



Strategic Plan 2020-2024

Our vision

Enhance the safety of Queenslanders through 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, reduce overcrowding and focus on therapeutic correctional approaches with the construction of Stage Two of the Southern Queensland Correctional Precinct
- » Implement the recommendations from *Taskforce Flaxton* to strengthen internal oversights, improve 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

- » Increased agency engagement (Working for Queensland survey measure)
- » Assault rates
- » Lost time injuries
- » Workplace attendance
- » Publicly available anti-corruption measures
- » Successful transfer of the Southern Queensland Correctional Centre to public operation
- » 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

- » Deaths from apparent unnatural causes
- » 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).

Government's objectives for the community – *Unite and Recover*

Queensland Corrective Services contributes to the following priorities of *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.

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
- » Community awareness of Queensland Corrective Services and what we do
- » 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
- » overcrowding 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.

