



Queensland Corrective Services Business Plan 2023-24

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1. Purpose

The Queensland Corrective Services (QCS) Business Plan 2023-24 outlines the objectives, strategies and operational priorities that will be undertaken during 2023-24 to support the QCS *Strategic Plan 2023-27*. The Business Plan reinforces QCS' commitment to the Queensland Government's objectives for the community.

2. Background

This Business Plan is informed by *Corrections 2030*, the QCS *Strategic Plan 2023-27*, Government Election Commitments and Ministerial Charter Letter delivery priorities.

2.1 OUR VISION

Enhance community safety through humane, modern, sustainable, and evidence-informed 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 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.

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 QUEENSLAND GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY

QCS contributes to the government's objectives for the community of Good jobs, Better services, and Great lifestyle. We deliver on these priorities by:



Supporting Jobs: supporting up to 900 jobs during peak construction of the Southern Queensland Correctional Precinct Stage 2 and over 600 permanent jobs once operational in 2024.



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



Backing our frontline 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.



Keeping Queenslanders safe: partnering with Queensland Health to protect the health of prisoners, offenders, staff and visitors, including through pandemic preparedness, to facilitate access to world-class healthcare for prisoners.



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

2.7 OUR COMMITMENT TO HUMAN RIGHTS

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

2.8 OUR COMMITMENT TO QUEENSLAND'S DISASTER MANAGEMENT ARRANGEMENTS

QCS continues to support the Queensland Disaster Management Arrangements (QDMA) ensuring our disaster operation capabilities are responsive and effective, reflecting a comprehensive all hazards approach.

2.9 STATEMENT OF COMMITMENT TO FIRST NATIONS AUSTRALIANS

QCS acknowledges the Traditional Owners of the land where we walk, learn and share. We pay our respects 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.

2.10 OUR STRATEGIC OBJECTIVES

The QCS *Strategic Plan 2023-27* outlines the following strategic objectives:

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

2.11 PERFORMANCE INDICATORS

The achievement of QCS objectives will be measured against the *Report on Government Services 2023*, the service standards articulated in the Service Delivery Statement 2023-24 and performance measures articulated in the QCS *Strategic Plan 2023-27*:

Safer workplaces and correctional environments

- 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

- 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

- 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

- 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.

2.12 STRATEGIC OPPORTUNITIES AND RISK MITIGATION 2023-24

In 2023-24, the department will continue to embrace strategic opportunities and mitigate strategic risks by:

1. Building a high performing culture where leadership, capability and systems increase our ability to share knowledge and information as 'one QCS'.
2. Transitioning the Queensland Parole System Review recommendations to business-as-usual operations.
3. Developing a strategy to improve delivery of correctional services to women prisoners and offenders.
4. Building and maintaining a mature, ethical and client-focused workforce.
5. Embracing diversity and promoting inclusion and cultural safety in practices, processes and training.
6. Working collaboratively with other criminal justice agencies to implement agile and innovative responses to manage the increasing demand on the criminal justice system.
7. Engaging officers and stakeholders to deliver quality services that reduce recidivism.
8. Investing in the market to grow new services to enhance the efficiency and effectiveness of QCS.
9. Reviewing operational practices and using evaluations to enhance officer, prisoner and offender safety.
10. 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.
11. Supporting ongoing reform to advance the rights, interests, safety and wellbeing of women.
12. Delivering access to a range of rehabilitation and reintegration programs and services.
13. Continuing infrastructure modifications and development through the capital works program.
14. Continuing involvement in cross criminal justice system reform.
15. Implementing Taskforce Flaxton recommendations.
16. Contingency planning and preparation for unexpected emergencies and events.
17. Establishing oversight bodies and mechanisms to strengthen approaches to the recruitment and retention of officers.
18. Contracting Converge International as our employee assistance program provider.
19. Championing an enterprise management approach to the implementation of programs and projects with strong governance.

2.13 STRATEGIC PRIORITIES 2023-24

In 2023-24 QCS will focus on the following strategic priorities:

- Continue to align the departmental structure to ensure capacity and capability exists to implement the strategic reforms.

- 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.
- Commence preliminary works for the future expansion of the Townsville Correctional Precinct and a new Wacol Precinct Enhanced Primary Health Care facility.
- Optimise the investment of resources in world-class equipment, technology and facilities to meet current and future challenges within the correctional system.
- Enhance the provision of health care through the installation of information technology infrastructure in correctional centres.
- Ensure prisoner behaviour management policies support safer correctional environments.
- Work collaboratively with key stakeholders to build and maintain a mature, corruption-resistant culture.
- 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.
- 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 progress Closing the Gap priority reforms to improve outcomes for Aboriginal and Torres Strait Islander prisoners and offenders.
- Continue to manage serious sex offenders subject to *Dangerous Prisoners (Sexual Offenders) Act 2003* orders.
- 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.
- 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.
- Continue to support implementation of an Independent Inspectorate over adult correctional facilities, youth detention centres and police watch-houses.
- Enhance Parole Board Queensland operations to enable efficient consideration of parole matters.
- Respect, protect and promote human rights in decision-making and actions, and provide correctional environments, policies and procedures informed by human rights.
- Provide leadership, training and professional development to promote safe, healthy and supportive workplaces addressing harassment, bullying and discrimination.
- 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.
- Deliver evidence-informed, professional and responsive management of prisoners and offenders through streamlined service delivery and case management.

3. QCS Business Plan 2023-24

The QCS Business Plan 2023-24 outlines the operational priorities that will be progressed during the 2023-24 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, reporting against Specific Purpose Plans 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 risk mitigation |
|---|---|--|--|---------------|--|
| Safer workplaces and correctional environments | | | | | |
| Develop a methodical approach to safely manage the impacts of increasing prisoner numbers through proactive capacity management and system reconfiguration. | <ul style="list-style-type: none"> Custodial Operations Community Corrections and Specialist Operations Organisational Capability | Deputy Commissioner, Custodial Operations Chief Superintendent, Sentence Management Services Assistant Commissioner, Strategic Futures | <ul style="list-style-type: none"> Review role and function of correctional centres. Streamlined service delivery. Enhanced sustainability of the custodial system. | June 2024 | 1,3,9,16 |
| Develop and implement a revised inspection and major incident review process. | <ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations Custodial Operations | Assistant Commissioner, Professional Standards and Governance | <ul style="list-style-type: none"> Inspection and major incident review model developed and approved. New model implemented. | December 2023 | 1,2,4,5,9 |
| Continue construction of and recruitment for the Lockyer Valley Correctional Centre. | <ul style="list-style-type: none"> Organisational Capability | Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works Assistant Commissioner, People Capability | <ul style="list-style-type: none"> Construction continues as per schedule. New staff to deliver the operating model recruited within the required timeframe. | June 2024 | 6,8,13 |

| What we will do: Action | Business Area/s responsible | Responsible Officer | How will we know if we have succeeded? | Timeframe | Relevant opportunities and risk mitigation |
|--|--|--|--|---------------|--|
| Refinement of principles which form QCS' Enterprise Fluctuation Model. | <ul style="list-style-type: none"> Organisational Capability Custodial Operations Community Corrections and Specialist Operations | Assistant Commissioner, Financial Services and Strategic Sourcing Deputy Commissioner, Custodial Operations | <ul style="list-style-type: none"> Principles for Prisoner and Offender Fluctuation Models, as a part of the Enterprise Fluctuation Model, are refined and affirmed. Design and build the model (based on agreed principles) and operating parameters commenced. | June 2024 | 1,9 |
| Commence preliminary works for the future expansion of the Townsville Correctional Precinct. | <ul style="list-style-type: none"> Organisational Capability | Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works | <ul style="list-style-type: none"> Pre-commencement activities completed, including progression of design works on the future expansion of the Townsville Correctional Precinct. | June 2024 | 13,16 |
| Complete implementation of recommendations of the Crime and Corruption Commission's (CCC) Taskforce Flaxton. | <ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations Custodial Operations | Deputy Commissioner, Organisational Capability Assistant Commissioner, Professional Standards and Governance Assistant Commissioner, People Capability Deputy Commissioner, Community | All remaining supported recommendations are completed or closed, namely: <ul style="list-style-type: none"> Professional Standards and Governance Command (Recommendation 11). People Capability Command (Recommendation 16A). Community Corrections and Specialist Operations (Recommendations 32B and 32C). | November 2023 | 4,14,15 |

| What we will do: Action | Business Area/s responsible | Responsible Officer | How will we know if we have succeeded? | Timeframe | Relevant opportunities and risk mitigation |
|--|---|---|---|---------------|--|
| | | Corrections and Specialist Operations | | | |
| Implement a QCS Culture and Leadership Program. | <ul style="list-style-type: none"> Organisational Capability | Assistant Commissioner, People Capability | <ul style="list-style-type: none"> Culture and Leadership Program to deliver a culture framework and a leadership suite across the department is established. | December 2023 | 1,4,9 |
| Negotiate and relocate high priority Community Corrections facilities. | <ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations | Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works Assistant Commissioner, Community Corrections | <ul style="list-style-type: none"> Community Corrections offices and reporting centres deemed high priority for relocation are either accommodated in fit for purpose sites or have approved relocation plans. | June 2024 | 7,8,13,16 |
| Review of Safety Orders, Individual Management Plans and Maximum Security Unit Re-Integration Plans. | <ul style="list-style-type: none"> Custodial Operations Organisational Capability Community Corrections and Specialist Operations | Assistant Commissioner, Custodial Operations Assistant Commissioner, Policy and Legal Assistant Commissioner, Specialist Operations | <ul style="list-style-type: none"> 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 is created. | December 2023 | 1,3,5,7,9,12,14 |

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|--|--|---|---|---------------|--|
| <p>Develop technical and contractual specifications for implementation of in-cell technology to inform commercial viability.</p> <p><i>*Links to Women's Safety and Justice Taskforce Report 2 recommendation 117 (legal phone/video calls) and 151 (personal phone/video calls)</i></p> | <ul style="list-style-type: none"> Organisational Capability | <p>Assistant Commissioner, Strategic Futures</p> <p>Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works</p> <p>Assistant Commissioner, Financial Services and Strategic Sourcing</p> | <ul style="list-style-type: none"> Opportunities for prisoner in-cell technology in correctional centres with self-service capabilities and alternatives for service delivery are explored. Commercial and technical specifications are developed. The commercial viability of the technology is analysed and reported back to Government. | June 2024 | 3,8,9,11,13 |
| Assess the viability of rescoping the QCS intelligence renewal program. | <ul style="list-style-type: none"> Community Corrections and Specialist Operations | Assistant Commissioner, Specialist Operations | <ul style="list-style-type: none"> Viability of rescoping the QCS intelligence renewal program assessed. | June 2024 | 7,14 |
| Progress legislative amendments to promote safety. | <ul style="list-style-type: none"> Organisational Capability | Assistant Commissioner, Policy and Legal | <ul style="list-style-type: none"> Policy/Authority to Prepare submission endorsed by Government. Authority to Introduce submission endorsed by Government. External consultation completed. Bill introduced into Parliament. | June 2024 | 1,3,6,9,11 |
| Progress Regulation amendments to Executive Council to support operations and emerging issues. | <ul style="list-style-type: none"> Organisational Capability | Assistant Commissioner, Policy and Legal | <ul style="list-style-type: none"> Regulation endorsed by Governor in Council. | December 2023 | 1,3,6,9,11 |
| Develop a QCS First Nations Strategy and Action Plan. | <ul style="list-style-type: none"> Organisational Capability | Chief Superintendent, | <ul style="list-style-type: none"> QCS First Nations Strategy developed. | June 2024 | 5,10,17 |

| What we will do: Action | Business Area/s responsible | Responsible Officer | How will we know if we have succeeded? | Timeframe | Relevant opportunities and risk mitigation |
|--|---|--|--|-----------|--|
| | | First Nations and Cultural Capability | <ul style="list-style-type: none"> QCS First Nations Action Plan developed. QCS Reconciliation Action Plan developed. | | |
| Co-design Path to Treaty. | <ul style="list-style-type: none"> Organisational Capability | Chief Superintendent, First Nations and Cultural Capability Assistant Commissioner, Strategic Futures | <ul style="list-style-type: none"> Reframing the Relationship Plan for the Agency and Truth Telling Journey Action Plan co-developed with partner agencies and community. | June 2024 | 5,10 |
| Humane management of prisoners and offenders | | | | | |
| Develop a QCS Disability Strategy and QCS Disability and Mental Health Action Plans. | <ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations Custodial Operations | Assistant Commissioner, Strategic Futures | <ul style="list-style-type: none"> Disability Strategy developed. Disability and Mental Health Action Plans developed and published. | June 2024 | 3,6,7,12 |
| Commence preliminary works for the future establishment of a new Wacol Precinct Enhanced Primary Health Care Facility. | <ul style="list-style-type: none"> Organisational Capability | Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works | <ul style="list-style-type: none"> Pre-commencement activities completed including progressed design works on the future Wacol Precinct Enhanced Primary Health Care facility at Brisbane Correctional Centre. | June 2024 | 6,7,13 |
| Continue to deliver enhanced services for people with disability and mental illness in contact with QCS. | <ul style="list-style-type: none"> Community Corrections and Specialist Operations Custodial Operations Organisational Capability | Assistant Commissioner, Specialist Operations | <ul style="list-style-type: none"> Support for eligible prisoners/offenders to gain access to the National Disability Insurance Scheme (NDIS) is increased. A permanent Disability Services Team is stood up, with staff recruited | June 2024 | 6,7,8,12 |

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| | | | <p>state-wide to deliver disability services.</p> <ul style="list-style-type: none"> The model for support for disability services is reviewed to ensure it is contemporary and supports the role and function of the Disability Services Team. Progress implementation of relevant recommendations from the Psychological and Disability Services Redesign Project. Consider relevant recommendations from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, as well as the NDIS Review. | | |
| <p>Improve women's experiences in watchhouses, on remand, and when applying for bail:</p> <p>Implement recommendation 105 from the <i>Women's Safety and Justice Taskforce Report 2</i>.</p> | <ul style="list-style-type: none"> Transformation Office Organisational Capability | <p>General Manager, Transformation Office</p> <p>Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works</p> <p>Assistant Commissioner, Policy and Legal</p> | <ul style="list-style-type: none"> Relevant working groups established. Contribution to a joint issues paper with the Queensland Police Service and the Department of Justice and Attorney-General that considers the factors adding to the length of time offenders spend in watchhouses is completed. | June 2024 | 3,6,11,19 |

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| | | Assistant Commissioner, Strategic Futures | | | |
| <p>Improve sentencing processes and outcomes for women:</p> <p>Continue to progress recommendation 130 (expand court advisory services) from the <i>Women's Safety and Justice Taskforce Report 2</i>.</p> | <ul style="list-style-type: none"> Transformation Office Community Corrections and Specialist Operations Organisational capability | <p>General Manager, Transformation Office</p> <p>Assistant Commissioner, Policy and Legal</p> <p>Assistant Commissioner, Strategic Futures</p> <p>Assistant Commissioner Community Corrections</p> | <ul style="list-style-type: none"> Project plan and evaluation framework for expanding court advisory services is developed. Pilot Court Advisory Service Design completed. | June 2024 | 3,6,11,19 |
| <p>Improve the health, wellbeing, prenatal and postnatal care and birth experiences for women in prison:</p> <p>Continue to progress recommendations 132, 133 (expand culturally appropriate family and parenting supports) and 134 (better meet the needs of women who have children living with them in custody) from the <i>Women's Safety and Justice Taskforce Report 2</i>.</p> | <ul style="list-style-type: none"> Transformation Office Custodial Operations Community Corrections and Specialist Operations Organisational capability | <p>General Manager, Transformation Office</p> <p>Assistant Commissioner, Strategic Futures</p> <p>Assistant Commissioner, Specialist Operations</p> <p>Assistant Commissioners,</p> | <ul style="list-style-type: none"> Advocacy with the Federal Government to enable eligible women who are in custody to access Medicare and the NDIS is continued (recommendation 132). Expanded culturally appropriate family and parenting supports and services for women who are mothers in custody are delivered (recommendation 133). Potential enhancements are identified for the provision of essential items and/or services required for the care and wellbeing | June 2024 | 3,11,19 |

| What we will do: Action | Business Area/s responsible | Responsible Officer | How will we know if we have succeeded? | Timeframe | Relevant opportunities and risk mitigation |
|---|---|---|---|-----------|--|
| | | Custodial Operations | of children and mothers in custody, including purchasing arrangements (recommendation 134). | | |
| <p>Improve treatment in custody:</p> <p>Continue to progress recommendations 136 (non-invasive screening technology introduced), and 137 (Queensland Human Rights Commission (QHRC) review of policies, procedures and practices for removal of clothing searches), and implement recommendation 139 (framework for managing female prisoners) from the <i>Women's Safety and Justice Taskforce Report 2</i>.</p> | <ul style="list-style-type: none"> Transformation Office Organisational Capability Custodial Operations | <p>General Manager, Transformation Office</p> <p>Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works</p> <p>Deputy Commissioner, Community Corrections and Specialist Operations</p> <p>Assistant Commissioner, Strategic Futures</p> <p>Assistant Commissioners, Custodial Operations</p> | <ul style="list-style-type: none"> Pilot of body scanners at Brisbane Women's Correctional Centre operational (recommendation 136). Review of Custodial Operations Practice Directives relating to removal of clothing searches for women in correctional facilities completed (recommendation 137). Outcomes of QHRC review into QCS use of removal of clothing searches for female prisoners considered (recommendation 137). Options identified for developing a practice framework which ensures staff have the necessary skills and competencies required to effectively and appropriately manage female prisoners (recommendation 139). | June 2024 | 3,8,9,11,19 |
| Progress installation of information technology infrastructure in correctional centres to enhance the provision of health care to prisoners. | <ul style="list-style-type: none"> Organisational capability Custodial Operations | Assistant Commissioner, Infrastructure, Asset Services and | <ul style="list-style-type: none"> Commence the 3 year program of work (preliminary activities) to install information technology infrastructure | June 2024 | 8,13 |

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| | | Major Capital Works Assistant Commissioners, Custodial Operations | <ul style="list-style-type: none"> in correctional centres to enhance the provision of health care. Pre-construction activities completed, ready for staged construction in future years. | | |
| Continue to deliver the IOMS Evolve project. | <ul style="list-style-type: none"> Organisational Capability | Assistant Commissioner, Digital Services and IT Command | <ul style="list-style-type: none"> Continuation of the IOMS Evolve project. Planning phase and Gate 2 assurance review completed. Procurement phase and Gate 3 assurance review, with implementation partner on board, completed. Project health checks are positive and assurance reports managed. Key deliverables aligned to benefits statements as per the benefits plan. | June 2024 | 1,13,16 |
| Reduce crime | | | | | |
| Develop and operationalise enhanced precinct management processes for those supervised under the <i>Dangerous Prisoners (Sex Offenders) Act 2003</i> . | <ul style="list-style-type: none"> Community Corrections and Specialist Operations | Assistant Commissioner, Community Corrections | <ul style="list-style-type: none"> Positions established and recruitment finalised. Enhanced precinct management implemented. | June 2024 | 6,7 |
| Enhance High Risk Offender Management Unit service delivery through establishing additional positions. | <ul style="list-style-type: none"> Community Corrections and Specialist Operations | Assistant Commissioner, Community Corrections | <ul style="list-style-type: none"> Operational service delivery positions have been established and recruitment finalised. | June 2024 | 1,4 |

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| | | | <ul style="list-style-type: none"> Multi-Agency Public Protection Committee has been established. | | |
| Progress Parole Board Queensland (PBQ) service delivery and governance reform to support the efficient, modern and sustainable operations of PBQ. | <ul style="list-style-type: none"> Community Corrections and Specialist Operations | Deputy Commissioner, Community Corrections and Specialist Operations | <ul style="list-style-type: none"> System drivers and future service demand of PBQ matters is assessed. Enhanced operational processes and procedures for PBQ operations are developed. The technological requirements for sustainable and modern PBQ Operations are scoped. | June 2024 | 1,4,9 |
| Progress implementation of end-to-end case management across QCS. | <ul style="list-style-type: none"> Community Corrections and Specialist Operations Custodial Operations Organisational Capability | Deputy Commissioner, Community Corrections and Specialist Operations | <ul style="list-style-type: none"> End-to-end (E2E) case management for men in Northern and Far Northern Queensland Community Corrections is implemented, creating a full E2E system in the Northern region. Activities to improve E2E functionality and integration in existing centres and regions is undertaken. External evaluation of E2E completed and business case developed. | June 2024 | 1,2,4,7,8,12 |
| Work with the Queensland Police Service to undertake a broad analysis on a whole-of-government operational framework for electronic monitoring of all relevant cohorts. | <ul style="list-style-type: none"> Organisational Capability | Assistant Commissioner, Strategic Futures | <ul style="list-style-type: none"> Options for a whole-of-government operational framework for electronic monitoring are prepared for consideration by Government. | June 2024 | 1,6,7,8,9,14 |
| Develop a QCS Domestic and Family Violence (DFV) Strategy. | <ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations | Assistant Commissioner, Strategic Futures | <ul style="list-style-type: none"> DFV Strategy developed. DFV Action Plan developed. | June 2024 | 3,6,7,9,11 |

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| | <ul style="list-style-type: none"> Custodial Operations | | | | |
| Improve utilisation of DFV information sharing across Custodial Operations. | <ul style="list-style-type: none"> Custodial Operations | Assistant Commissioners, Custodial Operations | <ul style="list-style-type: none"> DFV IOMS Module training completed by Custodial Operations staff. | June 2024 | 1,2,3,6,7,9,14 |
| 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"> Community Corrections and Specialist Operations | Assistant Commissioner, Specialist Operations | <ul style="list-style-type: none"> Strong Solid Spirit program implemented. | June 2024 | 5,6,7,8,10,12 |
| Assess the viability of expansion of the Gangs Exit Program into Queensland correctional centres and further embed in Community Corrections. | <ul style="list-style-type: none"> Community Corrections and Specialist Operations Custodial Operations | Assistant Commissioner, Community Corrections Assistant Commissioners, Custodial Operations | <ul style="list-style-type: none"> Assessment of program viability in correctional centres is completed. | June 2024 | 6,7,14 |
| Commence the Enhanced Community Corrections Pilot in Townsville. | <ul style="list-style-type: none"> Transformation Office Community Corrections and Specialist Operations | General Manager, Transformation Office Assistant Commissioner, Community Corrections | <ul style="list-style-type: none"> Planning for the pilot project, including procurement and recruitment activities, and engagement with universities commenced. | June 2024 | 4,8,9,12,19 |
| Improve rehabilitation for women in prison: Continue to progress recommendations 147 (improve | <ul style="list-style-type: none"> Transformation Office Community Corrections and Specialist Operations | General Manager, Transformation Office | <ul style="list-style-type: none"> Review of existing rehabilitation programs and services for women in custody completed (recommendation 147). | June 2024 | 3,6,9,11,19 |

| What we will do: Action | Business Area/s responsible | Responsible Officer | How will we know if we have succeeded? | Timeframe | Relevant opportunities and risk mitigation |
|---|--|---|--|-----------|--|
| the provision of rehabilitation programs), 148, 151, 152 (improve access to education programs), 153, and implement recommendations 154, 156, and 158 from the <i>Women's Safety and Justice Taskforce Report 2</i> . | <ul style="list-style-type: none"> Organisational Capability Custodial Operations | <p>Assistant Commissioner, Specialist Operations</p> <p>Assistant Commissioner, Policy and Legal</p> <p>Assistant Commissioners, Custodial Operations</p> | <ul style="list-style-type: none"> Review of incentives for prisoners to participate in rehabilitation activities completed (recommendation 148). Feasibility of funding phone calls, letters and emails to family, children and Elders assessed (recommendation 151). Breaches of discipline practices in relation to withholding family contact reviewed (recommendation 151). Consultation with stakeholders on educational programs for women leaving prison initiated (recommendation 153). Current employment, wages and working conditions for prisoners reviewed (recommendation 154). Feasibility and cost-effective options for expansion of Work and Development Orders (WDOs) for prisoners and offenders identified (recommendation 156). Options regarding notifying the Queensland Revenue Office when a person with a State Penalties Enforcement Registry (SPER) debt enters custody identified (recommendation 158). | | |
| Improve processes and outcomes for women reintegrating into the community: | <ul style="list-style-type: none"> Transformation Office Community Corrections and Specialist Operations Custodial Operations | General Manager, Transformation Office | <ul style="list-style-type: none"> Processes relating to collection and storage of personal belongings of prisoners are reviewed (recommendation 162). | June 2024 | 3,9,11,19 |

| What we will do: Action | Business Area/s responsible | Responsible Officer | How will we know if we have succeeded? | Timeframe | Relevant opportunities and risk mitigation |
|--|-----------------------------|---|--|-----------|--|
| <p>Implement recommendations 162 (scheme to collect and store personal belongings and documents), 167 (information about support options for women transitioning from custody), 168 (support for identification documents), 171 and continue to progress recommendations 163 (support for women at risk of bail being refused), and 172 from the <i>Women's Safety and Justice Taskforce Report 2</i>.</p> | | <p>Assistant Commissioner, Specialist Operations</p> <p>Deputy Commissioner, Custodial Operations</p> | <ul style="list-style-type: none"> Options to better identify women at risk of being refused bail and/or eligible to apply for parole, to assist them to access appropriate accommodation, services and supports for their release from custody are developed (recommendation 163). Resources, including digital platforms, are reviewed and enhanced to ensure women, care providers and other stakeholders have access to information regarding services and supports (recommendation 167). Current processes to enable women in custody to apply for, or have access to, relevant identification documents are enhanced (recommendation 168). Existing programs and services are reviewed to ensure they reflect the needs of women and the service system in local areas (recommendation 171). The Transforming Corrections to Transform Lives Program for mothers in prison is commenced in South-East Queensland and Townsville (in partnership with Griffith University) (recommendation 172). | | |

| What we will do: Action | Business Area/s responsible | Responsible Officer | How will we know if we have succeeded? | Timeframe | Relevant opportunities and risk mitigation |
|---|--|---|--|-----------|--|
| Develop and enhance capability, resources, processes and stakeholder relationships concerning the management of high-risk violent extremist cases in line with the Counter Violent Extremism (CVE) Federal Funding Agreement. | <ul style="list-style-type: none"> Community Corrections and Specialist Operations | Assistant Commissioner, Specialist Operations | <ul style="list-style-type: none"> Engage with other jurisdictions to foster shared learning and experiences. Training strategy developed and delivered to key staffing cohorts. Governance arrangements matured. Scoping of service delivery model to rehabilitate and reintegrate people with violent extremist indicators complete. | June 2024 | 6, 7 |
| Enhance service delivery to victims of crime. | <ul style="list-style-type: none"> Community Corrections and Specialist Operations | Assistant Commissioner, Specialist Operations | <ul style="list-style-type: none"> Implement relevant recommendations from the Inquiry into Support provided to Victims of Crime 2023. | June 2024 | 11,14 |
| Partnering and community collaboration | | | | | |
| Collaborate with the Department of Justice and Attorney-General (DJAG) to roll out further High Risk Teams (HRTs) in Townsville and South Brisbane. | <ul style="list-style-type: none"> Community Corrections and Specialist Operations | Assistant Commissioner, Community Corrections | <ul style="list-style-type: none"> Recruitment to and training of all HRT roles completed. | June 2024 | 3,6,7,12 |
| Collaborate with DJAG and other partner agencies to expand Domestic and Family Violence (DFV) Specialist Courts. | <ul style="list-style-type: none"> Community Corrections and Specialist Operations | Assistant Commissioner, Community Corrections | <ul style="list-style-type: none"> Recruitment to the necessary positions as part of the DFV Specialist Courts expansion completed. | June 2024 | 3,6,7,12 |
| Continue to develop partnerships with universities, and support external researchers, to provide evidence and knowledge to support QCS policy and practice. | <ul style="list-style-type: none"> Organisational capability | Assistant Commissioner, Strategic Futures | <ul style="list-style-type: none"> Completed research and evaluation reports are disseminated. Findings of research and evaluation reports are embedded into QCS policy and practice. | June 2024 | 7,9 |