

Parole Board | Queensland
Annual Report 2018 - 2019



Queensland
Government

Parole Board Queensland Annual Report

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Parole Board Queensland

State Law Building, 50 Ann Street, Brisbane Qld 4000 GPO Box 1054, Brisbane
Qld 4001

Phone: 07 3565 7567

Website: corrections.qld.gov.au/parole-board-queensland





Parole Board Queensland

GPO Box 1054
Brisbane Queensland 4001
Telephone: 07 3565 7567
Email: ParoleBoardQLD@dcs.qld.gov.au

The Honourable Mark Ryan MP
Minister for Police and Minister for Corrective Services
Member for Morayfield
PO Box 15195
BRISBANE QLD 4001

Dear Minister

In accordance with the requirements of section 242F of the *Corrective Services Act 2006*, I am pleased to present the Parole Board Queensland Annual Report 2018-2019 detailing its operations and activities.

Yours sincerely

A handwritten signature in black ink, appearing to be 'MB', written over a circular stamp or seal.

Michael Byrne QC
President
Parole Board Queensland



Parole Board | Queensland



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FOREWORD 2018-2019

Parole Board Queensland plays a vital role in the criminal justice system and in advancing community safety.

The concept of parole is often controversial and its purpose misunderstood. It is not a 'get out of jail free card' and it is not an indication of a 'soft' approach to crime and punishment. It is a method developed to prevent reoffending.

Research tells us paroled prisoners are less likely to reoffend than prisoners released without parole.

Common sense tells us success on parole and beyond depends on access to adequate support for prisoners to address the root cause of their criminal conduct—for example, poverty, homelessness, substance abuse and mental health issues. Along with Community Corrections, and rehabilitation and reintegration resources, proper investment in the Board is an investment in community safety.

The significance of proper investment in the parole system was articulated by Mr Sofronoff QC (as his Honour then was) in the Queensland Parole System Review 2016 (QPSR):

If the system is designed and funded properly, the case against parole is unarguable. To argue against parole, or for less parole as a blanket approach, is to argue for less safety for the community at greater cost for the community.

The Board recommended that an independent body be commissioned to achieve accurate reporting of the rates of success on parole in its submission to the Queensland Sentencing Advisory Council. The Board also made relevant observations and recommendations to the Queensland Productivity Commission's Inquiry into Imprisonment and Recidivism.

The Board is an independent statutory authority. Its purpose is to make objective, evidence-based and transparent parole decisions, in accordance with the law, with community safety always the highest priority.

The Board's independence is important for the same reasons recently articulated by the Chief Justice in respect of judicial independence¹. Fairness and rigour demand the Board be able to decide parole matters in accordance with relevant legislation, common law and guidelines without influence or pressure from external sources.

Despite its independence from Queensland Corrective Services (QCS), the Board remains tethered to the department for corporate and strategic support, media and communications support, human resource management, and reporting and policy functions.

The Board will continue to advocate for true independence.

In the last annual report I foreshadowed a number of business activities to be undertaken to achieve strategic outcomes. Some have been accomplished, while others remain on the agenda. Importantly, the Board seeks to establish an independent website. A website would be an important symbol of the Board's independence from QCS, and would allow engagement with the community and publication of information that might assist to cure some of the misperceptions about the work of the Board. The Board continues to work with QCS to realise this objective.

The work of the Board

Prisoner numbers have increased by four per cent since establishing the Board in July 2017—while parole applications have increased by more than 25 per cent.

During 2018–2019, the Board considered 17,413 matters impacting citizen liberty, based on evidence-based risk assessment. Community safety is always the Board's highest priority.

The work of the Board has become increasingly

¹ "Declaration of independence", The Australian Legal Review, 14 June 2019, p.5



voluminous and complex. In one fortnight this year, Board members were required to consider 32,000 pages of material for 449 parole matters over 12 meetings. Significant complexity has been introduced by the No Body, No Parole legislation, and more recently, the Links to Terrorism legislation.

The Board's commitment to fair, evidence-based decision-making and community safety is genuine and resource-intensive. Each case is considered on its own merits on the basis of all evidence before the Board. Where the evidence is perceived to be insufficient to make a sound decision, the Board will seek what it needs.

The Board meets nine times per week (excluding out-of-session meetings for urgent consideration of parole matters). Each meeting is chaired by me or a Deputy President.

Two meetings are held to confirm or set aside single member decisions to suspend a parole order. One meeting considers applications for exceptional circumstances parole. Six meetings each week consider:

- new applications for parole;
- further consideration of parole applications;
- further consideration of suspensions of parole orders; and
- miscellaneous matters such as requests to amend parole orders, travel requests and interstate transfers of parole orders.

The Board attempts to cap the number of matters considered at any given meeting to 30 to allow sufficient time for members to read the material and consider each matter carefully. The Board implemented this measure soon after commencement in July 2017.

The Board must also keep up with the increasing number of matters to be considered within tightened legislative timeframes. I am grateful for the goodwill of dedicated members who work the long hours necessary to perform their important decision-making function properly.

It is hoped additional positions approved by Government in the latest budget will alleviate the pressure felt by all at the Board this year.

Special mention should be made of the Professional Board Members who share the burden of performing the 24/7 function of determining immediate applications to suspend parole orders, as well as sitting as Board members in the nine weekly meetings.

The Police Representatives and Public Service Representatives also perform an invaluable role. Their expertise and ideas have improved processes and decision-making.

This year the Board appointed 12 new Community Board Members, bringing the total to 34 dedicated Queenslanders regularly contributing their time, experience and wisdom.

The Secretariat officers who support the Board in performing its functions must also be commended. The Board values their tireless work ethic and commitment.

The Deputy Presidents, Julie Sharp and Peter Shields, and myself maintain our commitment to continuously improving a modernised and professional Parole Board Queensland for the benefit of the Queensland community.



Michael Byrne QC
President
Parole Board Queensland

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MEMBERS 2018-2019

Presently, the Board has 48 member positions (14 full-time positions and 34 part-time positions):

- 1 x President;
- 2 x Deputy Presidents;
- 1 x Professional Board Member (Health);
- 3 x Professional Board Members (Legal);
- 34 x Community Board Members (part-time);
- 3 x Police Representatives; and
- 4 x Public Service Representatives.

The President, Deputy President, Professional Board Member and Community Board Member positions are **appointed** Board members under the Corrective Services Act 2006 (the Act).

The President is equivalent in experience and standing to a Supreme Court Justice and the Deputy Presidents are similarly equivalent to District Court Judges. The President and Deputy Presidents are appointed by the Governor-in-Council and hold office for a five-year term. These Board members may be reappointed but cannot hold office for more than 10 years.

Professional Board Members and Community Board Members are appointed by the Governor-in-Council in consultation with the President and hold office for a three-year term. Professional Board Members and Community Board Members may be reappointed.

Professional Board Members must have a university or professional qualification that is relevant to the functions of the Board, for example, a legal or medical qualification. Community Board Members, however, do not require a formal qualification. They represent the diversity of the Queensland community in their skills, knowledge and experience.

When recommending a person to the Governor-in-Council for appointment as a Professional Board Member or Community Board Member, the Minister ensures the Board represents the diversity of the Queensland community and in the membership of the Board there is:

- balanced gender representation; and
- representation of Aboriginal peoples and Torres Strait Islander peoples.

Community Board Members represent the diversity of the Queensland people on the Board, and include 13 men (38 per cent), 21 women (62 per cent), 8 people of Aboriginal or Torres Strait Islander background (23.5 per cent) and 8 members from regional Queensland locations (23.5 per cent).

Police Representatives and Public Service Representatives are nominated Board members under the Act. Nominated board members are appointed by the Commissioner of Police and Commissioner, QCS respectively with such appointments being for a 1–2 year period. Public Service Representatives must have expertise or experience in probation and parole matters.

The Board is supported in performing its functions by a Secretariat that is subject to the direction and management of the President. During 2018-19 the Secretariat included 3 legal officers and 28 administration officers.

Full-time Board members generally perform their duties from the Board's premises located in Brisbane. Part-time members regularly attend Board meetings using video or teleconference facilities located at various Community Corrections District Offices throughout Queensland.

The Board operates each business day between 8am and 5pm, and provides a 24 hour, 7 days a week on-call service for urgent parole suspension matters occurring outside of normal business hours.

SENIOR BOARD MEMBERS

President

Mr Michael Byrne QC

Appointed President on 3 July 2017, Michael Byrne QC holds a Bachelor of Laws from the University of Queensland, was admitted to practise as a barrister of the Supreme Court of Queensland in December 1977 and was appointed Queen's Counsel in December 1993.

Michael practised extensively in the criminal justice field, appearing for the prosecution and defence in a number of high-profile trials and some of the seminal High Court cases emanating from Queensland in criminal law. He acted as the Director of Public Prosecutions and as a Judge of the District Court, and was also the Commissioner for the Queensland Organised Crime Commission of Inquiry and the Vice President of the Queensland Bar Association.



Deputy President

Ms Julie Sharp

Appointed Deputy President on 3 July 2017, Julie Sharp was admitted to practise as a barrister of the Supreme Court of Queensland in 1999.

Julie started her career as a law clerk at Legal Aid Queensland in 1997, progressing to the position of in-house counsel, which prepared her to move to the private bar in 2010. Julie also held the roles of in-house counsel at Australia Meat Holdings Pty Ltd and Counsel Assisting the State Coroner.

Julie is an experienced advocate, having appeared in criminal matters in all state courts and the High Court of Australia. She was counsel assisting in a number of commissions of inquiry, counsel for the Attorney-General and respondents in dangerous prisoner matters, and has been involved in various workplace health and safety and environmental prosecutions.

Julie's commitment to the criminal justice system over the past 20 years is also demonstrated by her volunteer work for various community legal centres and other pro bono work.



Deputy President

Mr Peter Shields

Appointed Deputy President on 3 July 2017, Peter Shields holds a Master of Laws (Public Law), a Bachelor of Laws and a Diploma in Legal Practice.

Peter is admitted as a solicitor of the Supreme Court of Queensland and the Supreme Court of New South Wales, as a practitioner of the High Court of Australia and as a barrister and a solicitor of the High Court of New Zealand.

He has had a successful career as a criminal investigator and was a leading criminal lawyer. At the time of his appointment Peter was accredited by the Queensland Law Society as a specialist in criminal law and was the Chairperson of the Queensland Law Society Criminal Law Section Committee, of which he had been a member since 2010.



PROFESSIONAL BOARD MEMBERS

Ms Kylie Anderson

Appointed Professional Board Member (legal) on 3 July 2017, Kylie Anderson holds a Master of Laws, a Bachelor of Laws and a Bachelor of International Relations, and has more than 19 years of experience as a legal practitioner.

Kylie has previously worked at Legal Aid Queensland, the Public Solicitor's Office in the Solomon Islands and the Department of Communities, Child Safety and Disability Services. She also has experience as a consultant, adviser and senior manager in government and with international organisations including The Asia Foundation and the United Nations Children's Fund.



Ms Carolyn McAnally

Appointed Professional Board Member (legal) on 3 July 2017, Carolyn McAnally has more than 20 years of legal experience in practical criminal law and in developing and implementing criminal law policy and legislation.

Carolyn has previously worked at the Department of Justice and Attorney General (Director, Strategic Policy and Legal Services) and held positions in the Office of the Director of Public Prosecutions, including as Crown Prosecutor.



Ms Valentina McKenzie

Appointed Professional Board Member (legal) on 29 November 2018, Valentina McKenzie was admitted as a barrister of the Supreme Court of Queensland in 1994.

Valentina has more than 24 years of practical legal experience. She has previously held positions in the Office of the Director of Public Prosecutions, including as Crown Prosecutor and, prior to her appointment with the Board, held the position of Principal Legal Officer at Workplace Health and Safety Queensland, Prosecution Services.



Ms Beverley Russell

Appointed Professional Board Member (health) on 3 July 2017, Beverley Russell holds postgraduate nursing qualifications in mental health, alcohol and drugs and a Master of Social Sciences with a major in criminology.

Beverley was a member of the Queensland Civil and Administrative Tribunal from 2006–2011 and a member of the Mental Health Review Tribunal from 2002–2008. Prior to her appointment with the Board, she was team leader for the Prison Mental Health Service with the West Moreton Hospital and Health Service.



COMMUNITY BOARD MEMBERS

Mr Peter Kelly

Appointed Community Board Member on 3 July 2017, Peter Kelly was admitted as a barrister of the Supreme Court of Queensland in 1984 and has more than 34 years of experience as a barrister in Queensland with a demonstrated history working in international and criminal law. Peter was a member of the now-superseded Queensland Parole Board.



Ms Marjorie Bloor

Appointed Community Board Member on 3 July 2017, Marjorie Bloor holds a Bachelor of Arts in Sociology, Politics and Indigenous Studies. She was the Chief Executive Officer of Arafmi Queensland for 18 years until her retirement and a member of the Queensland Carers Advisory Council from 2009–2017.



Mr Chiu-Hing Chan

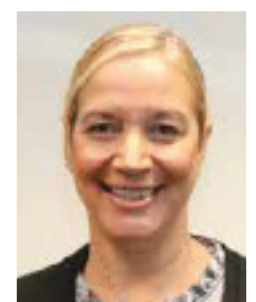
Appointed Community Board Member on 3 July 2017, Chiu-Hing Chan is an admitted solicitor and holds a Master of Journalism, a Postgraduate Diploma in Legal Practice, a Bachelor of Laws and a Bachelor of International Relations. Chiu-Hing was awarded Young Queenslanders of the Year in 2009 and nominated Young Australian of the Year in 2010 for crime prevention and leadership in the Chinese community. He was appointed to the National Board of Directors for White Ribbon Australia and was the founding Chair of the Queensland White Ribbon Committee. He is a JP legal member on the Queensland Civil and Administrative Tribunal.



Ms Jennifer Cullen

Appointed Community Board Member on 3 July 2017, Jennifer Cullen is an Aboriginal woman and descendant of the Bidjara and Wakka Wakka people.

Jennifer is an Adjunct Associate Professor at James Cook University and Griffith University, and the CEO of Synapse Australia (formerly known as Brain Injury Association of Queensland). Since 2013, she has played a leading role as a council member of the Independent Advisory Council to the National Disability Insurance Agency and she is also a member of the National Disability and Carers' Advisory Council.



Dr Kee Cheung OAM

Appointed Community Board Member on 3 July 2017, Dr Kee Cheung holds a Doctor of Philosophy (PhD) in Immunology. He was the Group Laboratory Manager of Pathology Queensland until January 2018 when he retired from full-time work. Dr Cheung has strong ties with the Chinese community and, in recognition of his service to the community in Queensland, he was conferred the Queensland Multicultural Service Award in 2000 and the Medal of the Order of Australia (OAM) in 2013.



Ms Nicole Cullen

Appointed Community Board Member on 3 July 2017, Nicole Cullen holds a Bachelor of Laws and was admitted as a solicitor of the Supreme Court of Queensland in 2002.

She is the Principal Solicitor and Director at McKays Solicitors in Mackay, managing the family and domestic violence division and criminal law division. Nicole is also a nationally accredited mediator and accredited family dispute resolution practitioner.



COMMUNITY BOARD MEMBERS

Ms Janine Wiles

Appointed Community Board Member on 3 July 2017, Janine Wiles holds a Bachelor of Arts and is a defence security professional with a focus on security and incident review. Janine has strong connections with the LGBTQI community.



Ms Jo-Anne Fitchett

Appointed Community Board Member on 3 July 2017, Jo-Anne Fitchett holds a Bachelor of Laws and was admitted as a solicitor of the Supreme Court of Queensland in 1983. Previously, she held the position of Deputy President of the Central and Northern Queensland Regional Parole Board.



Dr Colin Dillon AM APM

Appointed Community Board Member on 3 July 2017, Dr Colin Dillon is an Aboriginal Australian and a descendant of the Kombumerri people of the Yugambeh nation whose traditional country covers all of Queensland's Gold Coast and its surrounding areas.

Colin was the first of his people to join a police force in Australia. He served for 36 years as a uniformed officer and plain clothes officer. In January 1992, he was awarded the Australian Police Medal (APM) in recognition of his distinguished service to the Queensland Police Service. He was engaged as the senior adviser on Indigenous affairs to the Queensland Department of Aboriginal and Torres Strait Islander Partnerships from 2003–2006. In 2013, he was made a Member of the Order of Australia (AM) for his services to the Indigenous community and received an honorary doctorate from the Queensland University of Technology in 2000.



Mr Francis Lippett

Appointed Community Board Member on 3 July 2017, Francis (Frank) Lippett was admitted to practise as a barrister of the Supreme Court of Queensland in December 1977.

In 1990, Frank was appointed as President of the then Brisbane Community Corrections Board, and subsequently President of the then Queensland Corrections Board, where he served in a part-time capacity until 2001. Frank was appointed as a member of the now-superseded Queensland Parole Board before being appointed Deputy President and then President. He was also the Vice-President of the International Association of Paroling Authorities for two years and has been invited to speak at parole authority conferences in Australia, Canada and the United States.



Mr Emmanuel Hegarty

Appointed Community Board Member on 3 July 2017, Emmanuel (Manny) Hegarty is an Aboriginal Australian and descendant of the Juru people whose traditional country extends from Bowen to the Burdekin River, the Gunggari people whose traditional country extends from Ballon North to Morven and Mungallala, and the Gungaloo people of Central Queensland.

Manny is the Regional Director, Central Queensland Region, Department of Aboriginal and Torres Strait Islander Partnerships. He has held senior positions with the Queensland government for the past 19 years and has strong ties to the Indigenous community of Queensland.



Ms Jocelyn Manique

Appointed Community Board Member on 3 July 2017, Jocelyn Manique is a Chartered Accountant and has more than 22 years' experience in audit, investment, finance and governance.

Jocelyn is the Chair of the Executive Committee of the Grace College Council at the University of Queensland.



Ms Gyl Stacey

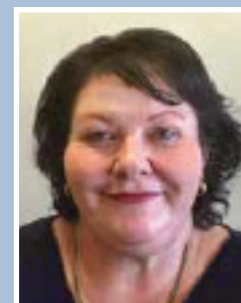
Appointed Community Board Member on 3 July 2017, Gyl Stacey has more than 35 years' experience working in both public and private leadership positions including 10 years' experience working in the Queensland Police Service. Gyl also holds a Bachelor of Business, is a Graduate of the Australian Institute of Company Directors and is the Deputy Chair of the Board of Spinal Life Australia.



Ms Simone Jackson

Appointed Community Board Member on 3 July 2017, Simone Jackson is an Aboriginal Australian from the Kamilaroi and Barunggam Nations with strong links to south west Queensland including Oakey, Dalby and Gatton.

Simone has more than 25 years of experience in the public sector, working across various human service portfolios including corrections, youth justice, child protection and Indigenous affairs. She is the Executive Director, Culture and Economic Participation with the Department of Aboriginal and Torres Strait Islander Partnerships.



COMMUNITY BOARD MEMBERS

Ms Kylie Mercer

Appointed Community Board Member on 3 July 2017, Kylie Mercer was admitted as a solicitor of the Supreme Court of Queensland in 2001 and has more than 18 years of experience in a range of public service legal and managerial roles. Kylie was also appointed as an acting Professional Board Member (legal) on 28 January 2019.

Kylie has previously worked as the Executive Manager, Discipline and Appeals for the Queensland College of Teachers and was formerly a Senior Legal Officer at Legal Aid Queensland where she held a range of positions including Drug Court lawyer. Her substantive position is Registrar of the Board of Professional Engineers.



Ms Francine O'Rourke

Appointed Community Board Member on 3 July 2017, Francine O'Rourke is a descendant of the Yidinji Aboriginal group of whose land and sea country generally covers the southern corridor from Cairns to Babinda, Innisfail, Trinity Inlet, Yarrabah and Russell River as well as parts of the Atherton tablelands. Francine also has South Sea Islander heritage through her maternal grandmother, and it is also through this side of the family that Francine has Torres Strait Islander kinship and networks.

Francine is currently employed as the Indigenous Investigation Conciliation and Outreach Officer with the Energy and Water Ombudsman Queensland. She is also the Co-Vice Chair of the Cairns White Ribbon Committee. In her free time, Francine hosts the radio program The Yarning Circle every Saturday on the Cairns Community Radio Network Cairns FM 89.1 which highlights good-news stories from and about Aboriginal and Torres Strait Islander communities and individuals.



Mr Malcolm Renouf

Appointed Community Board Member on 3 July 2017, Malcolm Renouf is a proud Aboriginal Australian and is a descendant of the Gubbi Gubbi people and a descendant of Queen Maria of Childers whose traditional country covers parts of South East Queensland.

Malcolm served in the Australian Regular Army and later in the Queensland Police Service where he retired as a police officer in 2011, but stayed on in an administrative role until the completion of the G20 Summit in Brisbane in 2014. Malcolm also held numerous positions within the Queensland Police Service including Officer in Charge at Sunnybank, Holland Park Prosecutions and Crime Stoppers, as well as field training officer and mentor to numerous Indigenous police recruits. Malcolm has vast experience engaging with the Indigenous and other multicultural communities while a member of the police service and in his personal capacity.



Ms Amanda Ritchie

Appointed Community Board Member on 3 July 2017, Amanda Ritchie has more than 35 years of experience working at senior levels in the Australian public service and currently holds a contracted position as General Manager, YWCA Queensland, formerly known as the Young Women's Christian Association.

Amanda also held the position of General Manager, CRS Australia, formally known as Commonwealth Rehabilitation Services Australia from 2012–2015. In 2015, she received the Public Service Medal in recognition of her public service.



Ms Kerry Rees

Appointed Community Board Member on 3 July 2017, Kerry Rees holds a Bachelor of Laws and was admitted as a solicitor of the Supreme Court of Queensland in 2006.

Kerry runs a legal office in Yungaburra, Queensland and was previously employed as Principal Solicitor with the Queensland Family Violence Legal Service (Cairns, Townsville, and Mount Isa) and as a solicitor with an Indigenous family violence service in Roma, Queensland. Prior to her legal career, Kerry was also employed as a Corrective Services Officer and Probation and Parole Officer from 1996–2005.



Mr Karl Mackenzie

Appointed Community Board Member on 3 July 2017, Karl McKenzie is an Aboriginal Australian and a descendant of the Parundji people of north western New South Wales, and a proud Koori man.

Karl was appointed to the Southern Queensland Regional Parole Board and the Central and Northern Queensland Regional Parole Board. He is also the Chair of the Townsville Community Justice Group and is a respected Aboriginal Elder in the Townsville community.



Mr Gregory Moroney

Appointed Community Board Member on 3 July 2017, Gregory (Greg) Moroney was admitted as a solicitor of the Supreme Court of Queensland in 1976.

Greg is the Chair of the Legal Practitioners Admissions Board in Queensland and the Queensland Supreme Court's representative on the national Law Admissions Consultative Committee. He is also the Deputy Chair of LifeTec Australia, a not-for-profit organisation providing dedicated assistive technology services to enable people of all ages and abilities to actively engage in home, work, school and community life.



Ms Miranda Reid

Appointed Community Board Member on 3 July 2017, Miranda Reid is an accredited mental health social worker, with more than 20 years of experience, including supporting sufferers of mental health issues, domestic violence, homelessness and family reconciliation. She has been a private practitioner since 2013.

Miranda is a board member of Teen Challenge Queensland, which provides residential rehabilitation programs for people with life-controlling drug addictions.



NEW COMMUNITY BOARD MEMBERS

Ms Simone Healy

Appointed Community Board Member on 29 November 2018, Simone Healy has been serving as a Supreme Court Bail Practitioner with Sisters Inside since 2016. Simone was admitted as a solicitor of the Supreme Court of Queensland in 2005 and in the High Court of Australia in 2014, and has previously worked as a senior associate and a legal practice director in private law practices.



Ms Tracey Jackson

Appointed Community Board Member on 29 November 2018, Tracey Jackson has a Bachelor of Laws and has been a prosecutions officer and assistant chief inspector for the Royal Society for the Prevention of Cruelty to Animals since 2016. Tracey also served as a Queensland Police Officer between 1989 and 1997.



Mr Peter Maher OAM

Appointed Community Board Member on 29 November 2018, Peter Maher has been the CEO for St Vincent de Paul Society, Northern Territory since 2016 and the CEO for St Vincent de Paul Society, Queensland since 2005. Peter retired from these positions in 2019.

Peter's previous experience includes senior management positions with Centrelink, the Department of Prime Minister and Cabinet and the Australian Bureau of Statistics. He received the Medal of the Order of Australia (OAM) in 2011 for outstanding achievement and service to the community.



Ms Sue Scheinpflug

Appointed Community Board Member on 29 November 2018, Sue Scheinpflug has more than 20 years of experience as a CEO. Most recently Sue was CEO of Brisbane South Primary Health Network. Sue is currently the Chair of Brisbane Diamantina Health Partners, a board member of West Moreton Health and a member of the Queensland Mental Health Commission – Mental Health and Drug Advisory Council.

Sue holds qualifications in education and is a graduate of the Australian Institute of Company Directors. She has held numerous advisory and policy development roles at local, state and national government levels, and has won awards as a business and community leader, including the 2009 Queensland Telstra Business Woman of the Year Award.



Mr Robert Hastings APM

Appointed Community Board Member on 29 November 2018, Robert Hastings was appointed Commissioner of Corrections Victoria from 2009–2012 and Assistant Commissioner of Victoria Police from 2003–2009. Robert has also provided consultancy and advisory services in community safety-related matters in Fiji and Indonesia, and locally in Queensland. He was awarded an Australian Police Medal (APM) for distinguished service in 2002.



Dr Michelle Denton

Appointed Community Board Member on 29 November 2018, Dr Michelle Denton is an independent health consultant who provides services to a range of government and non-government agencies.

Dr Denton is a registered nurse, holds a Doctor of Philosophy (PhD) in Social Policy and Social Work and has researched, written and published on a number of topics including prisoner to community transition and outcomes of community-based support for mentally ill prisoners. Dr Denton is also an Adjunct Senior Lecturer at the University of Queensland.



Monique Ulrick-Hunter

Appointed Community Board Member on 29 November 2018, Monique Ulrick-Hunter holds a Bachelor of Laws and is admitted to practise as a solicitor of the Supreme Court of Queensland and High Court of Australia.

Monique works as a Sessional Member (Legal) for the Mental Health Review Tribunal and has been an active member of Amnesty International since 1997. She has previously worked as an Official Visitor (Legal) for the Department of Community Safety conducting investigations. Monique has legal career experience across civil and criminal jurisdictions, including Director of Public Prosecutions (NSW) and Queensland Police Service.



NEW COMMUNITY BOARD MEMBERS

Mr Brett Thompson

Appointed Community Board Member on 29 November 2018, Brett Thompson is the CEO of the Queensland Homicide Victims' Support Group and, since 2011, has worked in executive management roles in the not-for-profit sector advocating for community members requiring support.

Brett's appointment to the Board met a QPSR recommendation that a victim representative be appointed as a Community Board Member.



Ms Tracey Barty

Appointed Community Board Member on 29 November 2018, Tracey Barty has been a part-time member for the Mental Health Tribunal since 2002. Tracey previously worked as an Ordinary Member of the Veterans Review Board and was an external reviewer for the Child Death and Serious Case Reviews for the Department of Child Safety. She also held a part-time investigator position with the Office of the Health Practitioners Registration Board.



Ms Maxine Renouf APM

Appointed Community Board Member on 29 November 2018, Maxine Renouf is an Aboriginal Australian and descendant of the Kamilaroi people.

Maxine has had an extensive career in the Queensland Police Service as a police officer and police negotiator. She was the first Indigenous female to be inducted into the Queensland Police Force in 1976 and was promoted to commissioned officer in 2006. Maxine is a recipient of the Australian Police Medal (APM), the National Emergency Service Medal (ESM) and Commissioner's Medal for Meritorious Service.



Ms Barbara Williams

Appointed Community Board Member on 29 November 2018, Barbara Williams holds a Master of Social Work and previously held the position of Official Visitor, and most recently, External Inspector for the Office of the Chief Inspector for QCS.

Barbara has also held senior management positions across state government including the Department of Communities and Department of Child Safety, as well as community service organisations such as Life without Barriers.



Mr Mark Zeller

Appointed Community Board Member on 29 November 2018, Mark Zeller is admitted as a solicitor of the Supreme Court of Queensland and the High Court of Australia.

Mark has worked with Indigo Law since 2016 and was previously a Senior Constable with the Queensland Police Service. In addition, Mark provides volunteer legal services to disadvantaged community members through Micah Projects.



PUBLIC SERVICE & POLICE REPRESENTATIVES

Public Service Representatives are responsible for providing an operational link to the Board by facilitating access to and considering QCS information relevant to the Board decision-making process.

During 2018–2019 the Board welcomed four new QCS Public Service Representatives:

- Donna Green;
- Andrea Joseph;
- Timothy Kurz; and
- Hayley Miles.

The Board also acknowledged the significant contributions of departing and relieving Public Service Representatives during this period:

- Vanessa Aland;
- Cassandra Cowie;
- Alice Doyle;
- Anne Flynn;
- Patricia Hasted;
- Laurie Henley;
- Carmen Park; and
- Fiona Southey.

Police Representatives

Like their QCS colleagues, Police Representatives are responsible for providing an operational link to the Board, ensuring relevant QPS information is provided to inform Board decisions.

During 2018–2019 the Board welcomed three new Police Representatives

- Acting Inspector David Clarke;
- Acting Inspector Cameron Preston; and
- Inspector Ian Wightman.

The Board also acknowledged the significant contributions of departing and relieving Police Representatives:

- Acting Inspector Kevin Francis;
- Inspector Garry Henkel;
- Acting Inspector Jason Hindmarsh;
- Acting Inspector Damien Powell;
- Acting Inspector Matthew (Matt) Saunders;
- Acting Inspector Andrew Trenerry; and
- Acting Inspector Bradley Weeks.



08 SECRETARIAT

- Kylie Mercer—Acting Director, Legal Services
- Thomas Fall
- Katherine McHenry
- Taylor Mobbs
- Katrina Ukmar
- Laura McPherson
- Emily Olditch
- Michelle Moore—Director, Operations
- Emily Cavanagh—Manager, Operations
- Liam Aldridge
- Angela Balzer
- Nicole Baumer
- Jessica Bedgood
- Monique Buckley
- Duncan Campbell
- Kirsty Cole
- Deeann Copping
- Stephanie Davidson
- Adam De Jong
- Brittany Faulkner
- Natalie Gill
- Muriel Hampton
- Paige Harrington-Karaitiana
- Brittney Hayes
- Stephanie Ives
- Millissa Keding
- Mikaela Kissick
- Erin Latimer
- Sonya Martin
- Kate Matheson
- Kerrilee Morris
- Aazina Mujahid Lee
- Kester Nip
- Michelle Office
- Samantha O'Neill
- Teigan O'Rourke
- Jackson Pearce
- Eyvonne Reeve
- Kelly Ridgway
- Courtney Sessarago
- Lesley Thomas
- Anica Validzic
- Timothy Webster
- Kimberley Wessels
- Amber Wilson
- David Wilkinson
- Ariela Wyatt
- Emily Young
- Alice Yu



09 ACHIEVEMENTS

Despite the challenges faced by the Board this year, strides have been made towards strategic outcomes.

The achievements the Board realised in 2018–2019 include:

- establishment of decision-making guidelines;
- establishment of guidelines to inform medical reports for exceptional circumstances parole applications;
- development of a prisoner information package and this Annual Report in partnership with Barbed Design—a graphic design studio operated at Borallon Training and Correctional Centre to equip prisoners with skills for employment;
- continuous process improvement to streamline the work of the Board and the Secretariat;
- ongoing stakeholder engagement;
- contribution to the work of the Queensland Sentencing Advisory Council and the Queensland Productivity Commission Inquiry into Imprisonment and Recidivism; and
- provision of training, including an induction program for new members and training to address the risk of vicarious trauma.



The Board continues to engage with key stakeholders to communicate the facts and myths of parole.

The community

Like the courts, the Board is always looking for ways to better inform the community and to dispel the many myths that exist about parole.

This year Deputy President, Julie Sharp, was interviewed in a podcast—'Parole: Closing the loop in the sentencing process'—published on the Queensland Sentencing Advisory Council's website. She also attended an initiative developed in Townsville called 'Brew with a Justice Group' that engages members of the public in discussion about justice issues.

Victim support groups

The Board has engaged with victim support groups recognising the special interest their members have in certain decisions of the Board. The Board met with Bravehearts in July 2018. Senior members of the Board attended the Queensland Homicide Victims' Support Group (QHVSG) regional meetings and a victims' roundtable hosted by the Honourable Mark Ryan MP to answer questions about the functions of the Board. The Deputy Presidents were honoured to be invited to attend the QHVSG Annual Night of Recognition and Christmas Celebration.

Significantly, Mr Brett Thompson, CEO of QHVSG, was appointed as a Community Board Member in 2018. In response to a media inquiry in a high-profile case Mr Thompson said,

"What I do know and can express is that every victim statement is considered and is physically signed off to ensure that it has been. To suggest that they are ignored would be wildly inaccurate and, in my belief, would cause distress to families who are yet to experience the parole process."

QHVSG has been engaged with the Board to ensure the victims' voice is heard and understood. It has consistently asked for our input in relation to various processes and we are comfortable with how they operate.

Reintegration and accommodation service providers

A home, a job and freedom from substance abuse are key factors for success on parole, as well as access to support and resources to help reintegrate into the community and address those factors.

Senior Board Members have engaged with organisations such as the National Disability Insurance Scheme, Institute for Urban Indigenous Health, State Chaplaincy Board, Brisbane Elders and Sisters Inside in our ongoing effort to make decisions and impose conditions likely to achieve better outcomes for parolees and the community.

The shortage of suitable post-release accommodation, which is sometimes a prisoner's only barrier to parole, remains an issue for the Board. With the help of one particular accommodation manager in Brisbane, and the involvement of Community Corrections, the Board has been able to streamline the assessment of a range of options for prisoners ready for release to parole.

Sisters Inside continues to provide valuable support to women leaving prison and assist those women to find suitable accommodation in a timely way.

The judiciary and law societies

The President and Deputy President spoke at regional meetings of Magistrates, and the three Senior Board Members presented to the Justices of the Supreme Court at their annual conference.

HIGHLIGHTS 2018 - 2019



- 7 July – Minister's opening of the Parole Board Queensland
- 10 July – Office of the Department of Public Prosecutions and Legal Aid Conference
- 13 July – Brisbane Central Probation and Parole Service Site Visit
- 13 July – Brisbane South Probation and Parole Service Site Visit
- 20 July – Parole Board Queensland and Bravehearts Meeting
- 27 July – Parole Board Queensland and Prisoners' Legal Service Meeting



- 7 September – Redcliffe Probation and Parole Service Site Visit
- 7 September – Brisbane North Probation and Parole Service Site Visit

- 3 November 2018 – Queensland Homicide Support Victims Group Regional Meeting
- 9 November 2018 – Ipswich Probation and Parole Service Site Visit
- 9 November 2018 – Wynnum Probation and Parole Service Site Visit
- 13-15 November 2018 – Aboriginal & Torres Strait Island First Aid Course Training
- 23 November 2018 – Minister's Roundtable for Victims Groups
- 23 November 2018 – MATE Bystander Program (Domestic Violence) Information Session
- 23 November 2018 – QHVSF Annual Night of Recognition and Christmas Celebration
- 30 November 2018 – Parole Board Queensland and Prisoners' Legal Service Meeting

JUL

AUG

- 3 August – Risk Assessments for Mentally Ill Offenders Training
- 3 August – Queensland Law Society – Criminal Law Conference
- 14 August – Supreme Court Justices Annual Conference
- 22 August – Mareeba Probation and Parole Service Site Visit
- 23 August – NAIDOC Celebrations at Lotus Glen Correctional Centre Site Visit

SEPT

OCT

- 12 October – Toowoomba Probation and Parole Service Site Visit
- 21-26 October – International Corrections and Prison Association Conference – Montreal, Canada
- 26 October 2018 – Parole Board Queensland and Prisoners' Legal Service Meeting

NOV

DEC

- 6 December – Borallon Training and Correctional Centre Site Visit
- 7 December – Australia and New Zealand Association of Psychiatry, Psychology and Law (ANZAPPL) and Parole Board Queensland Conference
- 21-24 December 2018 – ANZAPPL 2018 Conference – Hobart, Australia





- 8 January – Continuing Education 2019 Conference – North South Pacific Legal Conference – Experts’ Forum – Whistler, Canada
- 18 January – Community Board Members Induction
- 18 January – Vicarious Trauma Training
- 1 February 2019 – Caboolture Probation and Parole Service Site Visit

- 1 March – Southport Probation and Parole Service Site Visit
- 2–3 March – Pacific Rim International Conference on Disability and Diversity
- 8 March – Queensland Public Safety Network – International Women’s Day
- 8 March – Red Rose Foundation – International Women’s Day
- 14–15 March – Aboriginal and Torres Strait Island First Aid Course Training
- 15 March – Institute of Urban Indigenous Health Information Session
- 26 March – State Chaplaincy Board Conference
- 26 March – Queensland Sentencing Advisory Stakeholder Roundtable
- 29 March – Department of Premier and Cabinet QP9 Review Workshop
- 29 March – Parole Board Queensland and Prisoners’ Legal Service Meeting



- 2, 9 and 16 May – Brisbane and Regional Magistrate Conferences
- 3 May – Maroochydore Probation and Parole Service Site Visit
- 28 May – National Reconciliation Day
- 30 May – Brew with the Justice Group

JAN

MAR

MAY

FEB

APR

JUN

- 2 February – Ipswich Queensland Homicide Victim Support Group Meeting
- 13 February – Parole Board Queensland and Sisters Inside Meeting
- 22 February – Opioid Dependence and Treatment Training
- 22 February – Plain English Writing Training

- 5 April – Focus Professional Relationships: Communication and Appreciation Training

- 14 June – National Disability Insurance Scheme Information Session
- 19 June – Parole Board Queensland and Sisters Inside Meeting
- 21 June – Greyhound Adoption Program
- 28 June – Parole Board Queensland and Prisoners’ Legal Services Meeting



The Board and its functions are established by Chapter 5 (Parole) of the Act. There are two types of parole in Queensland:

- Board Ordered Parole—prisoners are sentenced to a period of imprisonment, given a parole eligibility date
- and must apply to the Board for release on a parole order; and
- Court Ordered Parole—prisoners, not including those prisoners sentenced for sexual offences or serious violent offences, are sentenced to a period of imprisonment of three years or less and given a parole release date fixed by the court.

As an independent statutory authority, the Board has legislative power under the Act to make decisions with respect to:

- applications for Board Ordered Parole;
- applications for exceptional circumstances parole;
- applications for parole that fall under section 193A of the Act where a victim's body or remains have not been located (No Body No Parole);
- applications for parole that fall under section 193B of the Act where the applicant has links to terrorism
- amending, suspending or cancelling a parole order; and
- confirming or setting aside a decision to immediately suspend a prisoner's parole order.

OCS is responsible for the case management and supervision (including re-integration) of prisoners including prisoners released on parole.

Board meetings

The Board must meet as often as is necessary to perform its functions. Board decisions are made by a majority of votes.

The number of Board members required to consider a parole matter is determined by the type of applicant applying for parole, specifically, whether the applicant is a prescribed prisoner or a non-prescribed prisoner under the Act.

Prescribed prisoners

A prescribed prisoner, as defined under the Act, includes prisoners convicted of a serious sexual offence, a serious violent offence, a strangulation offence or an offence with a circumstance of aggravation. The definition also includes prisoners who have been sentenced to a mandatory minimum non-parole period.

A five-member quorum must decide an application for parole made by a prescribed prisoner. In such circumstances the Board must consist of, at minimum:

- the President or a Deputy President;
- a Professional Board Member;
- a Community Board Member;
- a Public Service Representative; and
- a Police Representative.

A three-member quorum presided over by a President or Deputy President may decide a parole cancellation or suspension matter for a prescribed prisoner. In such instances the Board must consist of, at minimum:

- the President or a Deputy President;
- a Professional Board Member; and
- a Community Board Member.



A three-member quorum may decide an application for amendment of a parole order for a prescribed prisoner or non-prescribed prisoner and all other parole matters for non-prescribed prisoners. This quorum must consist of, at minimum:

- a Professional Board Member;
- a Community Board Member; and
- at least one other Board member.

The Board may also require a prisoner to attend a Board meeting in person, or by videoconference or telephone.

Parole Applications

Applying for parole and exceptional circumstances parole

A prisoner may apply for a parole order if they have reached their parole eligibility date or are within 180 days of their parole eligibility date. The Board is to decide a prisoner's parole application (grant parole or refuse parole) within 120 days, or 150 days if the decision is deferred for further information.

In addition, a prisoner may apply for an exceptional circumstances parole order at any time and, if granted, the parole order may start at any time. If the exceptional circumstances parole application relates to serious medical issues, the Board will seek medical advice prior to deciding the application.

Where an application for a parole order is refused, the Board must provide the prisoner with written reasons for the decision. The Board may also set a date by which a prisoner may reapply. A prisoner cannot reapply for parole if the re-eligibility date set by the Board has not yet been reached or if they have lodged an appeal with the Courts against their conviction or sentence.

No Body No Parole applications

The No Body No Parole legislative amendments to the Act apply, generally, to parole applicants who are serving a period of imprisonment for a homicide offence and where the body or remains of a victim of the offence have not been located or where, because of an act or omission of the prisoner or another person, part of the body or remains of the victim have not been located.

In order to grant parole under these provisions, the Board must be satisfied the prisoner has cooperated satisfactorily in the investigation of the offence to identify a victim's location. In all other circumstances, the Board must refuse to grant a No Body No Parole application.



Prisoners with links to terrorist activities

The Links to Terrorism legislative amendments to the Act apply to a prisoner's application for parole if the prisoner has:

- at any time been convicted of a terrorism offence; or
- is the subject of a Commonwealth control order.

In addition, an application for parole may be subject to these provisions if the Board is satisfied the prisoner applying has promoted terrorism or, if in a report provided by the Commissioner, it is stated there is a reasonable likelihood the prisoner may carry out a terrorist act and:

- the prisoner has been charged with, but not convicted of, a terrorism offence;
- the prisoner has been the subject of a Commonwealth control order; and/or
- the Board is satisfied the prisoner has been associated with a terrorist organisation or with a person who has promoted terrorism.

Where an application for parole falls under the Links to Terrorism provisions, the Board must refuse to grant the application unless it is satisfied that exceptional circumstances exist to justify granting the application. When considering if such exceptional circumstances exist, the Board may have regard to any relevant matter.

Submissions from eligible persons

A person registered as an eligible person with the QCS Victims Register may, within 21 days of being notified the prisoner has applied for parole, write submissions to the Board about anything that:

- is relevant to the decision about making the parole order; and
- was not before the court at the time of sentencing.

Eligible Persons may include –

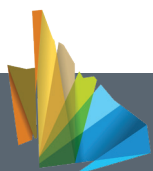
- the victim of the offence;
- if the victim is deceased, an immediate family member of the deceased victim;
- if the victim is under 18 years or has a legal incapacity, the victim's parent or legal guardian;
- when documentary evidence exists of the prisoner's history of violence against the person; and/or
- if the person's life or physical safety is endangered due to a connection between the person and the offence.

Parole order conditions

Pursuant to provisions in the Act, a parole order must include conditions requiring the prisoner subject to the order:

- to be subject to the chief executive's supervision until the end of the prisoner's period of imprisonment;
- to carry out lawful instructions issued by the chief executive;
- to provide test samples if required by the chief executive;
- to report and receive visits as directed by the chief executive;
- to notify the chief executive within 48 hours of any change in the prisoner's address or employment; and
- not to commit an offence.

A parole order may also contain conditions that the prisoner is to be subject to a curfew and electronic monitoring. Notwithstanding the conditions required under the Act, the Board may also include conditions it considers reasonably necessary to ensure the prisoner's good conduct or to prevent the prisoner committing an offence.



Amendment, suspension or cancellation of a parole order

The Act vests in the Board the power to amend, suspend or cancel Board Ordered Parole orders or Court Ordered Parole orders if the Board reasonably believes the prisoner subject to the order:

- has failed to comply with the parole order;
- poses a serious and immediate risk of harm to another person;
- poses an unacceptable risk of committing an offence;
- has been charged with committing a further offence;
- is preparing to leave Queensland, other than under a written order granting the prisoner leave to travel interstate or overseas; or
- poses a risk of carrying out a terrorist act.

The Board may also amend, suspend or cancel a Board Ordered Parole order if the Board receives information that, had it been received before the order was made, would have resulted in the Board making a different parole order or not making a parole order for a prisoner.

When exercising its power to suspend or cancel a parole order, the Board issues its order in writing and, where the relevant prisoner is at large in the community, issues an arrest warrant to return them to custody. Once the relevant prisoner has been returned to prison, the Board provides an information notice outlining the decision, reasons for the decision and inviting the prisoner to show cause—namely by supplying submissions within 21 days, addressing the Board’s decision and why it should be changed. An information notice is also provided to prisoners where the Board has made a decision to amend their parole order with the same invitation and timeframe in which to show cause. A prisoner may or may not elect to return show cause submissions.



The Board must consider any show cause submissions provided within the 21-day show cause timeframe and inform the prisoner in writing whether it has changed its decision and, if so, how the decision has been changed.

Requests for immediate suspension of a parole order

An authorised QCS delegate may provide the Board with a request for immediate suspension of a parole order where it is reasonably believed the prisoner subject to the parole order:

- has failed to comply with the order;
- poses a serious and immediate risk of harm to another person;
- poses an unacceptable risk of committing an offence;
- is preparing to leave the state without proper authorisation; or
- poses a risk of carrying out a terrorist act.

Where a request for immediate suspension has been made by an authorised QCS delegate, a Prescribed Board Member must consider the request and related information, and make a decision as to whether the order should be suspended as a matter of urgency. For this reason, the Board operates a 24/7 on-call rotation of Prescribed Board Members and support staff to ensure these requests are dealt with immediately upon being received by the Board.

Prescribed Board Members include the President, Deputy Presidents and professional board members. If a Prescribed Board Member decides to suspend a prisoner's parole order, the Board must confirm or set aside the decision to suspend within two business days of the decision being made. If the decision is confirmed, the prisoner is supplied with an information notice and invitation to show cause upon their return to prison.

Where the Board has decided to set aside a decision made by a prescribed board member, the suspension and warrant issued stop having effect and the relevant prisoner must be released from custody. Pursuant to the Act, the relevant prisoner is not taken to have been unlawfully at large during this period.

Interstate and overseas travel

Pursuant to its powers under the Act, the Board may grant interstate travel leave to prisoners released on Board Ordered Parole if the period is more than seven days. An authorised QCS delegate may decide all other applications made by prisoners for interstate travel leave.

Only the Board may grant overseas travel leave to prisoners released on parole for compassionate purposes in exceptional circumstances. Such travel leave is subject to conditions the Board may impose.

Judicial review and requests for a Statement of Reasons

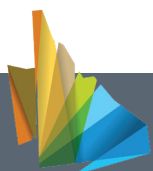
Statement of Reasons

Under the Judicial Review Act 1992 (JRA), a prisoner may request a Statement of Reasons from the Board. A Statement of Reasons is a written statement outlining the pathway of reasoning for the Board's decision with reference to the findings of fact, materials and evidence upon which the decision was based.

Judicial Review

In Queensland, decisions of the Board are subject to judicial review. Pursuant to section 20 of the JRA, a prisoner may apply to the Supreme Court of Queensland for a judicial review of the Board's decision. During a judicial review, the administrative processes and procedures by which the Board's decision was made are examined by the Court. However, a judicial review is not an examination of the merits of the decision.

When considering a matter arising from an application for judicial review, the Court is provided a degree of flexibility in determining what remedy, if any, is most appropriate in the circumstances. When hearing an application for judicial review, the Court may dismiss the judicial review application should it find the Board fulfilled its lawful obligations and exercised its powers properly. Alternatively, the Court can set aside the Board's decision and order the Board to reconsider its decision or decide the matter afresh if it is determined e.g., an error of law occurred during the decision-making process or a breach of the rules of natural justice.



Board meetings	2017-18	2018-19	Comparison
Total Number of meetings	483	539	>10%
Average number of matters scheduled per meeting	29	24	<17%
Total number of prisoners appearing by videoconference	225	377	>68%
Total number of prisoners appearing by telephone	5	1	-4
Total number of prisoners appearing in person	4	4	-
Parole applications	2017-18	2018-19	Comparison
Total number of parole order applications decided	2517	3129	>24%
Percentage of parole order applications - granted	69%	82%	>13%
Percentage of parole order applications - refused	31%	18%	<13%
Total number of No Body No Parole (NBNP) applications decided	2	3	+1
Total number of No Body No Parole (NBNP) applications	-	-	-
Prisoner satisfactorily cooperated in the investigation of the offence	2	2	-
Total number of No Body No Parole (NBNP) applications	-	-	-
Prisoner did not satisfactorily cooperate in the investigation of the offence	0	1	+1
Amendment, suspension or cancellation of a parole order	2017-18	2018-19	Comparison
Total number of parole order amendments	832	756	<9%
Total number of parole order suspensions	3611	4015	>11%
Total number of parole order cancellations	1458	527	<64%
Request for immediate suspension of a parole order	2017-18	2018-19	Comparison
Total number of requests for immediate suspension of a parole order	3627	4221	>16%
Percentage of requests for immediate suspension of a parole order	-	-	-
Suspended by a prescribed board member	98%	97%	<1%
Percentage of suspensions made by a prescribed board member	-	-	-
Confirmed by the Board	96%	94%	<2%
Interstate and Overseas travel requests	2017-18	2018-19	Comparison
Total number of interstate travel requests decided	99	93	<6%
Total number of overseas travel requests decided	41	60	>46%
Judicial review applications¹	2017-18	2018-19	Comparison
Total number of judicial review applications filed – statement of reasons	2	1	-1
Total number of judicial review applications filed – decision	23	23	-
Total number of judicial review applications filed (decision) - discontinued	9	12	+3
Total number of judicial review applications filed (decision) – not yet decided	13	4	-9
Total number of judicial review applications filed (decision) – decided	1	7	+6
Percentage of judicial review decisions confirming the Board's decision	100%	86%	<14%
Total number of decisions appealed to the Court of Appeal	0	2	+2

¹ Data includes Parole Board Queensland matters only.

ORGANISATIONAL CHART



Parole Board

Members





Secretariat



Legal Services



Director



Legal Officers



Associates



Operations



Director



Administration Officers

STRATEGIC PLAN 2019 - 2022

Mission

Parole is a method developed to prevent reoffending and it plays an integral part in the criminal justice system.

When making decisions, the Board's highest priority will always be the safety of the community.

Purpose

To make independent, transparent, fair and evidence-based parole decisions which appropriately address risk to the community.

Values

- Making independent, transparent, fair and evidence-based decisions
- Enhancing community safety through good decision-making processes and parole conditions
- Fostering a positive workplace culture based on openness and respect

Opportunities

- Engage with key stakeholders, especially the community, to communicate the facts and myths of parole and enhance the transparency of the Board's processes
- Work with QCS to improve the nature and quality of information provided to the Board
- Engage with reintegration and support services to improve release planning and better inform parole decisions
- Improve professional development of members and staff, including by coordinating a national parole conference with a focus on complex areas such as No Body, No Parole

Objectives

1. Healthy people and positive culture

Strategies

- Foster a professional, high-performance culture built on the foundation of personal accountability and respect
- Promote innovation and creativity in a supportive workplace
- Develop and support staff and members of the Board for the benefit of individual performance and wellbeing

Performance indicators

- Performance reviews for staff members;
- Staff and Board member feedback; and
- Provide vicarious trauma training to all staff and members.

2. A modernised and professional parole board

Strategies

- Implement an electronic file management system
- Use videoconferencing with prisoners and support/case workers to enhance the decision-making process
- Host a national parole conference
- Review the legal services provided to the Board in-house and by Crown Law



Performance indicators

- Electronic file system implementation
- Number of videoconferences
- Hosting a national parole conference and
- Saving in legal costs

3. Well-informed, evidence-based parole decisions

Strategies

- Consult regularly with QCS in the development of the Case Management Unit
- Engage with accommodation, reintegration and support service providers for information relevant to the decision-making process
- Appoint a Queensland Health employee to access relevant health information in a timely way
- Maintain and encourage diversity in Board membership

Performance indicators

- Improved quality of QCS reports for the Board
- Improved rates of success on Board Ordered Parole
- Access health information in a timely manner
- A Board representative of the diversity of the Queensland community

4. Stakeholder engagement

Strategies

- Improve public confidence by increasing transparency and communicating facts and myths
- Establish an independent online presence with resources to inform Board members, stakeholders and the Queensland community
- Strengthen stakeholder relationships by continuing to engage to improve community safety

Performance indicators

- Publish No Body, No Parole decisions after open hearings
- Independent website and online resources
- Stakeholder engagement plan

