



# Strategic Plan 2021-2025

## Our vision

Enhance the safety of Queenslanders through humane, modern, sustainable and evidence-based corrective services to maximise rehabilitation and reduce recidivism.

## Our purpose

To provide safe, modern and responsive correctional services, which rehabilitate prisoners and offenders, and prevent crime, making Queensland safer.

## Our values

- » **Professionalism:** We are a responsive criminal justice agency providing the highest standards of service delivery through diligence, efficiency, collaboration, sharing of knowledge and supporting our co-workers, stakeholders, the community, prisoners and offenders.
- » **Integrity:** We inspire trust by acting ethically at all times, acting with honesty and truthfulness, and treating prisoners and offenders with dignity and respect.
- » **Accountability:** We are publicly accountable for the provision of community safety through our actions and preparedness to justify our decisions.
- » **Innovation:** We seek to continually improve through innovation, evidence-based best practice and research to improve correctional services.

## Our people

Capable and professional people delivering responsive services; our greatest strength is the diversity, talent and dedication of our people and our commitment to supporting them.

## Corrections 2030

**Keeping our community safe:** *Corrections 2030* is our commitment to contributing to a safer Queensland through innovative and effective corrective services. Our priorities are promoting safety, partnering and collaboration, stopping crime, empowering a professional workforce and driving innovation.



## Strategic objectives

### Safer correctional environments

#### Strategies

- » Promote consistent, safe and secure operations across the State by transitioning Southern Queensland Correctional Centre to public operation
- » Increase prison capacity and focus on therapeutic correctional approaches with the construction of Stage Two of the Southern Queensland Correctional Precinct
- » Develop business cases to examine options to meet future capacity needs
- » Implement the recommendations from Taskforce Flaxton to strengthen internal oversights, enhance information security and centralise all corporate functions to reduce corruption risk
- » Continue to align the departmental structure to ensure capacity and capability exists to implement the strategic reforms
- » Provide leadership, training and professional development to promote safe, healthy and supportive workplaces
- » Ensure prisoner behaviour management policies support safer correctional environments
- » Implement the *Officer Safety (Use of Force) Review* in correctional centres for a modern fit-for-purpose model aligned with international best practice
- » Work collaboratively with key stakeholders to build and maintain a mature, corruption-resistant culture
- » Optimise the investment of resources in world-class equipment, technology and facilities to meet current and future challenges within the correctional system.

#### Performance indicators

- » Successful transfer of the Southern Queensland Correctional Centre to public operation
- » Increased agency engagement (Working for Queensland survey measure)
- » Reduce assault rates
- » Lost time injuries
- » Workplace attendance
- » Increase in staff confidence in reporting corruption as measured through the Working for Queensland survey
- » Completion of the Capricornia Correctional Centre expansion
- » Installation of up to 500 bunk beds in high security correctional centres
- » Completion of the Southern Queensland Correctional Precinct Stage Two
- » Completion of *Operation Certitude*
- » Deliver infrastructure plan.

### Humane management of prisoners and offenders

#### Strategies

- » Provide correctional environments, policies and procedures informed by human rights
- » Deliver evidence-based, professional and responsive management of prisoners and offenders through streamlined service delivery and case management
- » Recognise, value and embed Aboriginal and Torres Strait Islander peoples' perspectives across our business
- » Support whole-of-government work to develop an Independent Inspectorate of primary places of detention.

#### Performance indicators

- » Minimise deaths from apparent unnatural causes
- » Reduce self-harm incidents (rate)
- » Time out of cells
- » Meaningful activity
- » Facility utilisation (per cent)
- » Workforce who identify as Aboriginal and Torres Strait Islander (per cent)
- » Complaints received by Queensland Corrective Services regarding offender and prisoner treatment (number).

Queensland Corrective Services contributes to the following Government's objectives for the community - *Unite and Recover*

- » **Safeguarding our health:** partnering with Queensland Health to protect the health of prisoners, offenders, staff and visitors through pandemic preparedness.
- » **Backing small business:** supporting local businesses supplying goods and services to correctional centres and community corrections offices across Queensland.
- » **Building Queensland:** supporting up to 900 jobs during construction of the 1000-bed Southern Queensland Correctional Precinct Stage Two.
- » **Investing in skills:** providing education, training and employment opportunities to people in custody to build their skills and help them gain employment upon release.
- » **Backing our frontline services:** increasing the corrective services workforce and delivering modern, sustainable and evidence-based corrective services to rehabilitate prisoners and offenders, reduce recidivism and support community safety.

### Reduce crime

#### Strategies

- » Reduce recidivism through prisoner and offender centred assessment, end-to-end case management and program delivery
- » Disrupt crime through strong collaborative partnerships and information sharing with other criminal justice agencies
- » Improve responses to prisoners and offenders who are vulnerable or over-represented in the criminal justice system, with a focus on Aboriginal and Torres Strait Islander offenders and prisoners
- » Trial the use of electronic monitoring devices to manage serious recidivist young offenders on bail in partnership with Queensland Police Service and Youth Justice.

#### Performance indicators

- » Prisoners returning to corrective services with a new correctional sanction within two years (per cent)
- » Offenders discharged from community corrections orders who returned with a new correctional sanction within two years (per cent)
- » Successful completion of orders (per cent)
- » Program completion rate, pre and post-release re-entry support and of prisoners participating in education or employment (per cent).

### Partnering and community collaboration

#### Strategies

- » Foster collaborative relationships with government agencies and non-government organisations and communities to promote efficient service delivery and coordinated approaches to rehabilitation and reintegration
- » Promote the value of Queensland Corrective Services and improve community awareness of our services, including services for victims and families
- » Partner with non-government and community organisations to increase reparation opportunities to the community.

#### Performance indicators

- » Financial value of work performed in the community by prisoners and offenders under Queensland Corrective Services' supervision
- » In-prison and post-release re-entry support
- » Number of registrations with the Queensland Corrective Services Victims Register
- » Increased community engagement with Queensland Corrective Services media
- » Number of partnerships with universities and non-government organisations.

## Strategic opportunities

We embrace opportunities to improve business by:

- » building a high performing culture where leadership, capability and systems increase our ability to share knowledge and information as 'one QCS'
- » continuing the implementation of the recommendations from the *Sofronoff Parole Review*
- » developing a strategy to improve delivery of correctional services to women prisoners and offenders
- » building and maintaining a mature, ethical and client-focused workforce
- » embracing diversity and promoting inclusion and cultural safety in practices, processes and training
- » working collaboratively with other criminal justice agencies to implement agile and innovative responses to manage the increasing demand on the criminal justice system
- » engaging officers and stakeholders to deliver quality services that reduce recidivism
- » investing in the market to grow new services to enhance the efficiency and effectiveness of Queensland Corrective Services
- » reviewing operational practices and using evaluations to enhance officer, prisoner and offender safety.

## Strategic risks

Queensland Corrective Services proactively identifies and mitigates risks, in particular:

- » the safety of our officers
  - » capacity issues in facilities
  - » prisoners and offenders who are at-risk or pose a risk to the community
  - » growing demand and complexity in the criminal justice system
  - » fraud and corruption
  - » external threats such as pandemics and natural disasters.
- Mitigation strategies include:
- » rehabilitation and reintegration
  - » transitioning all prisons to public operation
  - » infrastructure modifications
  - » involvement in cross criminal justice system reform work
  - » implementing *Taskforce Flaxton* recommendations
  - » contingency planning and preparation for unexpected emergencies and events.

