

# A review of the roles and functions of Queensland correctional centres 2006–2015



**Queensland** Government  
Queensland **Corrective Services**

## Introduction

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Queensland Corrective Services (QCS) is continuing to achieve significant reforms arising from the following strategic initiatives.

### Business Model Review

In April 2004, QCS commenced a review of its existing business model with the aim of developing a new structure to better equip QCS to meet its present and future challenges.

### Program and Services Reform Agenda

The programs and services reform agenda outlines a new strategic direction for the delivery of rehabilitation and intervention services to offenders to reduce recidivism and enhance community safety. This will be achieved by the delivery of offender programs, case management, through care, education and training and employment readiness.

### Legislation Review

In 2004, QCS commenced the review into the efficacy and efficiency of the *Corrective Services Act 2000* (Qld).

The *Corrective Services Act 2006* (the Act), which was enacted on 28 August this year has changed the way prisoners are managed within the correctional environment and subsequently released into the community to improve community safety and continue to ensure that prisoners who pose a threat to the community are securely contained.

Key features of the new legislation are:

- a new security classification system for determining the level of security and supervision that a prisoner requires;
- management decisions about prisoner security and placement will no longer be subject to Judicial Review;
- changes to eligibility criteria for prisoners to be transferred to Work Camps, to exclude sexual offenders; and
- supervised parole is the only form of early release available to prisoners, replacing remission, conditional release, release to work and home detention.

### Managing Growth in Prisoners Numbers

In 2005, Queensland recorded the largest prison population in the State's history. The prison population has more than doubled since July 1993, with a further 90% growth expected over the next 10 years (as outlined in the chart on the next page). Today, Queensland has the third highest imprisonment rate and the second highest prisoner population in the nation with prisoner numbers expected to grow to more than 9,000 by 2014–15 compared to 5,325 in 2004–5.

The anticipated increase in prisoner number will place pressure on infrastructure, program delivery, recidivism rates, and financial resources. Therefore, to safely manage the projected population growth, QCS is ensuring that infrastructure and correctional practice will meet the demand.

### A new Probation and Parole service

A significant part of this strategy to manage growth in prisoner numbers has been the launch of the enhanced Probation and Parole service. The introduction of the new Probation and Parole service is the first major overhaul of the system since 1988 and complements the significant investment of \$509 million over the past eight years in state-of-the-art correctional infrastructure and equipment.

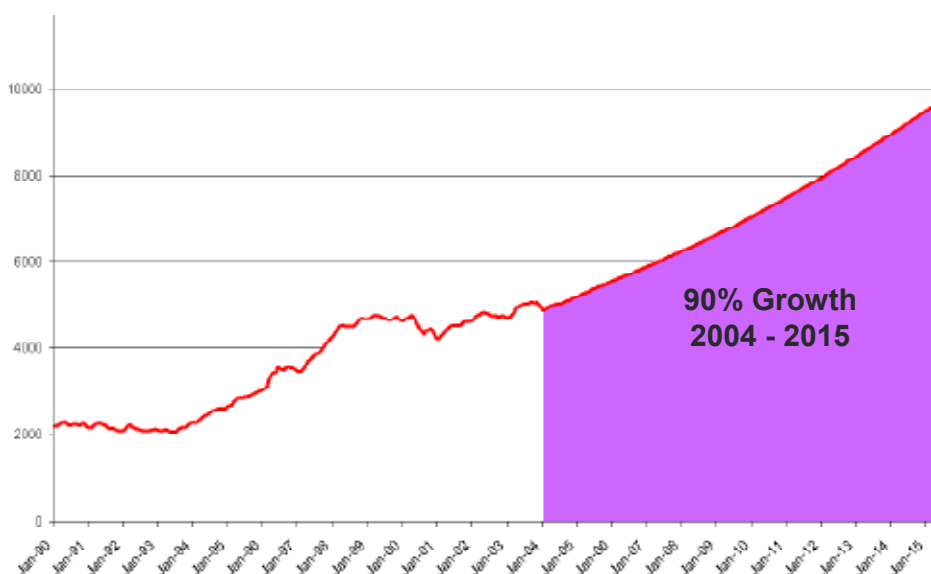
The service will provide tougher supervision and surveillance of offenders, develop stronger links with the courts and the judiciary and deliver new rehabilitation programs.

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One of the major new innovations of the new service is the appointment of specialist surveillance officers to accurately inform surveillance levels and provide a criminal intelligence function within the Probation and Parole service.

## Growth per annum 2004 - 2015

(7% SEQ, 3% Central, 5% Northern)



## The objectives of the review

The analysis of the strategic reforms being undertaken by Queensland Corrective Services (QCS) has identified a number of emerging issues that will impact on the roles and functions of correctional centres over the next decade.

Predicted prisoner growth, identified by the Managing Growth in Prisoners Numbers Project has informed the commencement of a significant infrastructure development program. The lead times for the delivery of additional prison accommodation are significant.

To reap the full benefits of these reforms and future infrastructure, it has been identified that further enquiry is required in terms of how correctional centres currently operate, and how practice can be improved in the future to ensure the continued delivery of world class correctional services to Queenslanders.

The objective of this review is to examine the current roles and functions of correctional centres; and to make recommendations as to how these and future facilities can be utilised more effectively.

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## Overview of Queensland correctional centres

Queensland Corrective Services currently manages 14 correctional facilities (including secure centres, prison farms and open custody centres) across the state. The table below provides a list of these centres, their location and their corresponding acronym.

Correctional centre	Location	Acronym
Arthur Gorrie Correctional Centre	South East Queensland	AGCC
Borallon Correctional Centre	South East Queensland	BOR
Brisbane Correctional Centre (formerly SDL site)	South East Queensland	BCC
Brisbane Women's Correctional Centre	South East Queensland	BWCC
Capricornia Correctional Centre	Central Queensland	CCC
Darling Downs Correctional Centre	South East Queensland	DDCC
Helana Jones Centre	South East Queensland	HJC
Lotus Glen Correctional Centre	North Queensland	LGCC
Maryborough Correctional Centre	Central Queensland	MCC
Numinbah Correctional Centre	South East Queensland	NCC
Palen Creek Correctional Centre	South East Queensland	PCCC
Townsville Correctional Centre	North Queensland	TCC
Wolston Correctional Centre	South East Queensland	WCC
Woodford Correctional Centre	South East Queensland	WFD

It should be noted that the former Sir David Longland Correctional Centre site is currently closed for redevelopment and will be commissioned as the BCC. Two (2) of the centres (AGCC and BOR) are managed under private contracts.

Three (3) facilities for women prisoners are located at Townsville, Brisbane and Numinbah. Low security female prisoners are accommodated at NCC, whilst the facilities located in Townsville and Brisbane are secure facilities accommodating both high and low security prisoners

Correctional centres have to date, been categorised as either 'secure' or 'open' custody with the distinction based on 'containment' capability. The design of secure correctional centres incorporates a range of internal physical barriers and highly sophisticated perimeter fences that are designed to deter, detect and delay the potential for escapes. The internal design of most secure facilities, excluding AGCC incorporates cell and residential style prisoner accommodation. Open custody centres do not have the same level of perimeter security and are used to accommodate low security offenders. Sexual offenders are ineligible to be transferred to open custody centres.

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Queensland Corrective Services also operates a number of prisoner Work Camps that originated as the Western Outreach Camps (WORC) Program. Prisoner Work Camps are currently annexed to TCC, CCC, DDCC and BWCC, and provide accommodation for 145 prisoners.

Prisoner Work Camps provide the opportunity for low risk male and female prisoners to make reparation to the community by being employed on meaningful projects. Sexual offenders or repeat violent offenders are ineligible to be transferred to a Work Camp.

The HJC for women is annexed to the BWCC. The centre is located at Albion and provides the opportunity for low risk female prisoners to experience a gradual transition back into the community.

## Future roles and functions

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Proposals for the future roles and functions of correctional centres are premised on the outcome of an analysis of a number of strategic issues and systemic trends that may impact on correctional centres across the State. These include:

- prisoner growth
- prisoner classification
- the phasing out of open custody
- protective custody
- prisoners special needs
- effective and efficient models of service delivery for rehabilitation programs and services

Planning and adjusting the roles and functions of correctional centres in response to these trends is a critical risk management strategy. The proposals for roles and functions for correctional centres across the next decade aim to provide a guide for planning, the effective distribution of resources and the implementation of logical and sound operational responses.

This review of the roles and functions of Queensland correctional centres and the ensuing recommendations has been made within the context of:

- the reform agenda arising from strategic initiatives,
- prisoner growth projections and the proposed infrastructure development program,
- emerging issues and trends relating to the management of prisoners throughout this period,
- the increasing acknowledgement of community expectations and the recognition of victims' issues, and
- the diversion of low risk offenders resulting from a new more effective Probation and Parole service.

## Recommendations arising from an analysis of strategic issues and trends

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A summary of the strategic issues analysed and the resulting recommendations are as follows.

### Infrastructure planning for the future

Corrective Services projections for prisoner growth identify a growth rate of between 3% to 5% per annum in regional Queensland and approximately 7% per annum in south-east Queensland over the next decade. The net impact of growth is the ongoing requirement for additional prison capacity. Preliminary planning predicts the requirement to be in the vicinity of 4,000 beds. Given the significance of infrastructure planning to meet the needs of an increasing prisoner population, the review proposes the following recommendations:

- a policy supporting an advanced building program be adopted to avoid the negative impacts and risks associated with a reactive program.
- planning for future prison infrastructure be premised on a recognition of the following principles:
  - the benefits of economies of scale
  - community and victim expectations for the secure containment of prisoners
  - achieving optimal utilisation of existing correctional sites
  - efficient and effective models for service delivery

### Proposed infrastructure for south-east Queensland

As prisoner numbers increase, a new prison precinct will be required in south-east Queensland. In line with community expectations, all new infrastructure will have secure perimeters. Then review proposes the following recommendations:

- the proposed new facilities for SEQ be co-located on a single site.
- the percentage of residential to cell accommodation in the new prison precinct in SEQ is increased up to 60% of new infrastructure
- new correctional centres will be designed to provide residential living facilities for effective rehabilitation, lower intensity supervision and a secure perimeter for prisoners not illegible for transfer to Work Camps.
- the new prison precinct will accommodate both high and low security prisoners, but not maximum security prisoners.
- the role of BCC includes the provision of remand accommodation and services when AGCC reaches full capacity.
- AGCC be expanded to 1290 beds and subsequently capped at that capacity.
- a solution to meet remand accommodation requirements from 2010 be identified as a matter of urgency and that further remand capacity be delivered through the identification of a new remand centre site.
- medical facilities in new correctional centres in SEQ incorporate an appropriate number of inpatient beds.



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## Reforming the concept of open custody

The role and function of open custody centres (farms) has been the subject of ongoing discussion. The review proposes that the concept of open custody is phased out and proposes the following recommendations:

- the concept of open custody be eliminated and custody options be defined by (2) two dimensions; either secure custody or Work Camps.
- existing open custody centres be redefined as (base) Work Camps where low risk offenders will be based and may travel to remote Work Camps to undertake reparation to the community .
- Base Work Camps will only accommodate lower risk offenders who have not been convicted of sexual offences or repetitive violent offences.
- consideration is given to annexing PCCC and NCC to DDCC to achieve consistency in the management of low security offenders in SEQ.

## Managing protective custody

Every correctional jurisdiction has a responsibility for providing accommodation and services for prisoners requiring protective custody. However, equally important is the implementation of strategies to control the level of demand for protective custody. The provision of accommodation for protection prisoners has been included in the roles and functions of a number of centres throughout the State and has been based on the following recommendations:

- Corrective Services continue to develop and implement protection reduction strategies to reduce the demand for protection capacity.
- that strategies to eliminate protective custody implemented at LGCC be utilised to other regional locations.
- in formulating the future roles and functions, protection capability is restricted to:
  - the current regional locations of TCC and CCC
  - BWCC
  - the primary remand centre in SEQ (AGCC)
  - the future primary reception prison in SEQ (BCC)
  - one sentenced placement centre in SEQ
- MCC continue to accommodate the demand for protection accommodation exceeding that available in SEQ centre.
- consideration be given to providing additional protection capacity in SEQ when new correctional centres come on line in the latter part of the decade.



## Prisoner groups with special needs

The review examined the most effective solutions for the anticipated increase in the number of prisoners with the following characteristics:

- aged and infirm
- mental health disorders
- low level intellectual functioning
- behaviourally challenging

The review also established that critical mass was a determining factor when identifying the need for separate accommodation for special needs groups. In relation to special needs prisoners, the following recommendations have been proposed:

- a specialist unit for the care and accommodation of aged and infirm be constructed in SEQ and that preference be given to modifying the WCC footprint to construct a purpose designed unit for aged and infirm prisoners.
- an alternative option to modifying WCC would be to incorporate a purpose designed unit for aged and infirm prisoners within a new correctional centre in SEQ.
- prisoners with acute psychiatric disorders continue to access mental health facilities and specialist corrective services facilities and services focus on behavioural management of prisoners with non-acute psychiatric conditions.
- Corrective Services response to managing prisoners with mental health conditions should remain within jurisdictional boundaries.
- the response to managing prisoners with mental health conditions to be program based in terms of providing behavioural support.
- the maximum security unit (MSU) at WFD is closed and modified to provide accommodation for prisoners with behavioural disorders as a result of intellectual disabilities or mental illness.
- prisoners with intellectual disabilities to be placed according to their functionality and safety requirements.
- prisoners with intellectual disabilities and corresponding challenging behaviours are managed according to the behavioural support program and placed in the proposed specialist unit at WFD.

## Maximum security units

Maximum security unit (MSU) capability in SEQ is currently available at 2 sites (AGCC & WFD), although only 1 site (AGCC) is currently operational. As from early 2008, a third MSU site will become available in SEQ (BCC). Including the MSU at CCC, QCS will have a statewide MSU capability of sixty-six (66) beds across four (4) separate sites. In formulating the roles and functions of correctional centres, the following recommendations have been made in respect of MSUs:

- criteria for placement in MSU remains standardised across all facilities.
- the MSU at CCC is to be commissioned when required
- the MSU at BCC is commissioned on completion of redevelopment





## Models of assessment and rehabilitation

The Programs and Services Reform Agenda is a major strategic initiative that aims to deliver improved rehabilitation services across the correctional system. Establishing an effective alignment between the roles and functions of correctional centres and the Program and Services Reform Agenda is necessary to achieve the optimal benefits of this strategic initiative.

The current analysis and proposal for roles and functions of correctional centres recognises the improved efficiency and service delivery outcomes of the program hub model and recognises the ability of the program hub model to provide intervention services simultaneously across multiple sites. A program hub is a unit of staff dedicated to providing intervention program delivery, and is often located off-site from correctional centres. Consequently the following recommendations are proposed:

- the co-location of prisoners with common needs for high intensity intervention be adopted as a principle for the placement of sentenced prisoners.
- the roles of existing placement centres in SEQ include a specialist intervention profile as follows:
  - BCC Sexual offending intervention (mainstream prisoners)
  - WCC Sexual offending intervention (protection prisoners)
  - WFD High intensity violent offending Intervention
- the program hub model be extended to regional areas to provide improved prisoner access to a full range of intervention programs.

## Offender education, training and employment

The review recognises that intervention programs to address criminogenic needs are a critical component of rehabilitation services for offenders. However it is also proposed that the provision of opportunities for offenders to develop skills that will enhance their employment potential is of equal importance in the rehabilitation process and the following recommendations are made:

- the roles and functions of correctional centres recognise offender education, training and employment as critical elements of rehabilitation.
- future prison industries be based on public/private partnerships.
- the role of new correctional centres in SEQ includes specialist education, training and employment functions.
- planning for new correctional centres in SEQ give consideration to establishing a single site providing specialised education, training and employment for offenders.

## Recommended roles and functions for correctional centres 2006–2015

The future roles and functions of correctional centres have been proposed on the basis of the foregoing analysis of issues and trends. It is important to acknowledge that roles and functions provide guidance in the efficient distribution of resources, placement of prisoners and planning for new prison infrastructure.

The defined roles and functions should not be regarded as definitive or exclusionary criteria for prisoner placement. The custodial system requires sufficient flexibility to meet needs and demands in a responsive manner and must evolve to accommodate changing demand and prisoner profiles across time.

### Proposed roles for regional correctional centres

#### Lotus Glen Correctional Centre

LGCC will continue to provide a multifunctional role for Far North Queensland. Planning has commenced for a 96-bed expansion to accommodate current and future prisoner growth demands. The expansion involves the construction of cell accommodation. Future expansion programs should include additional residential style accommodation to achieve a balance between the two forms of custody.

The potential exists to enhance the role of LGCC by identifying and establishing appropriate Work Camp sites and converting the farm to a base Work Camp.

As a multifunctional centre, the role will be to deliver a full range of services and functions including offender programs, education, training and employment with the establishment of a program hub in Cairns to service the centre. While the centre will provide all custodial functions, the centre should remain a mainstream prison and not extend its functions to include the provision of protective custody. The specific functions assigned to LGCC are identified in the following table.

Male	Sentenced	Remand	Mainstream	Youth	Classification	Secure Custody	Base Work Camp	Work Camp Site	Period
✓	✓	✓	✓	✓	HL	✓	✓	✓	2006-2008
✓	✓	✓	✓	✓	HL	✓	✓	✓	2008-2015

#### Townsville Correctional Centre

TCC will retain its role as a regional centre for north Queensland for the next decade and will continue to provide a full range of custodial functions.

The centre is currently undergoing an expansion program for male and female accommodation. The need to further increase the capacity of TCC (male) by 2011 has been identified.

TCC will continue for the next decade to be the only regional centre to provide accommodation and services for female prisoners. The centre currently has responsibility for a number of Work Camp sites, and given the location, the potential to expand the number of sites is considered a viable option.

The role of the centre will be to deliver a full range of rehabilitation programs including sexual offending programs and should be serviced by a program hub located external to the centre.

The farm at TCC should be redesignated as a Base Work Camp.

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The following table outlines the scope of functions for TCC.

Male	Female	Sentenced	Remand	Youth	Classification	Mainstream	Protection	Secure Custody	Base Work Camp	Work Camp site	Period
✓	✓	✓	✓	✓	HL	✓	✓	✓	✓	✓	2006-2008
✓	✓	✓	✓	✓	HL	✓	✓	✓	✓	✓	2008-2015

## Capricornia Correctional Centre

The primary role of CCC is to provide a regional prison service to the central region.

The significant changes to the role of the centre will be:

- commissioning of the MSU, and
- redesignation of the open custody area to a Base Work Camp.

Prisoner growth projections indicate a requirement for additional infrastructure by late 2010–11 and expansion should recognise the optimal balance between residential to cell accommodation.

The centre will be responsible for delivering vocational education and training and as with other regional centres, should deliver programs in accordance with the program hub model located external to the centre.

Although CCC may need to continue to provide protective custody in the short term, it represents an ideal location to implement protection reduction strategies similar to those operating at LGCC.

A summary of the functions of CCC is provided below.

Male	Sentenced	Remand	Youth	Classification	Mainstream	Protection	Secure Custody	Base Work Camp	Work Camp site	Period
✓	✓	✓	✓	MHL	✓	✓*	✓	✓	✓	2006-2008
✓	✓	✓	✓	MHL	✓	✓*	✓	✓	✓	2008-2015



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## Maryborough Correctional Centre

Although the role of MCC is to provide regional services to the surrounding geographical areas, it has the additional function of providing accommodation to support excess demand for prisoner accommodation arising in SEQ. This function will be reduced with the commissioning of additional beds at AGCC and the commissioning of BCC.

The ongoing role of MCC however will include providing accommodation for protection prisoners when demand exceeds capacity in other SEQ facilities.

Program services should be delivered using the external program hub model and the centre will continue to provide education, training and prisoner employment opportunities.

Given the absence of suitable infrastructure, MCC is not considered suitable for the establishment of Work Camps. Similarly the size of the internal footprint of the centre precludes further internal expansion at MCC.

Functional responsibilities for MCC are summarised below.

Male	Sentenced	Remand	Youth	Classification	Mainstream	Protection	Secure Custody	Period
✓	✓	✓	✓	HL	✓	✓*	✓	2006-2008
✓	✓	✓	✓	HL	✓	✓*	✓	2008-2015

\* Includes protection overflow from SEQ

## Proposed roles for SEQ correctional centres

While the proposed changes to regional centres are considered minimal, there are a number of significant changes proposed for correctional centres in SEQ for the next decade.

### Arthur Gorrie Correctional Centre

The role of AGCC has been established as the primary remand centre for SEQ. The role change will become effective at the completion of the current expansion program.

Establishing AGCC as a remand only facility will require the relocation of a number of existing functions. It is proposed that the function of managing prisoners aged seventeen (17) years will no longer be compatible with the revised remand function and this responsibility will be transferred to an alternative location.

The function of providing accommodation and services to immigration detainees will also be relocated.

As a remand facility, AGCC will no longer deliver offending behaviour programs. The function of remand will however require the provision of purposeful activities for prisoners. Given the profile of the of the remand prisoner population, the functions of health and medical assessment and services will also be paramount.

It will also be necessary for the centre to deliver a comprehensive range of substance abuse and dependence interventions given the high levels of drug dependence amongst prisoners entering the correctional system.

The remand population will also include prisoners requiring protective custody and the role of the centre will be to provide mainstream and protection accommodation for remand prisoners.

Projections of the number of remand prisoners suggest that additional remand capacity will need to be available during the first half of the decade. It is proposed that AGCC be further expanded to accommodate at least a proportion of the additional required capacity.

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All expansions to remand capacity should be in the form of cell accommodation to provide the necessary flexibility for a changing population.

AGCC will continue to operate a MSU. This unit will be required to provide a statewide service and will not be restricted to the remand population.

A summary of the functions of AGCC from 2006 to 2015 are provided in the following table:

Male	Remand	Sentenced	Mainstream	Classification	Protection	Youth	Immigration detainee	Secure Custody	MSU	Period
✓	✓	✓	✓	MHL	✓	✓	✓	✓	✓	2006-2008
✓	✓	✗	✓	MHL	✓	✗	✗	✓	✓	2008-2015

## Brisbane Correctional Centre – Formerly Sir David Longland Correctional Centre

The completion of the redevelopment of the Sir David Longland Correctional Centre site in early 2008 will enable the centre to assume its approved role as a reception prison (BCC) for sentenced male prisoners in SEQ.

As reception prisoners currently total approximately 250 at any one time, BCC will also provide approximately 300 additional beds for other uses.

The approved role for the centre for the period 2008–2015 will need to identify the functionality of this additional capacity. When assigning functions to utilise the additional capacity, it must be recognised that the priority function for this centre will be the processing of reception prisoners.

Consequently additional functions and prisoner profiles should be compatible and not divert significant focus or resources from the primary reception function.

Population projections of the number of remand prisoners indicate that AGCC is likely to reach capacity almost immediately. The role of BCC should therefore include responsibility for managing the overflow of remand prisoners from AGCC, rather than assigning this function to a placement centre in SEQ.

The changing role of AGCC to a remand only centre will require the relocation of Immigration Detainees. It is proposed that responsibility for the management of this group would be compatible with the reception role of BCC.



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The change in role for AGCC to be strictly remand will also require alternative placement options for prisoners aged seventeen (17) years. Brisbane Correctional Centre appears to be the appropriate placement option for youthful prisoners for the following reasons:

- as the reception centre, BCC will need to have the ability to manage youthful prisoners on initial admission to prisons. Their ongoing placement at the centre will avoid duplication of the function at other sites.
- as a number of youthful prisoners will be on remand, BCC is located in close proximity to the courts and can be effectively accessed by police and corrective services transport services.
- the physical design of BCC enables this relatively small group to be separated from the adult population while still providing access to program services and employment.
- the flexibility of accommodation also enables the establishment of small unit sizes thereby eliminating cell capacity wastage often created when small groups need to be provided with separate accommodation.

When considering compatible functions for BCC and functional responsibilities of other prisons in SEQ, placement options for prisoners serving less than 12 months become a relevant variable. A percentage of prisoners serving short sentences will be assessed for early placement at base Work Camps (previously open custody). The remainder will for various reasons, require placement in secure custody for at least part of the sentence.

Brisbane Correctional Centre provides a viable option for the placement of this group as they are likely to require limited intervention and could supplement the essential worker group required to maintain commercial industries.

Over time it is likely that the capacity of BCC will be fully utilised for sentenced reception prisoners and excess remand prisoners. At this point other defined prisoner groups will need to move to alternative locations. The following table summarises the functions of BCC.

Male	Sentenced	Remand	Mainstream	Protection	Classification	Youth	Immigration detainee	Secure Custody	MSU	Period
✓	Reception Serving 12 months or less*	✓	✓	✓	MHL	✓	✓	✓	✓	2008- 2010
✓	Reception	✓	✓	✓	MHL	x***	x***	✓	✓	2010- 2015

\* Relocated to new prisons to enable capacity for remand overflow

\*\* Only if capacity excess to requirement with other categories

\*\*\* Relocated to new prison to enable capacity for remand overflow

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## Wolston Correctional Centre

The primary role of WCC will remain unchanged as it continues to provide accommodation and services for sentenced protection prisoners. The centre will continue to deliver sexual offending programs in conjunction with the external model of program delivery

The centre will continue where possible, to accommodate aged and infirm prisoners. WCC is also the preferred site for the retention of this role. However, if this is accepted, modification will need to occur to effectively undertake the function on a long term basis.

Given the protection function, it is likely that the majority of prisoners with intellectual disabilities will continue to be placed at WCC due to their vulnerability in the mainstream population.

However, where prisoners exhibit overt behavioural dysfunction, placement in the proposed specialist unit at WFD may occur.

Education, vocational training and prisoner employment will continue to be provided at WCC.

Male	Sentenced	Protection	Aged/Infirm	Classification	Secure	Period
✓	✓	✓	✓	HL	✓	2006-2010
✓	✓	✓	✓*	HL	✓	2010-2015

\* Will require infrastructure modification if long term option.

## Borallon Correctional Centre

The upgrading of the perimeter barrier and a change in the classification system for prisoners will require the role of BOR to change to accommodate high security prisoners.

The role of BOR in providing accommodation for mainstream prisoners requiring treatment for sexual offending has also been recommended. The program service would be delivered from the specialist program unit external to the centre. It is also assumed that the full range of general offending programs would be delivered at BOR.

To further support the distinction in role for BOR, it is proposed that the prisoner profile for the centre include prisoners with one (1) to five (5) years to serve either from the beginning of their sentence or with five (5) years remaining to serve of a longer sentence.

Given the prisoner profile, the centre would also be required to deliver a full range of educational, training and employment opportunities. A summary of functions is provided below.

Male	Mainstream	Sentenced	Classification	Secure Custody	Period
✓	✓	1-5 to serve *	HL	✓	2006-2008
✓	✓	1-5 to serve *	HL	✓	2008-2015

\* Time to serve is to be distinguished from sentence length. By specifying time to serve, a prisoner may be placed at BOR at the beginning of a sentence of 5 years or less or at the latter part of a longer sentence. This distinction would allow prisoners needing to undertake programs for sexual offending and who are sentenced to periods longer than 5 years to be placed at BOR in the latter part of the sentence to undertake the program.

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## Woodford Correctional Centre

WFD is the largest placement centre for sentenced prisoners in SEQ. The role of WFD requires the provision of accommodation of mainstream prisoners only.

The centre is recognised as accommodating the higher risk prisoners in SEQ and the proposed role is for placement of prisoners with in excess of 5 years to serve.

The most significant change to the role and function of WFD is the closing of the MSU; and the opening of a new behavioural support unit for prisoners with challenging behaviours associated with mental health disorders and/or intellectual disabilities.

The proposed program profile for the centre is the delivery of high intensity programs to address violent offending behaviour provided in conjunction with an external program hub model. The centre will also continue to provide prisoner education, training and employment services. The profile is as follows:

Male	Mainstream	Sentenced	Classification	Secure Custody	Behavioural Support Unit	CSU	Period
✓	✓	5 years + to serve	HL	✓	✗	✓	2006-2008
✓	✓	5 years + to serve	HL	✓	✓	✓	2008-2015

## Brisbane Women's Correctional Centre

Brisbane Women's Correctional Centre provides a multifunctional role for women in SEQ. The centre will continue to assume oversight of HJC, NCC (Women's) and the Work Camp at Warwick. When a new women's facility becomes available, the functions of remand and reception should remain with BWCC. Where it is considered necessary to establish discrete accommodation for special needs groups, this should form part of the role of BWCC.

The scope of functions for BWCC is as follows:

Women	Sentenced	Remand	Mainstream	Protection	Secure Custody	Youth		Period
✓	✓	✓	✓	✓	✓	✓	HL	2006-2008
✓	✓	✓	✓	✓	✓	✓	HL	2008-2015

## Proposed roles for open custody centres SEQ

The most significant change to the roles and functions of correctional centres in the future applies to existing open custody centres at PCCC, NCC and DDCC. The proposal is to convert these facilities to base Work Camps to support external Work Camp sites.

Prisoners transferred to base Work Camps may complete their sentences at the base camp or be approved for participation in external Work Camp projects. Restrictions on the transfer of sex offenders and repetitive violent offenders will apply to base Work Camps.

# Queensland Corrective Services

## Proposed roles for new SEQ correctional centre precinct

The analysis of the potential roles for new correctional centres for SEQ over the next decade proposes the establishment of a series of facilities on a single site. The facilities would provide specialist education, training and employment readiness activities for prisoners in SEQ.

The industry base of the facilities would be premised on public private partnerships with private sector operators leasing industry space and employing prisoners.

The model has equal application to training and employment of male and female prisoners.

It is further proposed that the following strategies be considered to achieve the desired solution:

- the acquisition of a single site in SEQ to deliver the new infrastructure plan over the next decade.
- interdepartmental consultation to develop the specialist training and employment role for the precinct.
- development of private public industry partnerships.
- the establishment of an optimal balance of residential and cell requirements.
- development of a concept master plan identifying the progressive development and staged delivery of the required number of prison beds.
- prioritisation within the build program of a campus style secure residential centre to replace the existing open custody concept.

The economic advantages of co-locating new facilities for various groups including men and women (stand alone facilities) have been described.

Defining the primary role of new facilities as providing prisoner rehabilitation through education, training and employment, enables existing centres in SEQ to retain their focus on the functions of remand, sentenced reception and the delivery of high intensity programs.



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