



Queensland Corrective Services (QCS) Strategic Plan 2024 - 2028

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

Professional: 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.

Ethical: we inspire trust by acting ethically at all times, and acting with honesty and truthfulness.

Respectful: we treat each other, prisoners and offenders with dignity and respect.

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.

Statement of government objectives



QCS plays an essential role in delivering to the government objective of *Safety where you live*. **Making Queensland safer** with stronger laws, better-equipped courts and more police with better tools, while restoring consequences for actions...ensuring early intervention and a bigger focus on rehabilitation, giving victims more rights and better support, and taking critical action to arrest skyrocketing rates of domestic and family violence.

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
- ▶ 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 stakeholders 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 First Nations peoples
- ▶ supporting ongoing reform to advance the rights, interests, safety and wellbeing of women
- ▶ implementing recommendations from key criminal justice reviews and inquiries.

Strategic risks

QCS proactively identifies and mitigates risks as they impact our strategic objectives to:

- ▶ deliver safe corrective services
- ▶ provide a modern, sustainable and evidence based correctional system
- ▶ reduce recidivism and disrupt crime
- ▶ attract and retain a workforce that is resilient, high performing and diverse to meet business needs.

Mitigation strategies include:

- ▶ rehabilitation and reintegration services
- ▶ enhance infrastructure resilience
- ▶ involvement in cross criminal justice system reform
- ▶ contingency planning and preparation for unexpected emergencies and events
- ▶ establishing oversight bodies and mechanisms to strengthen approaches to officer recruitment and retention
- ▶ contracting Converge Employee Assistance Program
- ▶ an enterprise management approach to the implementation of programs and projects with strong governance.

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 and present for they hold the memories, traditions, and the hopes of First Nations 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.



OUR OBJECTIVES

Safer workplaces and correctional environments

Our strategies

- ▶ Continue to build a safe, professional, positive and respectful workplace culture, through the organisational Culture Program and Culture Framework.
- ▶ Provide leadership, training and professional development to promote safe, healthy and supportive workplaces addressing harassment, bullying and discrimination.
- ▶ Continue to develop and implement strategies and processes that support the elimination, where possible, or reduction of the risk of harm from psychosocial hazards across workplaces.
- ▶ 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.
- ▶ Strengthen capabilities and implement innovative initiatives to manage the logistical challenges of capacity pressures across Queensland’s correctional centres.
- ▶ Maintain operational technology, security system resilience and compliance as per the Queensland Protective Security Framework pillars.
- ▶ Increase prison capacity and focus on health and rehabilitation correctional approaches with the construction and commissioning of Lockyer Valley Correctional Centre.
- ▶ Consider options to meet future capacity needs and deliver operating and infrastructure plans.
- ▶ 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.
- ▶ Optimise the investment of resources in fit-for-purpose equipment, technology and security systems within our facilities to mitigate safety and security risks.
- ▶ Implement the Intelligence Uplift Capability project with focus on professional resources, contemporary frameworks, intelligence analysis and literacy and performance measures.

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

- ▶ Deliver evidence-informed, professional and responsive management of prisoners and offenders through streamlined service delivery and case management.
- ▶ Recognise, value and embed First Nations peoples’ perspectives across our business supported by Cultural Liaison Officers and culturally-appropriate programs and services.
- ▶ Progress initiatives in the *QCS Reframing the Relationship Plan 2024-2033* to Close the Gap on First Nations peoples incarceration rates.
- ▶ Embed gender appropriate and evidence-informed best practices to address offending behaviour and support reintegration of women involved in the corrective services system.
- ▶ Continue to progress recommendations from the *Women’s Safety and Justice Taskforce Reports 1 and 2*.
- ▶ Enhance the provision of health care through the installation of information technology infrastructure in correctional centres.
- ▶ Respect, protect and promote human rights in decision-making and actions, and provide correctional environments, policies and procedures informed by human rights.
- ▶ Continue to provide correctional environments which support and uphold the human rights of prisoners and offenders with disability.
- ▶ Perform operational and thematic reviews into critical incidents and deaths in custody to add value to management efforts to improve performance, accountability and integrity.
- ▶ Support the work of the Inspector of Detention Services to promote the humane treatment of detainees and the prevention of harm.
- ▶ Continue to deliver the IOMS Evolve project to modernise and enhance the capability of QCS’ core offender management system.

Our performance indicators

- Prevent number of deaths from apparent unnatural causes.
- Reduce self-harm incidents (rate).
- Maintain time out of cells.
- Maintain built bed capacity at less than 95%.
- Increased percentage of workforce who identify as First Nations peoples.

Reduce crime

Our strategies

- ▶ Promote evidence-informed rehabilitation activities that contribute to reducing recidivism, including education, vocational and industry skills, and community service.
- ▶ Reduce recidivism through prisoner and offender centred assessment, end-to-end case management, program delivery, psychological support and re-entry services.
- ▶ Improve responses to prisoners and offenders who are vulnerable or over- represented in the criminal justice system, with a focus on First Nations offenders and prisoners.
- ▶ Enhance Parole Board Queensland operations to enable efficient consideration of parole matters.
- ▶ Disrupt crime through strong collaborative partnerships and information sharing with other criminal justice stakeholders.
- ▶ Continually enhance the management of serious sex offenders subject to *Dangerous Prisoners (Sexual Offenders) Act 2003* orders.
- ▶ Support government responses to youth crime, through the provision of electronic monitoring.

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.
- Maintain high per cent of successful completion of orders.
- Number of program completions, pre and post-release re-entry support, and eligible prisoners participating in education or employment (per cent).
- Reduced rate of First Nations adults held in incarceration.

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.
- ▶ Collaborate and partner with universities and non-government organisations to examine strategies and expand supervision, rehabilitation programs and monitoring of domestic and family violence perpetrators.
- ▶ Partner with non-government and community organisations to explore reparation opportunities to the community.
- ▶ Promote the value of QCS and improve community awareness of our services, including services for victims and families.
- ▶ Continue to deliver the *Transforming Corrections to Transform Lives* project in partnership with Griffith University and the Paul Ramsay Foundation to improve the lives of women and their families in contact with the criminal justice system and stop the cycle of reoffending.

Our performance indicators

- Financial value of work performed in the community by prisoners and offenders under QCS supervision.
- Maintain high number of prisoners receiving in-prison and post-release re-entry support.
- Number of registrations with the QCS Victims Register.
- Increased community engagement with QCS Media and Communications.
- Increase the number of active and strategic partnerships with universities and non-government organisations.