



# Queensland Corrective Services Strategic Plan 08-12

## Our vision

Leaders in corrections: Partners in criminal and social justice

## Our purpose

In partnership with other key criminal justice agencies, we are committed to the critical role of “community safety and crime prevention through the humane containment, supervision and rehabilitation of offenders”.

## Our motto

Protecting the community

## Our values

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|------------------|---|
| Integrity        | We act ethically, honestly, impartially and in the best interest of the community                   |
| Professionalism  | We strive for excellence, value and promote our expertise, and understand our responsibilities      |
| Learning         | We value creativity, innovation, flexibility and continual improvement in the pursuit of excellence |
| Accountability   | We are publicly accountable for our actions   |
| Working together | We work in collaboration with our colleagues, stakeholders and the community                        |
| Diversity        | We treat all people with respect and value differences  |
| Sustainability   | We are efficient with our use of energy and water and our management of waste                       |

## Goals and strategies

Output	Goals and Strategies	Measuring performance
<b>Facility-based Containment Services</b>	<p><b>Community safety through the safe, secure and humane management and containment of prisoners</b></p> <ul style="list-style-type: none"> <li>Place prisoners in facilities most appropriate for their level of risk to the community</li> <li>Manage prisoners in a fair and consistent manner having regard to specific needs, including health, gender, culture and language</li> <li>Continue to develop effective and efficient options to address the future demand for custodial accommodation</li> <li>Develop a highly skilled correctional workforce to support the humane containment and rehabilitation of prisoners</li> <li>Encourage stakeholder and community engagement in correctional issues</li> </ul> <p><b>Environmental responsibility</b></p> <ul style="list-style-type: none"> <li>Continue to implement measures to improve the efficient management of energy, water and waste management in new and existing correctional centres</li> </ul>	<ul style="list-style-type: none"> <li>number of prisoners</li> <li>assaults</li> <li>death from unnatural causes</li> <li>cost of containment</li> <li>proportion of Indigenous prisoners</li> <li>proportion of female prisoners</li> <li>proportion of prisoners with sentences less than one year</li> <li>escapes and absconds</li> <li>offender management plan reviews</li> </ul>
<b>Community Supervision Services</b>	<p><b>Community safety through the effective management and supervision of offenders in the community</b></p> <ul style="list-style-type: none"> <li>Deliver high quality supervision, surveillance and compliance services according to offenders' level of risk to the community</li> <li>Ensure the Probation and Parole service can provide effective community supervision into current and emerging areas of high population growth</li> <li>Develop partnerships, processes and policies to enhance the management of offenders in the community</li> </ul> <p><b>Greater opportunity for Indigenous offenders to be supervised in their communities</b></p> <ul style="list-style-type: none"> <li>Enhance the Probation and Parole service's presence in remote and regional areas</li> <li>Develop and maintain partnerships within Indigenous communities to maximise the opportunity for offenders to reintegrate into their communities</li> </ul> <p><b>Community confidence in sentencing options that provide for community-based supervision</b></p> <ul style="list-style-type: none"> <li>Build and maintain effective partnerships with relevant service delivery and support agencies to enhance offenders' prospects of reintegrating into the community</li> <li>Provide the judiciary and parole boards with effective advice and support services in relation to community-based supervision services</li> <li>Provide offenders with opportunities to make reparation to the community</li> </ul>	<ul style="list-style-type: none"> <li>number of offenders on community supervision orders</li> <li>number of community-based supervision orders</li> <li>percentage of orders successfully completed</li> <li>cost of offender supervision</li> <li>proportion of Indigenous offenders</li> <li>proportion of female offenders in the community</li> <li>offender management plan completions</li> </ul>
<b>Correctional Intervention Services</b>	<p><b>Rehabilitation of prisoners and offenders</b></p> <ul style="list-style-type: none"> <li>Apply a through-care approach to offender management, assessment and intervention services to address the individual rehabilitation needs of offenders and enhance their prospects for successful reintegration</li> <li>Minimise harm and reduce drug-use by offenders by helping them adopt drug-free lifestyles within prison and after their release</li> <li>Maintain partnerships with community organisations, service providers and other government agencies in the development and delivery of programs and services for offenders</li> <li>Encourage prisoners to develop work-related skills prior to release through expanded employment, education and training programs</li> </ul> <p><b>Reparation to the community</b></p> <ul style="list-style-type: none"> <li>Expand opportunities for offenders to make reparation to the community through partnerships with councils, community organisations and other relevant agencies</li> </ul>	<ul style="list-style-type: none"> <li>completion of intervention programs</li> <li>delivery of Adult Education and Vocational Education and Training programs</li> <li>community service work performed</li> <li>cost of correctional intervention services</li> <li>illicit drug tests</li> </ul>
<b>Corporate Governance</b>	<p><b>Service delivery that is efficient, effective and accountable</b></p> <ul style="list-style-type: none"> <li>Develop and implement legislation, policies and partnerships to strengthen community safety</li> <li>Maintain the Agency's accountability by continuously improving policies, procedures and monitoring systems</li> <li>Develop management and business systems that support the through-care approach to offender management</li> <li>Continue to strengthen the Agency's relationships with partner agencies and the judiciary</li> <li>Ensure that the Agency's capital works program is rolled out according to deadlines and within budget</li> </ul> <p><b>Professional staff delivering professional correctional services</b></p> <ul style="list-style-type: none"> <li>Develop the skills of the Agency's workforce to support the delivery of best practice correctional services</li> <li>Maximise the Agency's ability to attract and retain highly skilled staff</li> <li>Develop a sense of corporate culture and identity to enhance the protection of the community</li> </ul>	<ul style="list-style-type: none"> <li>audit reports, inspections and evaluations</li> <li>official misconduct complaints</li> <li>industrial harmony</li> <li>workplace health and safety</li> </ul>



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## Outputs and goals that contribute to the Queensland Government's five Toward Q2 ambitions.



### Message from the Minister

Queensland Corrective Services' Strategic Plan 2008-2012 consolidates and gives focus to the Agency's central priority of protecting the community.

The State Government has embarked on a dual strategy to manage the growth in prisoner numbers. The first part of the strategy has been a record investment over the past three years in Queensland's correctional infrastructure.

As a result, Queensland has the most modern correctional infrastructure in Australia, incorporating cutting edge technology and security systems.

Projects such as the new correctional precinct at Gatton, the new women's correctional centre at Townsville, and the refurbished Brisbane Correctional Centre demonstrate this Government's commitment to a modern, humane correctional system.

The second part of the management strategy is focussed on the delivery of best practice offender programs to address the causes of offending, and a restructured Probation and Parole service to better supervise offenders in the community. The results are clearly evident in the fact that Queensland has the lowest rates of recidivism in the country.

More than ever, Queenslanders can feel assured that Queensland Corrective Services is able to deliver on its commitment to community safety.

I have full confidence that this Plan will continue the Agency's record of maintaining the 'safety and security of individuals, families and communities'.

**Judy Spence**

**Minister for Police, Corrective Services and Sport**



### Message from the Director-General

Queensland Corrective Services is delivering on our vision of being leaders in corrections and partners in criminal and social justice, and with commitment, energy and leadership, we can continue to achieve higher standards of professionalism and accountability. This Plan will take us forward on that path.

Queensland Corrective Services has responded to the Government's investment in our infrastructure, people and systems by achieving results that place us at the forefront of Australian correctional systems. We believe we can continue to do better.

A central priority of this Strategic Plan is the implementation of through-care across the Agency. By focusing on providing offenders with opportunities to gain skills, address the causes of their offending through programs and re-establish links with their families and community, we are giving them a chance to change their lives for the better. By making through-care a reality, we can have a significant impact on the cycle of re-offending, and the safety and security of our communities.

The Strategic Plan 2008-2012 will guide the next four years of this Agency's journey and, as always, our focus first and foremost will be on 'Protecting the Community'.

**Frank Rockett**

**Director-General**



# Queensland Corrective Services Strategic Plan 08–12

## Organisational challenges

This Strategic Plan reflects Government policy priorities and responds to a range of identified challenges, including:

- *managing a growing offender population.* In 2006-07, the average daily prisoner population was 5,649 - the largest in the State's history. Recently there has been some relief in the growth due to the introduction of court-ordered parole, which has reduced the time short-term sentenced offenders remain in custody. Relief in prisoner growth has also stemmed from the new Probation and Parole service and the Aboriginal and Torres Strait Islander Strategy. However, further increases are expected over the next decade as Queensland's population rises.

To meet the growing offender population, it is essential for community and prisoner safety that adequate infrastructure is in place. In response, the Government has approved new infrastructure and the development of a new correctional precinct at Gatton.

- *diversity and an increased demand for correctional interventions.* Increasing demand for correctional interventions is directly related to the growth in offender numbers. As the offender population grows, the Agency will be required to respond to the increasingly diverse needs of the offender population, while maintaining its focus on safety and security. Many offenders have multiple and complex needs such as intellectual disabilities, cognitive impairments, mental health issues, psychological disorders, physical infirmities and problems resulting from substance and alcohol abuse. The ageing of the prisoner population will have particular implications for the care of elderly and frail prisoners.
- *managing offenders in the community.* The success of diversion from custody strategies and the substantial growth in Queensland's population means that the Probation and Parole workload will continue to increase.

The Probation and Parole Service is also responsible for the stringent supervision and surveillance of offenders released into the community under the provisions of the Dangerous Prisoners (Sexual Offenders) Act 2003. The Agency will continue to be at the forefront of this emerging priority area.

- *reducing re-offending – a through-care approach.* Compared to other Australian jurisdictions, Queensland has a good record in reducing re-offending. The Agency is developing and implementing a through-care approach to strengthen the integrated management of offenders and to provide them with the opportunity to address their re-offending and develop pro-social behaviour that will allow them to reintegrate into the community.
- *building a world class workforce.* Increased prisoner numbers and the increased demand for Probation and Parole services will place unprecedented demands on the Agency's human resources. The Agency has developed a workforce strategy that aims to respond to the changing nature of the employment market and create a highly capable, responsible and flexible workforce. The QCS Academy and its program for developing leaders and training operational staff is central to this strategy.