



# QCS Strategic Plan 2022-2026

## Our vision

Enhance community safety 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.

## We support the Government's objectives for the community:



**Good jobs:** Good, secure jobs in our traditional and emerging industries



**Better services:** Deliver even better services right across Queensland



**Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow

## We contribute to these objectives by:



**Keeping Queenslanders safe:** partnering with Queensland Health to protect the health of prisoners, offenders, officers and visitors including through pandemic preparedness.



**Investing in skills:** providing education, training and employment opportunities to people in custody to build their skills and help them gain employment upon release.



**Building Queensland:** increasing prison capacity to meet the demands of the correctional system and developing an infrastructure plan for the future.



**Backing our front line 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.



**Supporting Jobs:** supporting up to 900 jobs during peak construction of the Southern Queensland Correctional Precinct Stage 2.

## 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'
- ▶ transition the Queensland Parole System Review recommendations to business-as-usual operations
- ▶ 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, prisoners, offenders and the community
- ▶ capacity issues in facilities
- ▶ prisoners and offenders who are at-risk or pose a risk to the community
- ▶ demand and complexity in the criminal justice system
- ▶ fraud, unethical behaviour and corruption
- ▶ external threats, such as pandemics and natural disasters.

Mitigation strategies include:

- ▶ rehabilitation and reintegration
- ▶ infrastructure modifications
- ▶ involvement in cross criminal justice system reform
- ▶ implementing *Taskforce Flaxton* recommendations
- ▶ contingency planning and preparation for unexpected emergencies and events.

## Acknowledgement of Country

*Queensland Corrective Services acknowledges the Traditional Owners and custodians of the land where we walk, learn and share. We pay our respect to the Elders past, present and emerging for they hold the memories, traditions, and the hopes of Aboriginal and Torres Strait Islander peoples and their communities.*

## Our human rights commitment

*We will respect, protect and promote human rights in our decision making and actions to ensure safe and responsive correctional services.*





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Supporting  
Jobs



Investing in  
skills



Backing our  
frontline  
services



Keeping  
Queenslanders  
safe



Building  
Queensland



## Safer correctional environments

### Strategies

- ▶ Increase prison capacity and focus on health and rehabilitation correctional approaches with the construction and commissioning of Stage Two of the Southern Queensland Correctional Precinct.
- ▶ Consider options to meet future capacity needs and deliver an infrastructure plan.
- ▶ Continue to 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.
- ▶ Continue to 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.
- ▶ Implement the Queensland Corrective Services Intelligence Renewal Program to improve capability and capacity, enhance information sharing and decision making, and better protect front line officers and the community.

### Performance indicators

- Reduced assault rates.
- Reduction in lost time injuries.
- Improved workplace attendance.
- Increase in officer confidence in reporting corruption as measured through the *Working for Queensland Survey*.
- Installation of over 500 bunk beds.



## Humane management of prisoners and offenders

### Strategies

- ▶ Respect, protect and promote human rights in decision-making and actions, and 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 supported by Cultural Liaison Officers and culturally-appropriate programs and services.
- ▶ Continue to 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.
- Facility utilisation (per cent).
- Increased percentage of workforce who identify as Aboriginal and Torres Strait Islander.
- Reduced number of complaints received by Queensland Corrective Services regarding offender and prisoner treatment.



## Reduce crime

### Strategies

- ▶ Reduce recidivism through prisoner and offender centred assessment, end-to-end case management, program delivery, psychological support and re-entry services.
- ▶ 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.
- ▶ Enhance Parole Board Queensland operations to enable efficient consideration of parole matters.

### Performance indicators

- Reduced percentage of prisoners returning to corrective services with a new correctional sanction within two years.
- Reduced percentage of offenders discharged from community corrections orders who returned with a new correctional sanction within two years.
- Increased percentage of successful completion of orders.
- Program completion rate, pre and post-release re-entry support and of prisoners participating in education or employment (per cent).
- Efficient consideration of parole matters.



## Partnering and community collaboration

### Strategies

- ▶ Foster collaborative relationships with government agencies, 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.