



# Prisoner Development External Service Providers

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## Custodial Operations Practice Directive

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**Performance Standard:** Prisoners have access to rehabilitative programs and services that are appropriately targeted based upon a prisoner's assessed risk and need.

**Outcomes:**

Identify and prioritise rehabilitation support and specialist intervention needs (for eligible prisoners).

Prisoners are referred to intervention programs appropriate to their level of reoffending risk, need and responsivity.

Determine intervention program eligibility.

Appropriate re-entry support is available to all prisoners.

Ensure that the interface between the operations of Queensland Corrective Services (QCS) and the work of external organisations providing services to QCS is effective and supportive of prisoner management and prisoner rehabilitation.

**Accountability:**

Assistant Commissioner, Specialist Operations or delegate	<ul style="list-style-type: none"> <li>Advises the Chief Superintendent, General Manager of a corrective service facility of the relevant funded service providers available.</li> <li>Coordinates the engagement of funded service providers.</li> </ul>
Chief Superintendent, General Manager of a corrective services facility	<ul style="list-style-type: none"> <li>Ensures necessary processes are in place and appropriate facilities are available for the delivery of rehabilitation/reintegration programs with adherence to standards and meeting agreed targets.</li> </ul>
Offender Rehabilitation and Management Services (ORMS)	<ul style="list-style-type: none"> <li>Provides program development, training, oversight, practice support, facilitator accreditation to corrective services facility specialist staff for a range of programs targeting offending behaviour.</li> <li>Oversees the Offender Programs and Services Accreditation Panel and maintains an Accredited Programs and Service Register.</li> <li>Coordinates program governance systems and processes including expected standards of program delivery and management, site monitoring and regular performance reporting.</li> <li>Coordinates Re-Entry service provider programs, overseeing operations, performance reporting and stakeholder engagement with the support of Contract Manager and Strategy Unit.</li> </ul>
Offender Programs and Service Accreditation Panel	<ul style="list-style-type: none"> <li>Consider and review externally provided programs for delivery in corrective services facilities.</li> </ul>





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Manager Offender Development	<ul style="list-style-type: none"><li>Conducts a thorough assessment of eligible prisoner's rehabilitation needs and identifies programs or activities to address the identified needs.</li></ul>
Corrective Services Manager/Supervisor	<ul style="list-style-type: none"><li>Provide local oversight of program or service operational interface with providers.</li></ul>
Program Supervisor/Senior Program Delivery Officer	<ul style="list-style-type: none"><li>Oversees the management of intervention program scheduling and delivery ensuring prisoner placement on programs is prioritised according to risk and sentence length.</li><li>Provides oversight and support to the Program Delivery Officer in the delivery of intervention programs including observation of practice and provision of structured feedback.</li></ul>
Program Delivery Officer	<ul style="list-style-type: none"><li>Facilitates internal and external intervention programs to prisoners adhering to the theoretical model and facilitation approach outlined in the relevant program manual.</li><li>Provides input into or explanation of program completion reports where necessary to enhance the planning and review process.</li></ul>
<b>Process Owner:</b> Specialist Operations and Custodial Operations maintain joint ownership and responsibility for review and amendment of the Practice Directive.	

### Human rights

To ensure corrective services officers act or make decisions in a way that is compatible with human rights, officers must give proper consideration to human rights relevant to the decision including but not limited to:

- The right to equal and effective protection against discrimination;
- The prisoner's cultural rights – generally and for Aboriginal peoples and Torres Strait Island peoples;
- The prisoner's right to freedom of religion and belief, including the freedom to demonstrate their observance of that religion or belief;
- The prisoner's right to privacy;
- The prisoner's right to have access, based on their abilities, to further vocational education and training that is equally accessible to all; and
- The prisoner's right to access health services without discrimination.

### Limitation of human rights

Human rights can be limited if certain conditions are present:

- The limit must be provided under law;
- The limit must be reasonable; and
- Any imposition on the human rights must be demonstrably justified in a free and democratic society based on human dignity, equality and freedom.





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A person's human rights should only be limited to the extent that is reasonably and demonstrably justified.

### External Service Providers

Service providers are defined as 'public entities' when performing functions of a public nature for the State or a public entity, under s9(h) of the *Human Rights Act 2019*. Public entities must act and make decisions in a way that is compatible with human rights, and when making decisions must give proper consideration to relevant human rights in accordance with s58(1) of the *Human Rights Act 2019*.

### External Non-Government Service Providers

Queensland Corrective Services (QCS) funds a number of organisations to provide a range of services for prisoners and their families. Each organisation has entered into an agreement with QCS and is usually non-government and community-based.

The agreements between the funded service providers and QCS are developed to complement current legislation, policies, procedures and QCS operations.

They include reference to the Queensland Government Code of Conduct for the Queensland Public Service, the *Corrective Services Act 2006* and other guidelines when outlining the terms in which the services are provided and behaviour expected by providers.

Funded service providers operate across a range of areas which may include, but are not limited to:

- Prisoner support (e.g. assistance with support for re-entry needs)
- Transport services (e.g. transport of prisoners upon release to an agreed location and assisting the families and friends of prisoners visiting corrective services facilities);
- Religious services (e.g. pastoral care, spiritual formation, religious services and prayer meetings). Refer to Practice Directive Community Engagement: Religious Visitors;
- Cultural services (e.g. elder visitation programs and assistance with maintaining links between indigenous prisoners and their relevant communities);
- Prisoner education and training; and
- Other prisoner services (e.g. playgroup for women and children).

For further information about the functions of external service providers and how this work supports QCS practices and objectives please refer to the Practice Directive Prisoner Development: Programs and Interventions, Practice Directive Offender Pathways; Practice Directive Prisoner Development: Education and Practice Directive Prisoner Development: Re-Entry.





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Disciplinary Matters	<p>Where the professional conduct or behaviour of an non-government service provider is in contravention of the conditions of the Service Level Agreement or letter of appointment which include reference to the Queensland Government Code of Conduct for the Queensland Public Service and <i>Corrective Services Act 2006</i>, attempts should be made to address the issue at the local level in the first instance, through discussion with the relevant local manager.</p> <p>Should local resolution not be possible or appropriate, a formal complaint will be made to the Assistant Commissioner, Specialist Operations. The Assistant Commissioner, may at their discretion, suspend a non-government service provider from their duties and temporarily prohibit their access to facilities/probation and parole offices. In such instances, advice must be provided to the relevant Chief Superintendent, General Manager of the corrective services facility as soon as practicable.</p>
Injury	<p>External non-government service providers who sustain an injury in the workplace must complete Custodial and District Office Incident Report Administrative Form 173 and submit this form to the relevant manager and the Assistant Commissioner, Specialist Operations immediately after an incident occurs.</p> <p>External non-government service providers who sustain an injury, while performing, or as a result of performing duties that they are authorised to perform, may make a written application to QCS for compensation advising of the injuries sustained and enclosing copies of medical expenses incurred. Applications for compensation are to be submitted to the Assistant Commissioner, Specialist Operations, who will forward them to the Human Resources Services Branch.</p> <p>QCS will arrange for a medical examination upon receipt of an application. Recommendations will be made to the Minister in respect of compensation and the Governor in Council may award compensation of an amount deemed appropriate.</p>
Additional Considerations – Security	<p>External non-government providers must not take any prohibited or unauthorised articles into a corrective services facility. Refer CSA s123, CSA s163; <i>Corrective Services Regulation 2017</i> s19; Prohibited Things Appendix S1.</p> <p>In instances where external non-government providers are required to work directly with prisoners, consideration must be given to the potential risks associated with such work and these risks should be managed appropriately.</p>
Additional Considerations- External Non-Government Service	<p>If external non-government providers wish to advocate on behalf of prisoners in relation to a major systemic issue, they should raise their concerns first with the relevant manager and if the issue is unable to be resolved at a local level, they should then raise their concerns through the Assistant Commissioner, Specialist Operations.</p>





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<p>Additional Considerations</p> <p>–</p> <p>Confidentiality</p>	<p>External service providers are bound to confidentiality and privacy requirements in accordance with the relevant provisions of the <i>Corrective Services Act 2006</i>, the <i>Information Privacy Act 2009</i> and the <i>Human Rights Act 2019</i>.</p> <p>External non-government service providers must observe the need to maintain confidentiality relating to:</p> <ul style="list-style-type: none"> <li>• Corrective services facilities;</li> <li>• The operations of facilities; and</li> <li>• Personal prisoner information.</li> </ul> <p>External non-government service providers are to be provided with an appropriate area to meet with prisoners which ensures confidentiality of the conversation, but considers the personal safety of the service provider.</p> <p>All visits with prisoners accommodated in a Maximum Security Unit will be monitored and recorded. Refer to Practice Directive Prisoner Accommodation Management: Maximum Security Unit, Practice Directive Visitors to a Facility: Visits Process and procedure Disclosure of Confidential Information.</p>
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### Service Level Agreements for Funded Service Providers

The Service Level Agreement is the governing agreement between QCS and the funded external service provider which also defines service delivery and financial reporting expectations in relation to grants of financial assistance (in accordance with *Chapter 6, Part 1 of CSA*) where provided.

These agreements are negotiated and managed by Specialist Operations in consultation with Acquisition Services and the Contract Management and Strategy Unit. Only the Chief Executive or delegate has the authority to approve or amend a Service Level Agreement. Refer to Instrument of Delegation of Chief Executive Powers – Corrective Services Act 2006.

At the commencement of each funding period, the Assistant Commissioner, Specialist Operations will advise the Chief Superintendents, General Managers of each corrective services facility of the identity and contact details of the funded service providers servicing their facilities.

### Offender Programs and Services Accreditation Panel

The Offender Programs and Services Accreditation Panel (The Panel), chaired by a Manager, Offender Rehabilitation and Management Services, is a quality assurance mechanism governing the programs and services delivered in both correctional centres and Community Corrections. The Panel ensures that programs and services provided to offenders managed by QCS are assessed against criteria that cover the features of quality intervention delivery and is part of an integrated approach to offender management.





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The Offender Programs and Services Accreditation Panel is responsible for:

- Reviewing proposed programs and services against pre-defined criteria to determine accreditation status;
- Ensuring that all offender programs are evidenced based and meet nationally accredited standards known to support desistance from offending;
- Ensuring that program documentation comprehensively defines the program including its purpose, monitoring, design, delivery, and implementation;
- Ensuring that programs and services have demonstrable value, have clear and achievable outcomes, are an efficient use of resources, and risk areas are identified and mitigated;
- Confirming that program and service facilitator requirements are met including the minimum training, supervision, competencies and other characteristics required to deliver the program or service; and
- Reviewing and endorsing processes and changes to practice that support delivery of programs and services delivered to offenders, prior to implementation or submission to a higher authorising body as required.

The Panel focus on two categories of programs and services, specifically offending behaviour programs and desistance/life skills programs:

**Offending Behaviour Programs** directly target the causes of offending and are generally delivered by internal QCS staff. Programs delivered by QCS address general offending, sexual, violent, domestic violence and substance abuse related offending. Programs in this category are measured against the National Offending Program and Facilitation Standards to ensure they align with accepted best practice.

**Desistance Programs** or life skills programs are intended to provide avenues for activities that are holistic and related to desistance from offending, but which in and of themselves will not solely reduce reoffending. These programs are designed to address responsibility issues, address needs more broadly and support behaviour change. These programs can help address cultural integration, family and parenting skills, coping skills, emotional regulation, substance abuse psych-education, and services designed to enhance an offender's wellbeing such as DFV victim programs.

There are two categories of activities that do not require accreditation by the Panel. This includes meaningful activities delivered in correctional centres such as art, crafts, music and Local Referral Services which correctional centres or community corrections may direct offenders to attend as part of case management. In general, programs or services that are local in nature and do not involve any in-kind or financial contribution by QCS are not considered by the Panel for accreditation.





### Service Providers

Service Providers are also considered by the Panel.

Service providers are community-based, non-government organisations or individuals who provide a service to QCS. These providers may deliver in corrective services facilities or Community Corrections offices providing a range of additional services in support of general prisoner management.

Such organisations or individuals may be utilised for purposes including, but not limited to:

- Meeting the specific needs of prisoners in defined and agreed areas in a group or individual context;
- Provision of education and training by registered training providers;
- Improving through-care and service delivery to prisoners by providing increased opportunities for localised support and participation either in custody or in the community;
- Extending the scope of services offered by QCS; and
- Referral to meet conditions of court orders related to assessed risk and needs of offenders under community supervision.

All employees of approved service providers delivering services within corrective services facilities are required to complete an Application to Visit (In Person/Virtual) – Professional, Official or Other Business Purposes - Form 27(a) with authorisation from the Chief Superintendent, General Manger.

Offender Rehabilitation and Management Services will arrange for all relevant security checks and other conditions of service, including identification cards if required.

Once operating within a corrective services facility, service providers will come under the authority of the Manager, Offender Rehabilitation and Management Services or Superintendent, Deputy General Manager of the corrective services facility (or equivalent). Client identification, assessment, and referral processes must be negotiated and established in consultation with the relevant corrective services facility prior to the provision of services.

<p>Induction and Training</p>	<p>All service providers are required to undertake the formal induction training as outlined by the QCS Academy.</p> <p>Corrective services facilities will provide facility induction training to new service providers as appropriate. Facility management should encourage the participation of service providers in staff training where appropriate.</p>
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Refer Personal Identification Procedure and Practice Directive Visitors to a Facility: Visits Process.





### Education Service Providers – Professional Visitor Status and Certificate 3 Guarantee

A service provider providing education and training to adult prisoners under the Certificate 3 Guarantee (C3G) model must be a registered training organisation (RTO) and have Skills Assure supplier (SAS) status with the Queensland Department of Employment, Small Business and Training.

Service provision will be governed under conditions of agreement outlining the location of delivery and parameters of service provision. These agreements are negotiated and managed by the relevant Chief Superintendent, General Manager with each individual service provider. Refer Administrative Form 301 - Application To Provide Vocational Education & Training within Queensland Correctional Facilities and Queensland Corrective Services Instrument of Delegation of Chief Executive Powers. Once signed, a copy of the form should be provided to Offender Rehabilitation and Management Services for record keeping.

### Re-Entry Service Providers

QCS Re-entry Services refers to the assessment, planning and support for prisoners moving from custody back to the community. The primary objective of Re-entry Services is to assist prisoners to gain release at the safest and earliest possible opportunity as well as providing support for successful supervision. Re-Entry programs include CREST, Mara, Borallon Throughcare Model, SQCC Women's Re-Entry, Post Release Supported Accommodation (PRSA) and Visitor Transport Service. See Practice Directive Prisoner Development: Re-Entry.

Re-Entry contracts are managed centrally by ORMS and Contract Management and Strategy Unit. Access to correctional centres and Community Corrections is managed locally in conjunction with ORMS, with some services having set spaces in QCS facilities to support contractual objectives. Some Re-Entry service providers are granted access to the QCS Integrated Offender Information System (IOMS) and its sister application PASS; access is managed according to contractual requirements through ORMS and IT Services.

### Entry to Facilities for the Purposes of Service Provision

To provide a central coordination point and a record of all requests and visits to a corrective services facility, external non-government service providers must liaise with the Manager, Offender Development or Superintendent, Deputy General Manager of the corrective services facility (or nominee) regarding how agreed service provision will be undertaken prior to entry of a corrective services facility.

Once approved, facility management is responsible for advising other facility staff of the approval, location and details of the agreed service provision.





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All external non-government service providers must comply with the conditions of their Service Level Agreement, QCS policies and procedures, and the directions of facility staff, which may be made in the interest of the security and good order of the corrective services facility.

External non-government service providers (both funded and non-funded) may be appointed to one or more corrective services facilities, however, they are not permitted to attend a corrective services facility, other than those nominated in either their Service Level Agreement or letter of appointment, in their capacity as a service provider.

External non-government service providers are only permitted to move within a corrective services facility in accordance with the conditions imposed by the Chief Executive or delegate on the provider's access approval (or as operational requirements permit).

Refer CSA s 156(5); Queensland Corrective Services Instrument of Delegation of Chief Executive Powers.

### Completion

Any agreement regarding service provision (either funded or non-funded) may be terminated at any time (subject to conditions of reasonable notice in any contractual agreements) by either of the parties.

### Reporting Requirements

Information about client contact must be provided to the relevant corrective services facility's Senior Psychologist or Manager, Offender Development on a regular basis if requested.

While complying with the legislative requirements of privacy and confidentiality and the boundaries of ethical practice standards when disclosing confidential and personal information, client contact information must be sufficient to allow for appropriate post-intervention case management by QCS staff. If service providers are unsure whether certain information can be shared, they should speak with a supervisor.

Service providers must establish in collaboration with each relevant corrective services facility, a process to ensure that any risk of self harm or suicide, identified during or arising from offender contact can be assessed and appropriately managed by QCS staff.

Details of the provision of services must be systematically reported to QCS, Offender Rehabilitation and Management Services and site on a basis agreed between QCS and the service provider. These details are to be outlined in writing in either the Service Level Agreement or letter of appointment.





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External non-government providers are encouraged to liaise with relevant managers if they are aware of an issue which is causing concern or distress to a prisoner.

If external non-government providers wish to advocate on behalf of prisoners in relation to a major systemic issue, they should raise their concerns first with the relevant manager and if the issue is unable to be resolved at a local level they should then raise their concerns through the Assistant Commissioner, Specialist Operations.

Public Version

