

[63] In response to these concerns, the Deputy Commissioner Operational Support, Mr Richard Elderfield, told the Commission:

*I think that has been addressed in part, but ... we've certainly got an opportunity to continue to improve as the intelligence services structure is completely filled ... communicating with all staff in prisons ... so that they understand the way the intelligence cycle works, how they can contribute to it and what they should expect from it.<sup>9</sup>*

[64] The Commission also noted a level of frustration with the lack of information provided to superintendents about misconduct risks or allegations involving their staff. Superintendents expressed an inability to respond with appropriate risk mitigation strategies, despite retaining management responsibility for those staff.

[65] The Commission strongly suggests DoJ continues to define, communicate and reinforce the intelligence functions of both the Intelligence Services Directorate and newly implemented PSD.

[66] The Commission will continue to monitor DoJ's progress in sharing information, not only between PSD and the Intelligence Services Directorate, but also with the wider custodial estate.

#### **Corruption Prevention and Education Directorate**

[67] The Commission's reports highlighted concerns with DoJ's lack of an early intervention model to identify and manage staff who may be at an increased risk of engaging in misconduct.

[68] In response, DoJ established the Corruption Prevention and Education Directorate which is responsible for the development and implementation of innovative corruption prevention strategies and the delivery of educational programs across DoJ.

[69] DoJ advised the key functions of the Corruption Prevention and Education Directorate include:

- conducting employment and integrity screening checks within the Employee Screening Unit;
- reviewing and refining contemporary integrity related policies and procedures, such as the Conflict of Interest Policy; and
- developing systems and processes to identify staff considered at risk of engaging in misconduct.

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<sup>9</sup> R Elderfield transcript, public examination, 12 February 2020, p 10.