously the governance stuff that comes through COPDs, and the like, and also identifying local training, what I believe should be part of the local training too.

50 CA Yes. Obviously you have your core competencies that have to be catered for?

W Correct.

CA But in terms of local training that might be additional to that-

W It might be additional training, that's right.

- CA -how do you identify where the needs might be?
- W It is trending in the region, if you like. The easiest way is we can't just operate within the fenceline of the centre. We need to know what is happening in the community, because what happens in the community also has a reflection on the centre. I will give you an example.
- 10 We have an ice forum for prisoners on Friday. We have had an ice forum previously for staff. Trending in the area is obviously the change in drugs over a period of time, moving from such things as cannabis to the harder drugs. We get the specialist, if you like, in, to speak to the staff, training the staff how to identify; how to, if you like, guide people in the right area or give them the right context for the treatment. To follow up, this Friday he is coming in to do the ice forum; speak to those prisoners that are mostly affected and have been identified, either through assessment or self-identification as well, and be able to give them the same opportunity.
- 20 CA One of the training sessions that is identified on your annual training plan is again for cultural awareness; correct?
- W Yes.
- CA It looks as though you have budgeted for perhaps 250 people to attend that?
- W Yes.
- 30 CA What is the basis on which that has been selected, for that proportion of staff?
- W Some of it will be a turnover, as I said, of staff in the centre. Some of it is also refresher training, any current changes or things that have changed in the process of. If you look at 250 - it's also not just the centre staff, probation and parole will come to the centre to do the cross culture awareness training as well.
- 40 CA Is that an individual session, just one session, or how is it structured, do you know?
- W I'm not actually sure how it is structured. There is a session that's done on the CIP for custodial officers. It is also an assessment that is done for new staff when they come to the centre.
- CA The cultural awareness, I think, is also one of the mandatory requirements?
- W That's correct, yes.
- 50 CA But infrequently, I think perhaps every three years; is that right?
- W Three years sounds like the correct amount.
- CA Do you offer cultural awareness as part of your local training? Is it an annual thing?

- W We do. What we try and do is - as I said if we've got - for example, new starters from probation and parole that need to come through, we try and combine our resources as well, so it can be a resourcing matter. We may have a mixed class that come through who do the cultural awareness - new administration staff, new professional stream staff, as well as refresher training for custodial.
- CA You have also allowed, on your training plan, for resilience training.
- 10 W Yes.
- CA What was the basis of selection of that?
- W Learned experience. Probably from my history, and just doing a comparative, if you like, across the states and territories, one thing I have noticed is that staff need more resilience training - not all staff, but there are some.
- 20 CA Is that a feature you have noticed from your past working interstate?
- W From my past interstate. It is also something I noticed when I hit Queensland as well. I don't think you can have enough resilience training, how to bounce back. I think it is really important on a day-to-day basis. We don't live in the real world, we live in the world of the gaol, if you like. A lot of things happen within a centre. Your 1 may be a 10 for me, or vice versa, what I see. I think it is really important. That is ongoing training for staff. I encourage everyone to attend, but I also extra encourage my supervisors and managers to also attend so they can pass that training and knowledge back to the staff on the ground. I just think it is really important for staff to be able to be resilient and bounce back from it.
- 30 CA Is that a product, though, of working at Lotus Glen, in particular, or is it something you think would apply wherever you work?
- W I think it's across corrections. It is just the opportunity to be able to give specific resilience training for the staff.
- 40 CA What opportunities are there for you to interact and learn from shared experience with other general managers?
- W There are a variety of those. No doubt you heard the operational leader group meet on Tuesdays, which is a Movi link, a videolink, if you like. That is one of the forums. It is a quarterly operational leader group meeting, face-to-face, in Brisbane.
- 50 There is also an email address for general managers where you can exchange ideas. There's the Movi system, again, the video system, where I could - if you're another general manager and you have similar site issues, I can link up with you and have a discussion on how you handle it, or, vice versa, if we have had an incident or an issue, or something that had a good outcome, link up and speak face-to-face on that. It is trying to get around the tyranny of distance, if you like.
- CA To take an instance, if you were to take the view, for good reason, as you have articulated, that resilience training really should be a fixture on

annual training, is there a ready mechanism for you to share your view and your experience on that, for the benefit of others?

- 10 W There is. Again, at those forums, those discussions, whether they are via email, or face-to-face, it may be as simple as just picking up the phone and talking to the general manager of training and development, because the staff are actually sourced from his area that come up and do the resilience training; a bit of feedback on what it is, how it went, and how it was accepted by the staff. There are a variety of avenues to be able to share.
- CA You, no doubt, took an interest in the Chief Inspector's report as it related to your centre for the year in which you joined.
- W Yes.
- 20 CA Can you tell me if you are made privy to inspection reports, either healthy prisons, or incident reports that pertain to other centres, are they made available to you?
- W They can be if there is - you may have discussed it, but there is a notification system that we receive statewide, level 1 and level 2. Peter SHADDOCK obviously makes us aware, "This is for your knowledge, for the centre", as there may be similar issues or, occasionally, it's copycat-
- CA That is a flag that comes up on IOMS, isn't it?
- 30 W A flag that comes up on IOMS.
- CA By way of email, correct?
- W By way of email, yes.
- CA But this is a get different, these are Chief Inspector reports from an independent oversight body?
- 40 W That's right. Yes. So the Chief Inspectors will actually go through the report on a local basis. The last report, and it would be the follow-up report, was broadcast to the site. All staff were able to read what was in the report and the areas that we needed to address.
- CA I guess my question was a little bit wider than that.
- W Yes.
- 50 CA Extending to reports that may relate to other centres, be they healthy prison reports, incident reports, or thematic reports, I was wondering if they are available to you to learn good and bad things from?
- W Not generally, unless I ask for them, or I am having a discussion with the general manager.
- CA Did you use the 2016 report as a management tool for you?
- W I did also use it as a learning tool, just starting on site. It has areas that

need to be addressed, but it also highlights some of the good work that's being done. It's not all those areas that need addressing, but there are also areas that staff do well at.

CA You would have a means of keeping tabs on use of force, or the frequency of use of force incidents or assaults within the centre?

W Yes.

10 CA What is that means?

W For starters, there is an IOMS tab where use of force has been used. You have a little tab in relation to your reports. Also, again, general managers and deputy general managers are on 24 on-call in relation to incidents that happen at the centre, and the level of those incidents as well.

My on-call manager submits a daily log in relation to incidents that have occurred afterwards, so the follow-up in relation to those use of force incidents.

20

CA Does someone do any analysis of all those individual pieces of data to see what trends may be emerging, or what issues may be emerging within the centre?

W They do. For myself, as general manager, I hold three debriefs a week. That is an opportunity to go through what is trending in the centre, to the managers and supervisor groups, but in relation to the use of force, the supervisor will do the initial assessment on it, the manager.

30 CA That is reviewing an incident report?

W Reviewing the incident reports, and whether it is human source or technology source, to be able to review those as well. The manager of the area has oversight and the deputy general manager has further oversight. It is a triple check mechanism, if you like. I also have oversight when I come on shift and I go through and I read the incidents that have occurred.

40 CA Is there any noticeable trend upwards or downwards in the rate of assaults?

W In relation to staff assaults, the staff assaults have plateaued. Although we do have spikes, and we have had a couple of incidents lately, they are not trending upward with the rise at Lotus Glen specifically, the rise in prisoner numbers.

50

Prisoner-on-prisoner assaults, they are on the rise. There are a myriad of factors for those, and use of force, I haven't actually got the stats on the use of force in front of me, but from what I understand there is a rising trend because if you look at the prisoner-on-prisoner assaults and the responses from staff that need to respond to those, whether it is something as simple as a stop motion, or a take-down, that's considered a use of force as well. As the assaults rise between the prisoner group, then I have seen, yes, a comparative rise in the number of use of force.

CA You mentioned earlier that you thought there were reasons for that. It

sounds like you are aware of some?

W I do a capture of my intel team, and also my violence prevention coordinator does a capture of the site in relation to what areas are trending and when, when incidents occur and in what particular units.

10 Again, relating to a dynamic security model, if we have an area that seems to be spiking in relation to assaults, I am able to identify where the area is, the specific units in relation to that, and if I need to put additional resources in at those times, where they are spiking.

A couple of the other systems in place - something as basic, for example, as moving around the site at Lotus Glen is escorted walking, or escorted escorting. If prisoners are moving around the site, they are actually escorted by a staff member. Part of that is by design, but part of that is also that dynamic security model, you should be moving where the prisoners are. So different strategies.

20 CA You need to have a violence reduction strategy, am I right?

W That's right.

CA As part of the requirements?

W Yes.

CA You perhaps have already explained a component of it, but could you recap what that consists of at your centre?

30 W To make sure, if we go back to the training, that all staff are up with their training, and some additional identified training. The rights tools and equipment, of course, to be able to do the job. My violence prevention coordinator works closely with that in relation to whether it is a process, or a procedure or a system that we can review. Again, where we have identified levels of risk - for example, it may be something as simple as cleaning tools and equipment, what type of those are we using, where prisoners have used those to conduct assaults on other prisoners.

40 There is a process for cleaning that we had for the centre - and we have done a recent review on that - do we need to take those particular items out to reduce the violence and work out a different process, where we can put those tools in at certain times, to be able to manage and maintain that while we have additional staffing to be able to do that.

50 Something as simple as messaging, we have a loop television station on site where we can send messaging out across the site to prisoners. In relation to violence, "Stop the Violence" posters. Encouragement by the staff, as I said, with that face-to-face discussion. Trying to teach other people that there are different ways to resolve things. Especially indigenous people, they do have different ways of resolving things. Sitting around and having discussions. There are a whole heap of strategies but, again, it is about trying to minimise the risk.

CA Do you have an intelligence capability at Lotus Glen?

W Yes.

- CA Does that capability extend to providing you information concerning possibly developing inappropriate relationships?
- W Yes, they do.
- CA Does it extend to information concerning inappropriate use of IOMS or disclosure of IOMS information inappropriately?
- 10 W It can do, as well as the information technology areas, the IT section.
- CA I am not sure what you mean there.
- W If I can identify it, I can order an audit to be done of particular IOMS usage.
- CA From OSS?
- 20 W From OSS, yes.
- CA Apart from being aware of and perhaps responding to intelligence that you might receive on those topics, for example, is there any more proactive way of identifying development of inappropriate relationships?
- W Constant reinforcement by the managers, through myself, through the deputy manager and the manager group, at those meetings, as I said, that we have on a regular basis. There is obviously stuff that is identified by staff, human source, as well as technology sources that we can identify through. There's also declarations of conflicts of interest for relationships.
- 30 You will understand that in a small area, in a small capture area such as where Lotus is, some of the people that work in the centre may have gone to school with people that come into the centre. We send those conflicts through to Ethical Standards, through an oversight review, on how we would manage those relationships in the centre.
- CA Do you need to be particularly aware of that at Lotus Glen for the reason that you mentioned?
- 40 W Yes, for those reasons. Also, if you are looking at a pool of people for the job, there's a lot of people that are families that work together in the centre and, on occasion, a family member will come in to the centre. I need to be across that through my intel and through the sources as well, whether to keep that person on site, whether to put a plan in place where, if it was yourself, you wouldn't work in that area, or have anything to do with that person while you were there; not to access IOMS. There are certain things listed in the conflict of interest declaration.
- 50 CA Is there some criterion by which staff are informed what kind of thing they should declare as a conflict of interest?
- W There is. It's often reinforced through - it is the stuff from CIP and COEP courses. We have the Ethical Standards training, code of conduct standard training as well. But, again, with the refreshers that we have, we are constantly reminding staff and, again, through that chain, if you like, remind the supervisor, remind the managers, speak to the staff. If you are

unsure, declare it, and then we will go through the process to see what level it falls in and falls at.

CA Are you confident staff do that?

W I am confident that staff do that.

CA Have you unearthed instances where conflicts have existed that have not been declared?

10

W Yes, there are instances. It has to be declared or it's found out, as I said, by a human source through observation or awareness. It is a small community, bush telegraph, if you like, to certain things. Probably one of the areas is in relation to DVOs amongst staff members; they have to declare. I don't have a way of being able to find that out as general manager, so there may be occasions where staff members have DVOs in relation to each other that are undeclared.

CA How would you deal with that if you learn of that, other than through the staff member who, prima facie, should disclose it?

20

W If I find out, I write to them and say that I have been made aware there may be possibly - whatever the situation is, or I call them up.

CA Do you do that personally?

W I can do that personally or, if I am not there, I will delegate it to someone to do the initial legwork, whether it is a manager, whether it is the deputy general manager. Quite often if they haven't reported it, I like to have a chat with them and find out why they hadn't reported it.

30

CA Testing for drugs - is that done according to COPD at Lotus Glen?

W That's correct.

CA A mixture of targeted and random?

W Targeted and random, yes.

40

CA We have heard from others that Statewide Operations provides the details of those who should be randomly assessed or tested, rather.

W That's correct.

CA Does that apply at Lotus Glen also?

W It also applies at Lotus.

CA The targeted testing, is it intelligence based?

50

W Target tests are generally, yes, intelligence based and, again, whether it is the human source or an IT source.

CA Some of the information I have is that in terms of the results of testing for drugs at Lotus Glen, the rate of positive tests is quite low?

- W That's correct.
- CA In fact, much lower than the state average?
- W Yes.
- CA Is it also correct that there is a low rate of incidence of possession of prohibited articles?
- 10 W A low rate as well, yes. There may be some favourite prohibited articles, not necessarily drugs. Tattoo equipment and other bits and pieces.
- CA Just dealing with the drug testing, what do you draw from that - anything?
- W I draw that I have a good intelligence team. I draw that also because of the dynamic model, as I mentioned before, about the face-to-face interaction and the talky bits, that the staff are on the ground and are moving around where they should be, seeing what's going on.
- 20 CA Is it a case that you are more successful in restricting inflow of drugs as contraband, or is it a case that there is not such a drug problem at Lotus Glen?
- W A two-way street: location, again, the isolation about actually physically getting there to be able to do the drop-offs, if you like; or whether they secrete it internally, whether they have been out of the centre and those sorts of things. It's what they can access in the community as well, what's available, what's available to be accessed. The availability of drugs in the community also reflects the availability to get them into the centre. So if there's a low supply out in the general community, there is going to be a low supply to the centre as well.
- 30 CA That quite low rate of positive substance testing certainly accords with the findings from the Chief Inspector two years ago?
- W Yes.
- CA So it seems to be a feature of Lotus Glen; is that correct?
- 40 W Yes, it is a feature. I think it's also the mix of the prisoner group there. If you look at historically the remote areas and the remote communities, initially drugs weren't such a big problem in the communities. So that's also partly reflected within the centre. Not everybody uses drugs.
- CA Staff searching, is that done in accordance with the COPD?
- W It's done quarterly, yes. Just on that, I'm normally the first one who volunteers to be searched.
- 50 CA Showing leadership?
- W You have to set the example, yes.
- CA Beyond the quarterly standard, is any further searching intelligence based also?

- W There's intelligence-based searching. There's also some - I know the terminology is "ad hoc". The minimum requirement, if you like, is quarterly. If we believe that there's - it might be something as simple as expired IDs or people not wearing the relevant equipment, we'll organise a search of staff as they come in, just to check those.
- CA Am I right that there is also a low rate of issue of safety orders at Lotus Glen?
- 10 W That's correct.
- CA That has been so, again, since at least the last full prison report?
- W That's correct, if it can be managed by other means.
- CA That is really what I was going to ask you. Is that coincidence or is it some strategy that you are able to run the prison without resort to safety orders in any volume?
- 20 W I think it's a strategy to be able to manage the situation or the incident as opposed to the safety order element. There may be a slight spike because Lotus doesn't run a protection area. We don't have protection prisoners. That's just by design. We don't keep long-term protection prisoners on site. That means that they may be placed on a safety order down in the detention unit until such time as we are able to relocate them to a prison that has an area for them.
- CA How do you manage to run a fairly large centre without a protection component?
- 30 W Just, again, good management, but I also think it is just one of the quirks of - particularly with a high percentage of indigenous people, it's how those offences are seen, if you like, for people that do go on protection.
- CA I'm sorry, I don't know what you mean by that.
- W The community - if I've got 70 per cent indigenous, Aboriginal offenders, generally unless the offences relate directly to their family - then they may have an issue with the individual, and that individual may need to go in protection. If they don't, generally, and it is not directly related to them, whereas a normal set of offences may require a prisoner to go into protection, it doesn't seem to be the case at Lotus. And, again, if you look at why people do go on the safety orders - and, again, they are very low numbers.
- 40 CA Just getting back to the protection situation, do you not have, for example, a proportion of sex offenders, who might typically be candidates to go into protection?
- 50 W Yes, we do, unless they're - if they're not known, and again if they don't have a direct effect on the family in relation to Aboriginal relationships. I know it sounds like a quirk, but it is a quirk.
- CA I'm just trying to understand the mechanism by which you sustain that model.

- W Again, dynamic security, staff moving around, keeping observation of what's happening, and those reporting mechanisms, if you like, through the cultural awareness group. As I mentioned before, there might be a senior man there. People that will speak on behalf of others will come and advise the staff, because they have that interaction. All the sets of eyes, if you like, that are watching.
- CA To what extent is it the product of having a high proportion of ATSI population?
- 10 W I think it is a large extent, and I can speak from experience at the last centre as well. That was an Aboriginal-focused prison, and obviously people were in there for all different offences.
- CA That's at Alice Springs?
- W Alice Springs and also the Kimberley region.
- CA Was Alice Springs run on the same lines?
- 20 W Alice Springs was run the same, yes.
- CA Was it that way before you arrived at Lotus Glen?
- W Again, I can't speak to the history. I can only speak to the last two years, but I believe it is-
- CA But you would be aware of what you inherited?
- 30 W Yes.
- CA Whether you inherited a protection component?
- W I didn't inherit a protection component. Again, speaking on experience working in Aboriginal-focused prisons, if you like, or with a majority of Aboriginal offenders, it seems to be across the board. Not so much in the southern centres, where you are closer to other cities and civilisations and a different cohort. More in the remote areas, where you have more people linked to traditional ways and close to the culture and those sorts of things.
- 40 CA Before I took you back to that, you were speaking about safety orders. I just want to make sure I understood what your management methods are to minimise the use of safety orders.
- W Well, again, mediation, again that cohort, getting people to discover, find out, why the incident occurred or what it was. Is it necessary for them to actually go down to the detention unit? Can you separate them from the units and move them into another unit and deal with it by breach action?
- 50 CA One of the features that we have heard about from different witnesses is the proportion of prisoners coming into the system with cognitive impairment or some sort of mental disability and that that might be a particular feature with an ATSI cohort as well. Is that your experience?

- W There is a large cohort. There is also FASD, which is alcohol, if you like, foetal alcohol syndrome, and in some of the other centres I have worked at, obviously petrol-sniffers and those sorts of things we're dealing with as well. But here, yes, there is the cognitive impairment side of things. Obviously we do the assessments, the IRNAs and I think it's the HASI, when they first come in.
- 10 CA What use is that?
- W What use is it? Well, it helps to identify. It also - again, I keep saying the human source. You can see - you're speaking to someone when you're doing the initial reception, and you think, okay, I think they might need further assessment. You contact the manager of offender development and her staff, her team of psychologists, or the social workers, whoever the relevant person is, to come and do that assessment. We also look at the level.
- 20 We allow people, and it's equal opportunity to be able to work, to be able to work in the units, to be able to go to employment, education. If someone needs a little bit more care and attention, if you like, there are the options of an individual management plan, there are also the options of a case manager, which is sourced from either the psychologist or the social worker element that we have in the centre.
- CA All of that presumes the availability of appropriate staff to manage that kind of a system?
- 30 W Correct.
- CA Do you have that?
- W No, not always. We try to. It may be an example of a weekly touch-base, for example, as opposed to someone with higher needs, who might be every second day touch-base. But, again, it is the availability of staff, as I mentioned to you earlier about recruiting staff into the position, and those factors too.
- 40 CA Are there particular positions that are difficult to fill, not just the general correctional officer cohort, but perhaps specialist positions that might fall vacant and become difficult to fill?
- W Again, yes. Like I mentioned earlier in relation to specialised areas for psychologists, social workers, it's a catch-22. We'll get people that are good people and they come to the centre, they learn their initial training, and then they will move off to perhaps child safety or some other areas and move on. Again, it's constantly trying to get suitable people to backfill those areas for the specialised sections.
- 50 Again, if we only have a limited amount of staff in relation to cognitive impairment, whereas it might be a weekly check, it might have to go to a fortnightly check, or instead of every two days, that person might be once a week or once every couple of days. So we have to adjust.
- CA Are there any particular health service delivery requirements for, again, a high proportion of ATSI population?

- W One of my 11 managers is my nurse unit manager, and her and her team do a very good job. Special needs, yes, also we have dialysis equipment at the centre, so we are able to treat prisoners who need dialysis at the centre rather than sending them in to the local hospital. That's a twofold street, that we are able to send them there, and we have the appropriate staff to be able to do that.
- 10 CA You have a health centre?
- W We have a health centre, yes.
- CA Is that health centre sufficiently large to cater for the prisoner demand on it?
- W No.
- CA How do you manage that, then?
- 20 W We've just set up a satellite clinic, if you like, within the centre, which also relates to the opiate substitution treatment program.
- CA The what, sorry?
- W The opiate substitution program, which was part of the Parole Board review. We are in the process of setting up that site.
- 30 Shared services in the health centre - it was designed for a specific number of prisoners and it hasn't expanded, so there is limited space for sharing. So if you're having mental health services coming in to be able to use the space, you're having your visiting medical officers coming in to use the same space, and you're having your nurses in the clinic being able to run clinics in the same space, then some stage someone has to get put on the back-burner, if you like, or you have to work out a strategy for booking the rooms. Again, it may be something as simple as a medical emergency that takes priority and puts the whole system back a little bit. So, no, it's not sufficient for what I would say we need. I'm sure the nurse unit manager would agree with me.
- 40 CA You mentioned that the screening that takes place on reception into the centre includes the HASI testing?
- W Yes.
- CA Evidence given through a previous witness was to the effect that ATSI prisoners can, at least at times, be reluctant to self-report.
- W That's correct.
- 50 CA Do you find that?
- W I find that, yes.
- CA Is that an issue to be dealt with in the screening process?
- W If they don't self-declare, it's harder. Again, I don't know the level of the

screening. It's not my expertise area. If they're not forthcoming, it may be, as I mentioned before, that someone else might notice something about the individual and report it, but that may be a day or two later. It's not picked up in the screening process.

CA Are you confident that it would be picked up, that somebody might have a cognitive impairment or some other problem that perhaps may not have emerged in the screening process?

10 W It's not always obvious.

CA In other words, is there back-up for that process?

W The back-up process is within the 24 hours, if you like, the orientation programs or the cultural liaison officers going to talk with that individual. But it's not always indigenous prisoners as well. So, no, I am not confident that would pick up. If someone had a severe case, yes, you would probably pick it up straightaway. If they had a minor case, and it is constantly being reviewed in relation to medical advice, cognitive, so it can change from time to time when they do a review, and I am talking about the bigger-picture stuff, not the centre.

20

CA You mentioned a cultural awareness officer - is that the correct term?

W Cultural liaison officer and cultural development officer, yes.

CA How many such officers do you have and what work do they do?

W I've got a cultural development officer and I've got four cultural liaison officers. The easiest way to say - they are the conduit between the indigenous group and the staffing group. They do a variety of things in relation to, for example, funeral applications for people who have passed away in the communities, working out the family relationships in relation to that; speaking to the community, if you like, in relation to the elders; where that person sits; are they able to attend that funeral; are they wanted at the funeral; is there an element of risk, and those sorts of things.

30

CA Can you tell me, is it any part of their task to make a point of speaking to every prisoner?

W Yes, when they have the resources to be able to do it. Again, it is that resourcing issue - I've only got a limited number, and I'm also mindful of burnout, but within the process of 24 hours or the 48-hour period of speaking to those people as they come in.

40

CA Are those officers correctional officers?

W Some are previous correctional officers and some are employed from other areas, if you like.

50 CA Are they a source of information for you for management of the prison?

W They're a great source of information for management, especially the Aboriginal cohort of the gaol.

CA Are you able to explain in what ways?

W Networking would be one. We don't just concentrate on when I receive the prisoner on the doorstep, if you like. There's quite a bit of lead-in stuff. We'll get information from cultural liaison officers that work out at probation and parole, for example, in relation to particular people that we are receiving into the centre and any of the issues in the community.

10 We have a system in place at the moment where I am actually rotating a cultural liaison officer through the probation and parole for their extensive knowledge, to be able to help build that as well. That's an agreement we've got locally. There is also networking in the communities, which elders to speak to, who are the senior people in the community to be able to get new information in relation to it. From time to time, there are situations where there are issues in the community that may impact on the gaol in relation to, if you like, feuding or payback and those sorts of things. They are a great conduit for that. They give me advance notice. They give the staff advance notice.

20 There are also other areas in relation to NADOC and those sorts of issues, which is a celebration for the prisoners of their Aboriginality, if you like. I use the term "Aboriginal" because I'm from Western Australia; some people use "indigenous", so just to explain that as well. They do a myriad of roles. They've actually gone out into the communities and they've presented programs in the communities as well, working beside the police liaison officers to be able to do that, as follow-through.

30 So they are a great source of information. They also advise on who the traditional owners are, who to speak to in the appropriate way, who to approach if I'm going to a community, the contact person. And just those networks, to the point where they have developed them so that someone will ring up from the community and let them know, "Hey, there has been an issue here, somebody has passed away, or there has been an accident", or something along those lines, "It's these particular families", and it may have an effect on some of the people that are in the centre, because the two different family groups are currently within the centre.

40 So those sorts of issues as well. They are running programs for me. They also do the cultural awareness training. There is a whole myriad of - I don't have enough CLOs, if you're wondering, and I don't have enough cultural development officers. I could use a lot more. I gave you the figures before of seven admin, I think, and ten custodial officers, a 70 per cent cohort, if you like, of Aboriginal and ATSI people in the centre. So, yes, I could use some more.

CA Perhaps the Commissioner is listening.

W Perhaps he's watching.

CA Thanks, Mr MACFARLANE.

50 PO Mr MURDOCH?

CM Thank you. Just a couple of matters. In terms of the cultural liaison officers and cultural development officers, you have given some evidence about the work that they do. What is the principal difference between the focus of a cultural liaison officer as opposed to the focus of a cultural

development officer?

10 W One has the oversight. Mr JOSEPH up there has oversight of that team and its reporting. The development - as well as looking at the communities issues, also, as I mentioned, Coming of the Light ceremonies, NADOC ceremonies throughout the site. We do an Anzac Day and those sorts of things. Any of the cultural aspects. He will make contact with the elders to make sure we do things the right way and not step on anybody's toes, is the easiest way to put it, and don't insult anybody.

CM And is he a development or liaison officer?

W He's a development officer. He oversees the cultural liaison team.

20 CM And just one other matter. You were asked some questions in respect of double-up and the area within the secure part of the prison, or the areas, where double-up may be occurring. Just to clarify, there is double-up occurring in the secure part, is there?

W The secure part, correct.

CM What about in the residential part? I am not referring to the farm. I am referring to the residential part of the secure area.

30 W The residential area is attached to what we call secure. The secure south is residential, and there's also secure north. So from time to time in the more open units, if you like, the two-storey units, there can be additional people placed on the floor, because we don't have the beds. What we try to do is keep that clear.

Again, you see the numbers of 810 this morning have fluctuated. Probably within the last 10 days, it would have been around the 840 mark. Where I can, and where the staff can, they will move them out of those areas and move them back to the smaller units for, obviously, it's the risk, and also to be able to make that system of moving through as part of their sentence, if you like, to see the light at the end of the tunnel - to be able to do that.

40 CM Thank you. No further questions.

PO Thanks, Mr MURDOCH. Mr RICE anything arising?

CA No, thank you, Commissioner.

PO Thanks, Mr MACFARLANE. Thanks for coming. You are excused.

W Thanks, Mr MACSPORRAN. Much appreciated.

50 PO We will adjourn now until 2.15.

END OF SESSION

LUNCHEON ADJOURNMENT