



JUSTICE AND PUBLIC SAFETY



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OVERVIEW

The safety and wellbeing of Queenslanders is a fundamental priority for the state government. It invests in essential police, fire, emergency and disaster management services, courthouses, and secure youth detention centres and correctional facilities to ensure safety and justice is delivered fairly.

Issues within the justice system are becoming more complex and often have broader economic, environmental and societal interdependencies. As services continue to evolve, digital transformation is impacting all areas of the sector. For the community and frontline staff, the increased use of technology will help improve safety, efficiency and more effective delivery these essential services.

Queensland Courts continue to adapt to technology advances and changing community expectations that challenge the traditional delivery of justice. Unprecedented and persistent increases in demand is placing additional strain on the capacity of the state's existing courthouse portfolio. It is critical courthouses are responsibly and sustainably managed, maintained and invested in to meet future need.

Youth detention centres are secure places for people aged 10 to 18. They exist to protect the safety of the community, provide consequences for offending, and prepare detained young people to live productively in the community.

Queensland Corrective Services (QCS) plays an integral role in the criminal justice system, by ensuring prisoners and offenders are less likely to return to crime. QCS manages more than \$4 billion in assets, including 11 high- and six low-security correctional centres, 36 Community Corrections District Offices and more than 150 reporting centres throughout Queensland. Unfortunately, prisoner numbers are continuing to increase, adding pressure to already strained infrastructure. This is further exacerbated by challenging prisoner profiles, including those with complex mental health issues, substance misuse and disabilities that require purpose-built accommodation. To support its 2028 projections, QCS has developed a 10-year capital acquisition plan to help guide future investment.

Our police provide effective, high-quality services, working with community, government and private sector partners to make Queensland safe. Advancements in technology and the scale and diversity of the state's natural landscape has also resulted in a shift to a more mobile policing model.

Queensland's emergency services teams already work collaboratively, however as their service models evolve, the way we plan and provide the supporting infrastructure must also adapt. There is a significant opportunity to co-locate complimentary justice and public safety services, such as courts and police services, as well as explore different delivery models.



Police Officers (Source: Queensland Police Service)

Current key initiatives

- ▾ **Replacement of police facilities**
 \$12.9 million to complete the replacement of police facilities at Beaudesert, Biloela, Burketown, Nambour and Pormpuraaw.
- ▾ **Justice system audio-visual capacity upgrade**
 \$7.4 million to expand and upgrade existing audio-visual capacity in the justice system, including video conferencing and in-custody court appearances.
- ▾ **Southern Queensland Correctional Precinct Part 2**
 \$654 million to deliver a correctional precinct emphasising health, wellbeing and rehabilitation to reduce reoffending. The precinct will create over 500 permanent jobs and support local businesses.
- ▾ **West Moreton Youth Detention Centre**
 \$150 million to complete the construction of the West Moreton Youth Detention Centre, a new 32-bed facility at Wacol.
- ▾ **Maryborough Queensland Fire and Emergency Services headquarters replacement**
 \$12.1 million to complete the replacement of the Maryborough regional Queensland Fire and Emergency Services (QFES) headquarters and auxiliary fire and rescue station.



Rockhampton Fire and Rescue Station (Queensland Fire and Emergency Services)

HIGHLIGHTS



With **87 courthouses** across Queensland, magistrates courts can hear cases in **131 locations** throughout the state, while the supreme and district courts sit in 11 and 38 locations respectively



Police infrastructure – **339** police stations, **58** police watchhouses, **83** neighbourhood beats and shopfronts, **14** communication centres, **2** police academies¹⁰⁵



Three youth detention centres – located at Brisbane, West Moreton and Cleveland (Townsville)



QCS manages more than **\$4 billion** in assets with 11 high security and 6 low security correctional centres¹⁰⁶



Roma Court House (Source: Tourism and Events Queensland)

TRENDS



QFES has over **650 INFRASTRUCTURE SITES** located in all seven state Infrastructure regions with the greatest number located in the Wide Bay Burnett.



A **SHIFT TO MORE MOBILE POLICING** is reducing demand on facilities in smaller communities



There is an overall decline in structural fire events but an increase in the number and intensity of severe weather or other natural hazard events such as bush fires



Total **PRISONER NUMBERS** continue to increase leading to ongoing capacity utilisation issues¹⁰⁷



Regional distribution of QFES sites

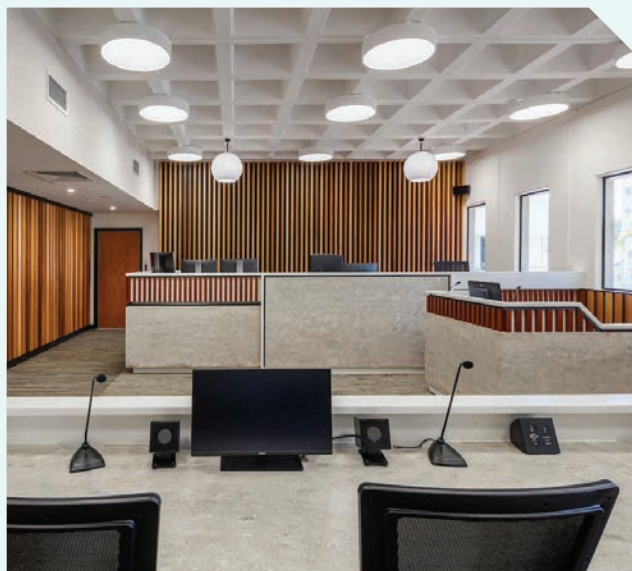
▼ CASE STUDY

Specialist Domestic and Family Violence Court Program

The Specialist Domestic and Family Violence (DFV) Court Program is a multi-agency approach committed to the continuous improvement of the justice and service system response to this growing societal issue. This remains a priority of the DFV justice reforms.

Specialist DFV courts operate out of five locations across the state: Southport, Beenleigh, Townsville, Mount Isa and Palm Island.

Dedicated magistrates are supported by specially trained registry staff, specialist duty lawyers and wrap around support services for all parties involved in DFV proceedings.



Townsville DFV Courtroom (Source: Department of Justice and Attorney General)



Queensland Fire and Emergency Services State Deployment Centre, Morningside (Source: Queensland Fire and Emergency Services)



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CHALLENGES

Shifting demand for service delivery

The delivery of emergency services continues to be challenged by a number of growing and shifting demands, including high population growth in several locations, changing risk profiles, an ageing population, increased cultural diversity, changing community expectations, and the operational responses required for significant events such as the ongoing COVID-19 pandemic.



Regional service delivery

As almost 30 per cent of Queensland's population live outside South East Queensland, it is important that the state continues to strongly consider regional service delivery needs across justice and public safety agencies.



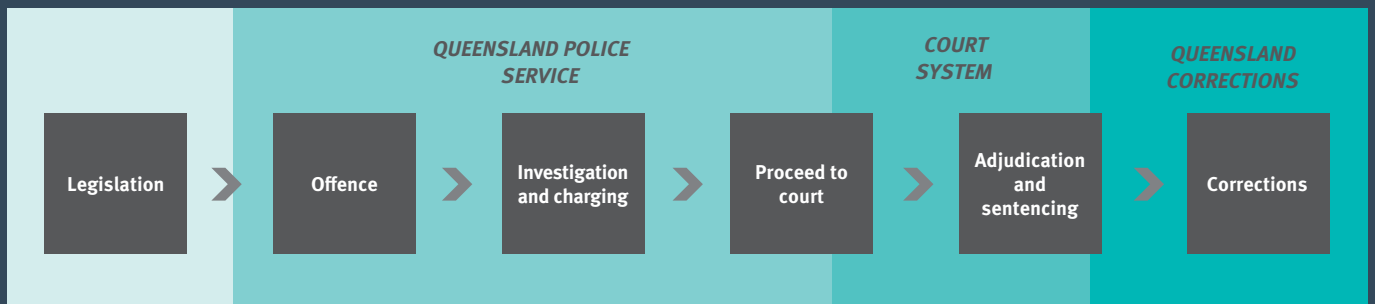
Ageing assets, maintenance and changing needs

Ageing and geographically dispersed facilities, present challenges for all justice and safety infrastructure, with an increase in maintenance needs exacerbated by harsh tropical climates and increasing frequency of natural disasters. Many of Queensland's courthouses are either heritage listed or hold historical significance in the community. Older facilities also present challenges with maintenance and in continuing to meet modern expectations and service needs (e.g. safe spaces in courts for DFV matters). Safely maintaining aged correctional facilities is also challenging where there isn't capacity to temporarily relocate prisoners.



Increased demand on the justice system

Queensland's criminal justice system is large and complex, and demand is increasing. Operations or changes in one area can have consequential impacts on other sectors of the system. No single agency has the capacity to address the complex causes of offending, or manage demand pressures on the system. For example, legislative changes or an increase in police officers can drive an increase in policing interactions, increasing the complexity and time of matters before court, and prisoner numbers where youth detention or correctional facility capacity is limited.



Justice System Flow Diagram (adapted from NSW Infrastructure Strategy)

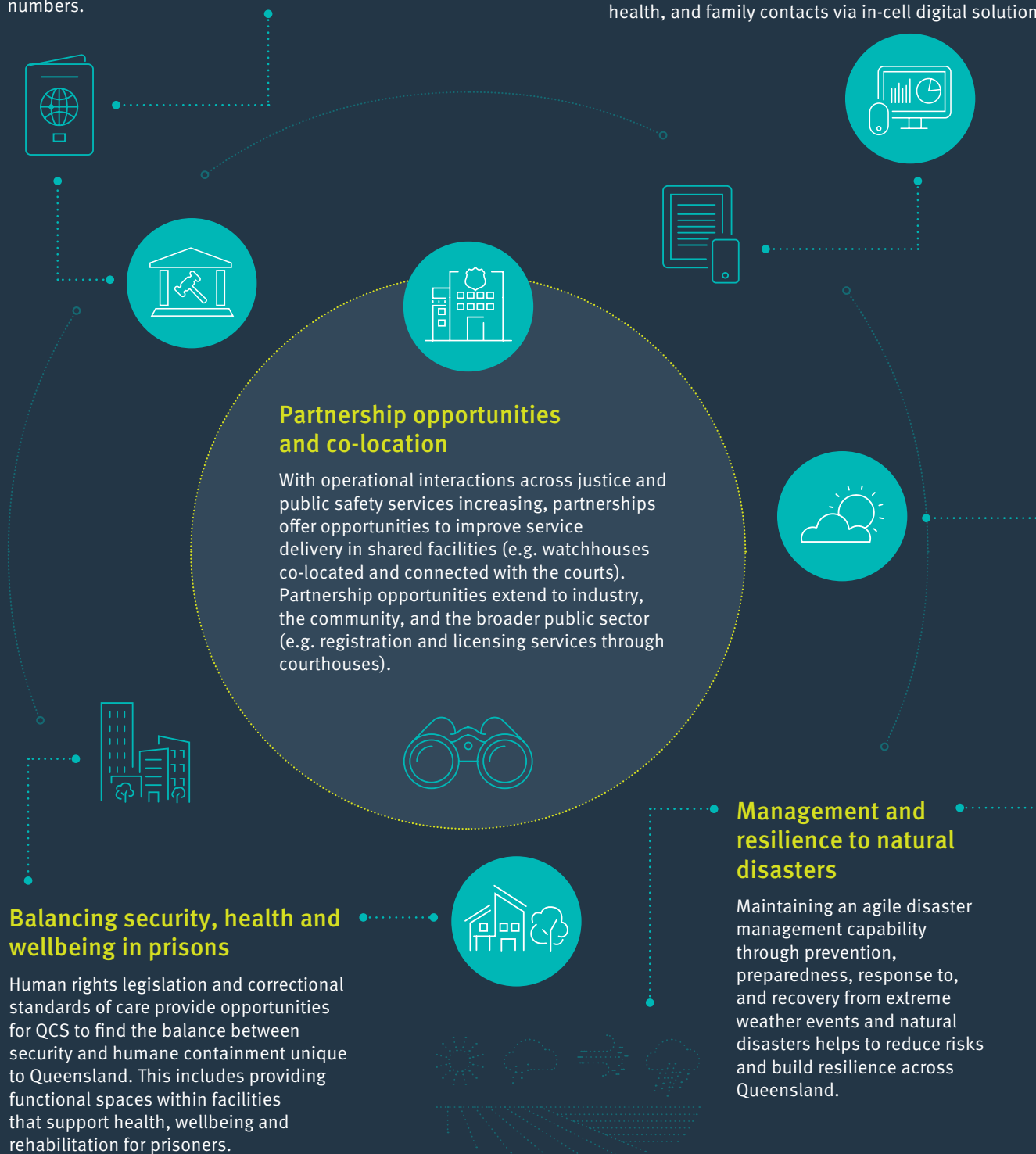
▼ OPPORTUNITIES

Whole of justice system approach

Policing, courts, youth justice and corrections form a closely interrelated criminal justice system that works well when the system as a whole is well positioned to respond to demand. There are opportunities to better manage the system to address unintended impacts and bottlenecks as a consequence of increases in police interactions, court time and prisoner numbers.

Continue to optimise operations through technology

E-lodgement capability exists in a limited form and presents a significant opportunity to improve court efficiency and optimise court utilisation by enabling the use of electronic files. The broader application of digital technology could improve prisoner access to education, health, and family contacts via in-cell digital solutions.



Partnership opportunities and co-location

With operational interactions across justice and public safety services increasing, partnerships offer opportunities to improve service delivery in shared facilities (e.g. watchhouses co-located and connected with the courts). Partnership opportunities extend to industry, the community, and the broader public sector (e.g. registration and licensing services through courthouses).

Balancing security, health and wellbeing in prisons

Human rights legislation and correctional standards of care provide opportunities for QCS to find the balance between security and humane containment unique to Queensland. This includes providing functional spaces within facilities that support health, wellbeing and rehabilitation for prisoners.

Management and resilience to natural disasters

Maintaining an agile disaster management capability through prevention, preparedness, response to, and recovery from extreme weather events and natural disasters helps to reduce risks and build resilience across Queensland.



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PRIORITY ACTIONS



Encourage jobs, growth and productivity



Develop regions, places and precincts



Enhance sustainability and resilience



Adopt smarter approaches

1 Adopting a whole of justice system approach (DJAG, QPS, QCS, DCYJMA)



Build a better understanding of demand and balance investments across the justice system as a whole to mitigate the unintended impacts that reforms, policing or court processing can have on other parts of the system including the capacity of correctional facilities and the capacity of the courts.

2 Digitisation of justice services (DJAG, QPS, QCS)



Increase the use of technology to optimise court efficiency, support prisoners via kiosks and video conferencing to maintain access to their families, legal representatives, the courts, health services, disability support services, rehabilitation and education programs and deliver efficient and effective supervision services for offenders in the community.

3 Exploring in-cell technology (QCS)



In-cell technology may provide an opportunity for greater access to family and friend support, rehabilitation and education programs and support services in preparation for re-entry to society.

4 Applying next generation public safety (QFES, QPS)



Continue to work with industry and frontline responders to design, test and apply new and emerging technologies to improve emergency responses, service delivery and make smarter, safer decisions, supporting more mobile policing services and helping firefighters detect and respond to bushfires

5 Adopting digital engineering and asset management (DJAG, QPS, QFES, QCS, DCYJMA)



Adopt a more integrated approach to strategic asset planning, performance and management practices for infrastructure investment by adopting digital engineering principles and software systems, such as the use of BIM for large scale projects.

6 Exploring opportunities for disused land (QCS)



Explore opportunities to re-use land holdings not essential for current or planned operational service delivery.

7 Modernisation and DFV support (DJAG)



Investing in the modernisation of justice and public safety buildings to cater for the safety, accessibility and confidential needs of all customers including additional meeting rooms and safe spaces for DFV.

8 Improving prisoner health outcomes (QCS, QH)



Improve health outcomes for prisoners by designing correctional facilities with features and functional spaces that support health and wellbeing, and rehabilitative outcomes for prisoners.

9 Adopting innovation and interoperability in design (QPS, QFES, DJAG, QCS, DCYJMA)



Improve the functionality and cost-efficiency through design innovation providing facilities with greater interoperability between public safety agencies without compromise to the required level of complexity and security for justice facilities.

10 Exploring public safety co-location and interoperability (QPS, QFES, DJAG, QCS)



Planning for growth and continuing to explore opportunities for joint facilities or co-location of justice and emergency services that support response and operational requirements for public safety agencies. For example, courts with police services, but also correctional facilities with health or training facilities onsite to support prisoner rehabilitation.

11 Increasing custodial capacity across Queensland (QCS, DCYJMA)



Explore opportunities to increase custodial capacity across Queensland recognising the importance of placing youth and adult offenders as close as practicable to their families by prioritising locations that meet the needs of geographically dispersed communities, and prisoners with a disability.

Any increase in custodial capacity within youth detention centres will also support the movement of young people out of police watch houses.

12 Repurposing or reallocating based on need (QFES, QPS)



Respond to changing local operating environments with an evidence-based infrastructure operating model that better anticipates and responds to future change. Preference should be given to non-investment solutions such as repurposing and relocating facilities/equipment to areas of higher need.