



Queensland Corrective Services Business Plan 2022-23

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1. Purpose

The Queensland Corrective Services (QCS) Business Plan 2022-23 outlines the objectives, strategies and operational priorities that will be undertaken during 2022-23 to support the QCS Strategic Plan 2022-26. The Business Plan reinforces QCS' commitment to the Queensland Government's objectives outlined in *Unite and Recover – Queensland's Economic Recovery Plan*, established to respond to the economic impacts of the COVID-19 pandemic.

2. Background

This Business Plan is informed by *Corrections 2030*, the QCS *Strategic Plan 2022-26*, Government Election Commitments and Ministerial Charter Letter delivery priorities.

2.1 OUR VISION

Enhance the safety of Queenslanders through humane, modern, sustainable, and evidence-based 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 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.

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 UNITE AND RECOVER – QUEENSLAND'S ECONOMIC RECOVERY PLAN

The government's objectives for the community are outlined in *Unite and Recover – Queensland's Economic Recovery Plan*. We deliver on these priorities by:



Safeguarding our health: partnering with Queensland Health to protect the health of prisoners, offenders, staff and visitors including through pandemic preparedness.



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



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



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-based corrective services to rehabilitate prisoners and offenders, reduce recidivism and support community safety.

2.7 OUR COMMITMENT TO HUMAN RIGHTS

QCS is committed to the humane containment, supervision and rehabilitation of prisoners and offenders and continues to implement the *Human Rights Act 2019* in its day-to-day operations to keep Queenslanders safe.

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 OUR STRATEGIC OBJECTIVES

The QCS Strategic Plan 2022-26 outlines the following strategic objectives:

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

2.10 PERFORMANCE INDICATORS

The achievement of QCS objectives will be measured against the *Report on Government Services 2022*, the service standards articulated in the Service Delivery Statement 2022-23 and performance measures articulated in the *QCS Strategic Plan 2022-26*:

Safer correctional environments

- 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 up to 500 bunk beds in high security correctional centres.

Humane management of prisoners and offenders

- 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 QCS regarding offender and prisoner treatment.

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
- number of partnerships with universities and non-government organisations.

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.

2.11 STRATEGIC OPPORTUNITIES 2022-23

In 2022-23, 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. Delivering access to a range of rehabilitation and reintegration programs and services.
11. Continuing infrastructure modifications and development through the capital works program.
12. Implementing Taskforce Flaxton recommendations.
13. Contingency planning and preparation for unexpected emergencies and events.

2.12 OPERATIONAL PRIORITIES 2022-23

In 2022-23 QCS will focus on the following operational priorities:

- Provide leadership, training and professional development to promote safe, healthy and supportive workplaces.
- 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.
- 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.
- Provide correctional environments that promote the humane containment of prisoners and supervision of offenders.
- Consider options to meet future capacity needs and deliver an infrastructure plan.
- Recognise, value and embed Aboriginal and Torres Strait Islander peoples' perspectives across our business.
- 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.
- Reduce recidivism through prisoner and offender centred assessment, end-to-end case management and program delivery.
- Disrupt crime through strong, collaborative partnerships and information sharing with other criminal justice agencies.
- Improve responses to prisoners and offenders who are vulnerable or overrepresented in the criminal justice system, with a focus on Aboriginal and Torres Strait Islander offenders and prisoners.

3. QCS Business Plan 2022-23

The QCS Business Plan 2022-23 outlines the operational priorities that will be progressed during the 2022-23 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 correctional environments					
Increase opportunities for leadership development including continued implementation of succession planning initiatives.	<ul style="list-style-type: none"> Organisational Capability 	Assistant Commissioner, People Capability	<ul style="list-style-type: none"> QCS will have adopted a multi-layered, performance-based approach to building capability in leaders. Additional leadership courses are available at the QCS Academy. Increase in the number of staff undertaking developmental programs. 	June 2023	1,4,7,8,10
Develop and implement a revised 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"> Major incident review model developed and approved. New model implemented. 	September 2022	1,4,5,9,13
Continue the development of Stage 2 of the Southern Queensland 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"> Construction progress continues as per schedule. Continued development of the Operating Model and recruitment of new staff. 	June 2023	6,8,11
Undertake the Operating and Funding Model Review Phase 1.	<ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations Custodial Operations 	Deputy Commissioner, Custodial Operations Assistant Commissioner, Financial Services and Strategic Sourcing	The following are delivered as per the project schedule: <ul style="list-style-type: none"> Business Model Operating Models Funding Model Submission to Government Implementation Plan for Phase 2 	March 2023	1,9

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
Continue to implement 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 	<p>Deputy Commissioner, Community Corrections and Specialist Operations</p> <p>Deputy Commissioner, Custodial Operations</p> <p>Assistant Commissioner, Professional Standards and Governance</p> <p>Assistant Commissioner, People Capability Command</p> <p>Assistant Commissioner, Policy and Legal</p>	<p>Work continues on supported recommendations:</p> <ul style="list-style-type: none"> • Custodial Operations (Recommendation 15) • Community Corrections and Specialist Operations (Recommendations 31 and 32) • Professional Standards and Governance Command (Recommendations 3, 11, and 17) • People Capability Command (Recommendations 12, 13, 14 and 16). 	June 2023	4,12
Develop and implement a new Community Corrections training model through the QCS Academy.	<ul style="list-style-type: none"> • Organisational Capability • Community Corrections and Specialist Operations 	Assistant Commissioner, People Capability	<ul style="list-style-type: none"> • Community Corrections training model online modules and specialised training modules developed. • New Community Corrections training implemented. 	December 2022 June 2023 June 2023	1,2,4,5,8,9

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
			<ul style="list-style-type: none"> Alignment training rolled out to all QCS Community Corrections staff. 		
Implement the newly designed front-end recruitment strategy for Community Corrections.	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> Centralised recruitment team for Community Corrections stood up. Products and processes developed and meet the intent of the endorsed strategy. First group of staff recruited utilising the new strategy. Endorsed front-end recruitment model implemented to support commencement of the new front-end training program. 	June 2023	1,2,4,7
Implement a QCS End-to-End Case Management Practice Leadership Model.	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	Deputy Commissioner, Community Corrections and Specialist Operations	<ul style="list-style-type: none"> Implementation of the model across Community Corrections and custodial sites with dedicated integrated case management functions. 	June 2023	1,2,7
Implement a QCS Cultural Change Program and Framework.	<ul style="list-style-type: none"> Organisational Capability 	Assistant Commissioner, People Capability	<ul style="list-style-type: none"> Independent cultural analysis completed by an external and trusted expert. Additional culture measures and indicators identified (in addition to the <i>Working for Queensland Survey</i>). Updated key workforce policies, as identified in the approved QCS <i>Cultural Change Project – Plan for the Review of People Management</i>, are published. 	June 2023	1,4,9

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
Complete initial planning to conduct program of research work around the mental health of Custodial Correctional Officers.	<ul style="list-style-type: none"> • Organisational Capability 	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> • Continued collaboration across correctional jurisdictions in Australia for a national body of work in this area (part of a commitment of the Corrective Services Administrators Council (CSAC) Research Working Group). • Initial planning of program of work presented to CSAC. 	June 2023	1,5,9
Negotiate and relocate high priority Community Corrections facilities.	<ul style="list-style-type: none"> • Organisational Capability • Community Corrections 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 accommodated in fit for purpose sites. 	June 2023	7, 8,11
Review of Safety Orders, Individual Management Plans and Maximum Security Unit Re-Integration Plans.	<ul style="list-style-type: none"> • Custodial Operations • Organisational Capability • Specialist Operations 	Assistant Commissioners, Custodial Operations Assistant Commissioner, Policy and Legal Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> • Creation of 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. 	June 2023	1,3,5,7,9

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 model and business case for implementation of in-cell technology.	<ul style="list-style-type: none"> Organisational Capability 	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> Market sounding and detailed business case on in-cell technology completed for Government consideration. 	October 2022	1,3,6,7,8,10
Ensure implementation of recommendations from the Data Improvement Project meet the intent of the Final Report.	<ul style="list-style-type: none"> Organisational Capability Specialist Operations 	Assistant Commissioner, Strategic Futures Chief Digital Officer	<ul style="list-style-type: none"> Corporate counting rules are consolidated to support consistency in QCS' external reporting. QCS data intranet page established to house consolidated agency counting rules, links to relevant Power BI reports, data releases and management policies, and data error reporting mechanisms. A future state road map with actions is developed and a business case formulated for the establishment of an enterprise data lake. Progression beyond a business case will be subject to internal budget. 	June 2023	1,9
Implement selected recommendations from the Intelligence Review Report.	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	Deputy Commissioner, Community Corrections and Specialist Operations	<ul style="list-style-type: none"> Selected accepted recommendations are implemented. 	June 2023	4,8,9
Progress legislative amendments to support a safe and secure correctional environment and the use of emerging technologies.	<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 2023	1,3,6,9,10

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
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 2022	1,9,13
Humane management of prisoners and offenders					
Develop and implement a revised inspection framework.	<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"> Revised inspection framework developed and approved, that complements the role of the Inspector of Detention Services (when established). 	June 2023	1,4,9
Develop a QCS Disability and Mental Health Strategy.	<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 and Mental Health Strategy developed. 	December 2022	4,6,7
Undertake research into predictive factors in attempted and completed suicides in Queensland correctional centres.	<ul style="list-style-type: none"> Organisational Capability Custodial Operations 	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> Research completed and disseminated to staff via research paper and presentation. 	December 2022	5,9

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
Implement the SMART Model recommendations and newly designed resource allocation model.	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations 	Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> • Enhanced workload modelling tool delivered that evidences the Community Corrections workload utilising live data to inform resource allocation. • Implementation Plan developed that informs rollout of new roles and structures. • Jurisdictional boundary review for Community Corrections districts and regions completed. • Increased awareness in the Community Corrections workforce of the upcoming organisational re-design related changes. 	June 2023	1,2,7,8
Commence a structural and functional review of Offender Development roles incorporating the design of a resource allocation model utilising SMART methodology.	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations 	Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> • Time study for relevant Offender Development positions (e.g. psychological services, education, program delivery) completed. • A fit for purpose resource allocation model is designed, incorporating capability to assess demand. 	June 2023	1,4,5,9
Implement a replacement solution for the Biometric Offender Reporting Information System (BORIS).	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations • Organisational Capability 	Assistant Commissioner, Community Corrections	<ul style="list-style-type: none"> • A functional and fit-for-purpose biometric reporting solution is delivered to Community Corrections as a like-for-like replacement for current BORIS functionality at a minimum. 	June 2023	3,7,8,9
Partnering and community collaboration					

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
Collaborate with Queensland Health to implement the Opioid Substitution Treatment (OST) program at Phase 2 centres.	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations • Custodial Operations 	Deputy Commissioner, Custodial Operations	<ul style="list-style-type: none"> • Governance framework for roll-out of OST to Phase 2 centres developed. • Implementation of OST at Phase 2 centres. 	September 2022	2,3,6,7,9,10
Review the current functions of court advisory within Community Corrections.	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations 	Assistant Commissioner, Community Corrections	<ul style="list-style-type: none"> • Review of court advisory service provision in Community Corrections is completed. 	April 2023	6,7,9,10
Collaborate with DJAG to roll out a further High Risk Team (HRT) in Townsville.	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations 	Assistant Commissioner, Community Corrections	<ul style="list-style-type: none"> • Recruitment to the HRT role completed. 	June 2023	3,6,7,10
Collaborate with DJAG and other partner agencies to expand 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 2023	3,6,7,10
Reduce crime					
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 case management is implemented at additional correctional centres and across community corrections. • Evaluation of Case Management Unit integrated trial sites completed. 	June 2023	1,2,4,7,8,10
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 2023	1,6,7,8,9

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 a QCS Domestic and Family Violence Strategy.	<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"> • Domestic and Family Violence (DFV) Strategy developed. 	June 2023	3,6,7,9
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. 	December 2022	1,2,3,6,7,9
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"> • Eligible prisoners/offenders gain access to the National Disability Insurance Scheme (NDIS). • A state-wide model for psychological and disability services is developed and implemented, within current resources. • Formal approval received to implement recommendations from the Psychological and Disability Services Re-design Project. 	June 2023	6,7,8,10
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 • Organisational Capability 	Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> • Trial of the new Strong Solid Spirit program completed. 	June 2023	5,6,7,8,10
Evaluate the effectiveness of programs as per the Evaluation Schedule.	<ul style="list-style-type: none"> • Organisational Capability 	Assistant Commissioner, Strategic Futures	<p>Evaluations scheduled for 2022-23 are completed for:</p> <ul style="list-style-type: none"> • the Build Don't Break - Adult Resilience Program – internal delivery. 	June 2023	7,9

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
			<ul style="list-style-type: none"> the Alcohol and Other Drug suite of programs (includes SSI, LISI, MISI, HISI and Maintenance). the Post Release Support Accommodation Program. 		
Review Community Corrections' program service delivery models.	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	Assistant Commissioner, Community Corrections Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> Review of program service delivery provision in Community Corrections completed. Evidence-based, fit for purpose model design (within current departmental resources) is developed. 	June 2023	7,9,10