



# Queensland Corrective Services Business Plan 2021-22

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## 1. Purpose

The Queensland Corrective Services (QCS) Business Plan 2021-22 outlines the objectives, strategies and operational priorities that will be undertaken during 2021-22 to support the QCS Strategic Plan 2021-25. The Business Plan reinforces QCS' commitment to the Queensland Government's objectives outlined in *Unite and Recover – Queensland's Economic Recovery Plan*, established to respond to the economic impacts of the COVID-19 pandemic.

## 2. Background

This Business Plan is informed by *Corrections 2030*, the QCS *Strategic Plan 2021-25*, Government Election Commitments and Ministerial Charter Letter delivery priorities.

### 2.1 OUR VISION

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

### 2.2 OUR PURPOSE

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

### 2.3 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.

### 2.4 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.

### 2.5 CORRECTIONS 2030

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

## 2.6 UNITE AND RECOVER – QUEENSLAND’S ECONOMIC RECOVERY PLAN

The government’s objectives for the community are outlined in *Unite and Recover – Queensland’s Economic Recovery Plan*. We deliver on these priorities by:



### Supporting jobs

*Backing our frontline services* by employing more than 5,500 direct jobs in correctional centres and community corrections offices across Queensland.



### Construction

*Building Queensland* to support Queensland’s economic recovery through a comprehensive capital works program worth approximately \$1 billion, which responds to the demands of the correctional system.



### Small business

*Backing small business* by supporting local businesses supplying goods and services to correctional centres and community corrections offices across Queensland.



### Investing in skills

*Investing in skills* by providing opportunities for people in custody to access education and training to gain employment opportunities upon release from custody.



### Safeguarding health

*Safeguarding our health* in partnership with Queensland Health by protecting the health of prisoners, offenders, staff and visitors through pandemic preparedness and response.

## 2.7 OUR STRATEGIC OBJECTIVES

The QCS Strategic Plan 2021-25 outlines the following strategic objectives:

- Safer correctional environments
- Humane management of prisoners and offenders
- Partnering and community collaboration
- Reduce crime.

## 2.8 PERFORMANCE INDICATORS

The achievement of QCS objectives will be measured against the *Report on Government Services 2021*, the service standards articulated in the Service Delivery Statement 2021-22 and performance measures articulated in the *QCS Strategic Plan 2021-25*:

### Safer correctional environments

- 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**

- 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 peoples (per cent)
- complaints received by QCS regarding offender and prisoner treatment (number).

#### **Partnering and community collaboration**

- financial value of work performed in the community by prisoners and offenders under QCS' supervision
- in-prison and post-release re-entry support
- number of registrations with the QCS Victims Register
- increased community engagement with QCS media
- number of partnerships with universities and non-government organisations.

#### **Reduce crime**

- 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 prisoners participating in education or employment (per cent).

## **2.9 STRATEGIC OPPORTUNITIES AND RISKS 2021-22**

Becoming a stand-alone department in 2017 provided significant opportunities for QCS and reflects the importance of the work we do. It also allows us to better focus on the current needs of the correctional system and how we can shape it into the future. In 2021-22, the department will continue to embrace strategic opportunities and mitigate strategic risks by working to:

1. Build a high performing culture where leadership, capability and systems increase our ability to share knowledge and information as 'one QCS'.
2. Continue implementing recommendations from the Queensland Parole System Review (Sofronoff Parole Review).
3. Develop a strategy to improve delivery of correctional services to women prisoners and offenders.
4. Build and maintain a mature, ethical and client-focused workforce.
5. Embrace diversity and promote inclusion and cultural safety in practices, processes and training.
6. Work collaboratively with other criminal justice agencies to implement agile and innovative responses to manage the increasing demand on the criminal justice system.
7. Engage staff and stakeholders to deliver quality services that reduce recidivism.
8. Invest in the market to grow new services to enhance the efficiency and effectiveness of QCS.
9. Review operational practices and use evaluations to enhance officer, prisoner and offender safety.
10. Enhance our contingency planning and preparation for unexpected emergencies and events.

## 2.10 OPERATIONAL PRIORITIES 2021-22

In 2021-22 QCS will focus on the following operational priorities:

- Provide leadership, training and professional development to promote safe, healthy and supportive workplaces.
- Continue to align the departmental structure to ensure capacity and capability exists to implement the strategic reforms.
- Ensure prisoner behaviour management policies support safer correctional environments.
- 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.
- Provide correctional environments that promote the humane containment of prisoners and supervision of offenders.
- Recognise, value and embed Aboriginal and Torres Strait Islander peoples' perspectives across our business.
- Foster collaborative relationships with government agencies and non-government organisations to promote efficient service delivery and coordinated approaches to rehabilitation and reintegration.
- Promote the value of QCS 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.
- 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 overrepresented in the criminal justice system, with a focus on Aboriginal and Torres Strait Islander offenders and prisoners.

### 3. QCS Business Plan 2021-22

The QCS Business Plan 2021-22 outlines the operational priorities that will be progressed during the 2021-22 financial year by responsible business areas in support of the government's and QCS' objectives and strategies. Executive leaders will be held accountable for the delivery of these operational priorities by their respective Deputy Commissioners through their Senior Executive Officer Performance Agreements.

The progress of these operational priorities will also be monitored through the quarterly performance report provided to the Commissioner, and key achievements reported in QCS annual reports.

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
<b>Safer correctional environments</b>					
Consider recommendations arising from the Queensland Sentencing Advisory Council's (QSAC) review of community-based sentencing orders, imprisonment and parole options.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Community Corrections and Specialist Operations</li> </ul>	Chief Inspector	<ul style="list-style-type: none"> <li>• Completion of initial analysis and high-level cost estimates.</li> <li>• Government consideration and decision to proceed to detailed implementation planning, including preparation of legislation amendments.</li> </ul>	December 2021	6,7
Increase opportunities for leadership development including continued implementation of succession planning initiatives.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> </ul>	Assistant Commissioner, People Capability	<ul style="list-style-type: none"> <li>• QCS will have a state-wide direction for secondment opportunities.</li> <li>• QCS will have adopted a multi-layered, performance-based approach to building capability in leaders.</li> <li>• Additional leadership courses are available at the QCS Academy.</li> <li>• Increase in the number of staff undertaking developmental programs.</li> </ul>	June 2022	1,4,7,8,10
Continue to implement recommendations of the Crime and Corruption Commission's (CCC) Taskforce Flaxton.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Community Corrections and Specialist Operations</li> <li>• Custodial Operations</li> </ul>	Deputy Commissioner, Community Corrections and Specialist Operations  Deputy Commissioner, Custodial Operations	<ul style="list-style-type: none"> <li>• Work continues on supported recommendations: <ul style="list-style-type: none"> <li>• Custodial Operations (Recommendation 15)</li> <li>• Community Corrections and Specialist Operations (Recommendations 31 and 32)</li> <li>• Professional Standards and Governance Command (Recommendations 3, 11, 17 and 19)</li> </ul> </li> </ul>	June 2022	4

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
		Assistant Commissioner, Professional Standards and Governance  Assistant Commissioner, People Capability Command	<ul style="list-style-type: none"> <li>• People Capability Command (Recommendations 12, 13, 14 and 16).</li> </ul>		
Develop and implement a new Community Corrections training model through the QCS Academy.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Community Corrections and Specialist Operations (QPSR)</li> </ul>	Assistant Commissioner, People Capability	<ul style="list-style-type: none"> <li>• Community Corrections training model developed.</li> <li>• Workforce planning and recruitment processes complete.</li> <li>• New Community Corrections training model implemented.</li> </ul>	June 2022	1,2,4,5,8,9
Develop a contemporary QCS Workforce Strategy that responds to agency priorities to become a top-tier public safety agency and aligns to <i>Corrections 2030</i> principles.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> </ul>	Assistant Commissioner, People Capability	<ul style="list-style-type: none"> <li>• A new QCS Workforce Strategy, supported by a measurable action plan, has been developed.</li> <li>• Key performance indicators are aligned to each action item.</li> </ul>	December 2021	1,4,5
Design and develop a new front-end recruitment process for Community Corrections.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations (QPSR)</b></li> <li>• Organisational Capability</li> </ul>	Assistant Commissioner, Community Corrections	<ul style="list-style-type: none"> <li>• Develop Community Corrections front-end recruitment model.</li> </ul>	December 2021	1,2,7
Develop and implement a QCS End-to-End Practice Leadership Model.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations (QPSR)</b></li> </ul>	Deputy Commissioner, Community Corrections and	<ul style="list-style-type: none"> <li>• Development of an End-to-End Practice Leadership Model for use across QCS.</li> <li>• Implementation of the model across Practice Leaders in Community</li> </ul>	December 2021	1,2,7



What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
		Specialist Operations	Corrections and within Case Management Unit environments.		
Implement a QCS Cultural Change Program and Framework.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> </ul>	Assistant Commissioner, People Capability	<ul style="list-style-type: none"> <li>Complete an independent cultural analysis by an external and trusted expert.</li> <li>Identify additional culture measures and indicators (in addition to the <i>Working for Queensland Survey</i>).</li> <li>Update and release key workforce policies.</li> </ul>	June 2022	1,4,9
Expand infrastructure by continuing to progress Stage 2 - Southern Queensland Correctional Precinct.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> <li>Custodial Operations</li> </ul>	Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works	<ul style="list-style-type: none"> <li>Construction on site continues as per schedule.</li> </ul>	June 2022	7,8
Deliver options analysis for prison capacity, health services capacity and demand management for the increasing prison population.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works	<ul style="list-style-type: none"> <li>Options analysis developed for: <ul style="list-style-type: none"> <li>Prison Capacity (North and South).</li> <li>Prisoner Health Services Capacity.</li> <li>Security Management Systems Lifecycle Management.</li> </ul> </li> <li>Strategic assessment completed for: <ul style="list-style-type: none"> <li>Facility life cycle management of Stage 2 - Southern Queensland Correctional Precinct.</li> <li>Reducing Suicide and Self-Harm.</li> </ul> </li> </ul>	March 2022	7,8
Complete initial planning to conduct program of research work around the mental health of Custodial Correctional Officers.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> <li>Continuing collaboration across correctional jurisdictions in Australia for a national body of work in this area (part of a commitment of the</li> </ul>	June 2022	1,5,9

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
			Corrective Services Administrators Council (CSAC) Research Working Group). <ul style="list-style-type: none"> <li>Initial planning of program of work presented to CSAC.</li> </ul>		
Review Safety Orders and Individual Management Plans and Maximum Security Unit Re-Integration Plans.	<ul style="list-style-type: none"> <li><b>Custodial Operations</b></li> <li>Organisational Capability</li> <li>Specialist Operations</li> </ul>	<b>Assistant Commissioner, Southern Region</b>  Assistant Commissioner, Policy and Legal  Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> <li>Review undertaken of all individual offender management plan templates to ensure compliance with the <i>Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment</i> obligations and the <i>Humans Rights Act 2019</i> (Qld).</li> <li>Creation of a holistic package of prisoner centric, incentivised templates and supporting processes (including Maximum Security Unit Re-Integration Plans, Safe Engagement Strategy Plans, Individual Management Plans and Safety Orders) to constructively achieve behavioural modification and change.</li> </ul>	June 2022	1,3,5,7,9
Install additional beds under the Bunk Bed Program.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> <li>Custodial Operations</li> </ul>	Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works	<ul style="list-style-type: none"> <li>Complete Fire Engineering Solution reviews.</li> <li>Commission additional accommodation capacity (bunk beds).</li> </ul>	June 2022	3,9

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
Expand corrections infrastructure - commission Capricornia Correctional Centre.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Custodial Operations</li> </ul>	Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works	<ul style="list-style-type: none"> <li>• Medical Centre and masterplan kitchen completed.</li> </ul>	June 2022	8
Develop model and business case for implementation of in-cell technology.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> <li>• Complete market sounding and preparation of a detailed business case, on in-cell technology for Government consideration.</li> </ul>	December 2021	1,3,6,7,8
Ensure implementation of recommendations from the Data Improvement Project meet the intent of the Final Report.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Specialist Operations</li> </ul>	<b>Assistant Commissioner, Strategic Futures</b>  Assistant Commissioner, Policy and Legal  Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works  Assistant Commissioner, People Capability  Chief Digital Officer	<ul style="list-style-type: none"> <li>• Relevant recommendations are closed, and implementation action meets the intent of the Final Report.</li> </ul>	June 2022	1,9
Implement improvements in the Integrated Offender Management	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> </ul>	Chief Digital Officer	<ul style="list-style-type: none"> <li>• A reduction in the Enterprise Risk 'Lack of resilience, recoverability and</li> </ul>	June 2022	1,4

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
System (IOMS) application to address identified extreme and high risks associated with outdated components of the application.			currency of the IOMS application environment' residual risk rating has reduced to medium.		
Continue to progress improvements to QCS cyber security posture, including immediate mitigation of high-risk areas.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> </ul>	Chief Digital Officer	<ul style="list-style-type: none"> <li>Annual attestation statement signed by the Commissioner.</li> </ul>	June 2022	1,8
Implement selected recommendations from the Intelligence Review Report.	<ul style="list-style-type: none"> <li><b>Community Corrections and Specialist Operations</b></li> </ul>	Deputy Commissioner, Community Corrections and Specialist Operations	<ul style="list-style-type: none"> <li>Successful implementation (as noted in 'definition of done') of accepted recommendations.</li> </ul>	June 2022	4,8,9
<b>Humane management of prisoners and offenders</b>					
Ensure that projects delivered as part of the QPSR are fit for purpose and meet the intent of the Final Report.	<ul style="list-style-type: none"> <li><b>Community Corrections and Specialist Operations (QPSR)</b></li> <li>Organisational Capability</li> <li>Custodial Operations</li> </ul>	Deputy Commissioner, Community Corrections and Specialist Operations	<ul style="list-style-type: none"> <li>Benefits delivered as defined in the QPSR portfolio plan.</li> <li>Relevant recommendations are closed in line with the 'definitions of done'.</li> </ul>	June 2022	2
Implement the organisational performance management framework.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> <li>Operational performance reviews conducted across Custodial Operations and commenced for Community Corrections and Specialist Operations and Organisational Capability divisions.</li> </ul>	June 2022	1,4

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
Develop a Community Corrections workforce demand and funding model.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations (QPSR)</b></li> <li>• Organisational Capability</li> </ul>	Assistant Commissioner, Community Corrections	<ul style="list-style-type: none"> <li>• Review of Community Corrections core business, role and functions informed by completion of a large-scale time in motion study of activities and functions.</li> <li>• Implementation of any changes arising from the review.</li> <li>• Delivery of a Community Corrections funding model.</li> <li>• Development of a demand assessment and resource allocation tool.</li> <li>• Design of entry level recruitment strategy.</li> </ul>	September 2021	2,7,8
Review options for replacement of the current Biometric Offender Reporting Information System (BORIS) for Community Corrections.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Community Corrections and Specialist Operations</li> </ul>	Chief Digital Officer	<ul style="list-style-type: none"> <li>• Fit for purpose biometric reporting solution identified for Community Corrections service delivery.</li> </ul>	June 2022	3,8,9
Develop a QCS Disability and Mental Health Strategy.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Community Corrections and Specialist Operations</li> <li>• Custodial Operations</li> </ul>	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> <li>• Disability and Mental Health Strategy developed.</li> </ul>	March 2022	4,6,7
Undertake research into predictive factors in attempted and completed suicides in Queensland correctional centres.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Custodial Operations</li> </ul>	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> <li>• Research completed and disseminated to staff via research paper.</li> </ul>	June 2022	9
Develop and implement an enhanced Earned Incentive Scheme.	<ul style="list-style-type: none"> <li>• <b>Custodial Operations</b></li> </ul>	Assistant Commissioner, Central and Northern Region	<ul style="list-style-type: none"> <li>• Current state-wide Earned Incentive Schemes reviewed.</li> <li>• An enhanced Earned Incentive Scheme which considers prisoner</li> </ul>	June 2022	1,4,9

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
			profile, centre role and function, infrastructure constraints and progression opportunities has been developed and implemented.		
<b>Partnering and community collaboration</b>					
Collaborate with Queensland Health to commence roll-out of Opioid Substitution Treatment (OST) at Phase 2 centres.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations (QPSR)</b></li> <li>• Custodial Operations</li> </ul>	Deputy Commissioner, Community Corrections and Specialist Operations	<ul style="list-style-type: none"> <li>• Development of a governance framework for roll-out of OST to Phase 2 centres.</li> <li>• Implementation of OST at Phase 2 centres.</li> </ul>	June 2022	2,3,6,7,9
<b>Reduce crime</b>					
Progress implementation of end-to-end case management across QCS.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations</b></li> <li>• Custodial Operations</li> <li>• Organisational Capability</li> </ul>	Deputy Commissioner, Community Corrections and Specialist Operations	<ul style="list-style-type: none"> <li>• Implementation of new offender pathways, validated assessment tools and new engagement plan for use across Community Corrections.</li> <li>• Launch of Case Management Unit (CMU) at Lotus Glen Correctional Centre.</li> <li>• Development of a roadmap for CMU roll-out.</li> <li>• Offender Management Framework rolled out across QCS.</li> <li>• Post-implementation review of the CMU undertaken in conjunction with QCS Research and Evaluation Group.</li> </ul>	June 2022	1,2,4,7,8
Explore how best to facilitate a growing demand for electronic monitoring.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> <li>• Options explored.</li> </ul>	June 2022	1,6,7,8

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
Develop a QCS Domestic and Family Violence Strategy.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Community Corrections and Specialist Operations</li> <li>• Custodial Operations</li> </ul>	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> <li>• Domestic and Family Violence (DFV) Strategy developed.</li> </ul>	June 2022	3,6,7
Review Community Corrections' program service delivery models.	<ul style="list-style-type: none"> <li>• Community Corrections and Specialist Operations</li> </ul>	Assistant Commissioner, Community Corrections  Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> <li>• Review into the provision of program service delivery in Community Corrections is completed.</li> <li>• A model within current state resources, which is fit for purpose and evidence-based has been developed.</li> </ul>	June 2022	7,9
Enhance DFV information sharing practices.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations (QPSR)</b></li> <li>• Custodial Operations</li> <li>• Organisational Capability</li> </ul>	<b>Assistant Commissioner, Specialist Operations</b>  Assistant Commissioner, Community Corrections  Assistant Commissioner, Southern Region  Chief Digital Officer	<ul style="list-style-type: none"> <li>• Information sharing processes are in place between the Queensland Police Service (QPS), Parole Board Queensland and QCS for information regarding victims and perpetrators of DFV.</li> <li>• Explore an IOMS automated technical solution for populating all relevant Domestic Violence Order information.</li> <li>• Develop IOMS enhancements to mitigate risk associated with compliance with DFV order conditions in custody.</li> <li>• Practice frameworks/policies developed to support implementation of information sharing solutions.</li> </ul>	June 2022	1,2,3,6,7

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
		Assistant Commissioner, Policy and Legal			
Continue to deliver enhanced services for people with disability and mental illness in contact with QCS.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations</b></li> <li>• Custodial Operations</li> <li>• Organisational Capability</li> </ul>	Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> <li>• Eligible prisoners/offenders gain access to the National Disability Insurance Scheme (NDIS).</li> <li>• Development and implementation of a sustainable, state-wide model for psychological and disability services.</li> <li>• Formal approval received to implement recommendations from the Psychological and Disability Services Re-design Project.</li> </ul>	June 2022	6,7,8
Improve the range and access to rehabilitation programs designed for Aboriginal and Torres Strait Islander peoples, by Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations</b></li> <li>• Organisational Capability</li> </ul>	<b>Assistant Commissioner, Specialist Operations</b>	<ul style="list-style-type: none"> <li>• Redevelopment of the existing Aboriginal and Torres Strait Islander Sexual Offender Program in partnership with the University of the Sunshine Coast, Murrighagun Cultural Centre and stakeholders including community Elders.</li> <li>• Aboriginal and Torres Strait Islander specific alcohol and other drugs programs are being delivered.</li> </ul>	December 2021	5,6,7,8
Evaluate the effectiveness of programs as per the Evaluation Schedule.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> <li>• Evaluations completed.</li> </ul>	June 2022	7,9
Develop and implement a QCS First Nations Strategy.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> <li>• First Nations Strategy developed.</li> </ul>	June 2022	1,2,3,5,6,7
Operationalise the Community Based Sentences (Interstate Transfer) framework.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations</b></li> <li>• Organisational Capability</li> </ul>	<b>Assistant Commissioner, Community Corrections</b>	<ul style="list-style-type: none"> <li>• Development of QCS policies and procedures to operationalise the national framework.</li> </ul>	December 2021	6,7



What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
		Chief Inspector Assistant Commissioner, Policy and Legal Chief Digital Officer	<ul style="list-style-type: none"> <li>Delegation changes made to operationalise the national framework.</li> <li>IOMS changes made to operationalise the national framework.</li> </ul>		
Progress Regulation amendments to Executive Council to support operations and emerging issues.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> </ul>	Chief Inspector	<ul style="list-style-type: none"> <li>Regulations endorsed by Governor in Council.</li> </ul>	June 2022	4,6
Introduce legislative amendments to Parliament to support operations and respond to emerging issues.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> </ul>	Chief Inspector	<ul style="list-style-type: none"> <li>Policy work completed.</li> <li>Policy/Authority to Prepare submissions endorsed by Government.</li> <li>Authority to Introduce submissions endorsed by Government.</li> <li>Bills introduced to Parliament.</li> </ul>	December 2021	4,6,10