



QCS Strategic Plan 2023-2027

Our vision

Enhance community safety through humane, modern, sustainable and evidence-informed 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 each other, 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-informed 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 the following Government sub-objectives for the community:



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-informed 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 risks

We proactively identify and mitigate risks in relation to:

- ▶ 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
- ▶ challenges recruiting and retaining officers
- ▶ risks posed to the psychological safety of officers, including vicarious traumatisation
- ▶ delivery of a large-scale reform agenda into a system constrained by labour shortages and a tight supplier market.

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
- ▶ establishing oversight bodies and mechanisms to strengthen approaches to the recruitment and retention of officers
- ▶ contracting Converge Employee Assistance Program
- ▶ an enterprise management approach to the implementation of programs and projects with strong governance.



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'
- ▶ transitioning 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 QCS
- ▶ reviewing operational practices and using evaluations to enhance officer, prisoner and offender safety
- ▶ reaffirming our commitment to acknowledging and celebrating the rich histories, cultures, customs and achievements of Aboriginal and Torres Strait Islander peoples through Path to Treaty
- ▶ supporting ongoing reform to advance the rights, interests, safety and wellbeing of women.

Acknowledgement of Country

We acknowledge the Traditional Owners 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.



Supporting
Jobs



Investing in
skills



Backing our
frontline
services



Keeping
Queenslanders
safe



Building
Queensland

OUR OBJECTIVES



Safer workplaces and correctional environments

Our 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 operating and infrastructure plans.
- ▶ Continue delivery of reforms and 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.
- ▶ Ensure prisoner behaviour management policies support safer correctional environments.
- ▶ Commence preliminary works for the future expansion of the Townsville Correctional Precinct.
- ▶ Ensure the Officer Safety Committee continues to pursue the implementation of modern, fit-for-purpose practices aligned with international best practice in both custodial and community corrections settings.
- ▶ 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 QCS Intelligence Renewal Program to improve capability and capacity, enhance information sharing and decision making, and better protect front line officers and the community.
- ▶ Provide leadership, training and professional development to promote safe, healthy and supportive workplaces addressing harassment, bullying and discrimination.

Our performance indicators

- Reduced assault rates.
- Reduction in lost time injuries.
- Improved workplace attendance.
- Increase in officer confidence in reporting corruption, harassment, bullying and discrimination as measured through the *Working for Queensland Survey*.



Humane management of prisoners and offenders

Our 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-informed, 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.
- ▶ Embed gender appropriate and evidence-informed best practices to address offending behaviour and support reintegration of women involved in the corrective services system.
- ▶ Commence preliminary works for the future establishment of a new Wacol Precinct Enhanced Primary Health Care facility.
- ▶ Continue to progress recommendations from the *Women's Safety and Justice Taskforce Reports 1 and 2*.
- ▶ Continue to support implementation of an Independent Inspectorate over adult correctional facilities, youth detention centres and police watch-houses.
- ▶ Continue to provide correctional environments which support and uphold the human rights of prisoners and offenders with disability.
- ▶ Enhance the provision of health care through the installation of information technology infrastructure in correctional centres.
- ▶ Continue to progress *Closing the Gap* priority reforms to improve outcomes for Aboriginal and Torres Strait Islander prisoners and offenders.

Our performance indicators

- Minimise deaths from apparent unnatural causes.
- Reduce self-harm incidents (rate).
- Maintain time out of cells.
- Facility utilisation (per cent).
- Increased percentage of workforce who identify as Aboriginal and Torres Strait Islander.



Reduce crime

Our 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.
- ▶ Continue to manage serious sex offenders subject to *Dangerous Prisoners (Sexual Offenders) Act 2003* orders.
- ▶ 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.

Our 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

Our 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 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.
- ▶ Collaborate and partner with universities and non-government organisations to examine strategies to improve supervision, rehabilitation and monitoring of high-risk domestic and family violence perpetrators.

Our performance indicators

- 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 and Communications.
- Number of partnerships with universities and non-government organisations.
- Delivery of a Domestic and Family Violence strategy.