



Corrections 2030

Keeping our community safe

Contributing to a safer Queensland through innovative and effective corrective services

Contents

Message from the Minister	4
Message from the Commissioner	5
Introduction	6
Challenges and opportunities for Corrective Services in Queensland	8
How we developed Corrections 2030	10
Corrections 2030	12
Vision and strategic intent	14
Principles	15
1. Promote safety	16
1.1 Safety is QCS’ business	16
1.2 Preventing and responding.....	16
1.3 Humane containment and supervision	17
2. Strengthen partnering and collaboration	19
2.1 Criminal justice and human services.....	19
2.2 Community	19
2.3 Education and awareness.....	20
3. Reduce crime	22
3.1 Keeping victims safe.....	22
3.2 Prisoner and offender-centred corrections	22
3.3 Rehabilitation and reintegration	23
4. Empower a professional workforce	25
4.1 Justice leaders.....	25
4.2 Our people matter.....	25
4.3 QCS proud.....	25
5. Drive innovation	27
5.1 Research into practice	27
5.2 Smart technology and ICT infrastructure	28
5.3 Integrated justice	28
Making our vision a reality	29
Glossary	30



Message from the Minister

This is truly a watershed year for Queensland Corrective Services.

This year's record budget will see a massive expansion in capacity with an extra 4000 beds by 2023, and in the workforce as we embark on a major recruitment campaign.

Queensland Corrective Services is entering a new age and Corrections 2030 will provide vital strategic guidance along the way at all levels of the organisation.

It is hard to believe how far we've come in less than two years, and with the strategic guidance of Corrections 2030, I'm sure the next 10 years will be similarly exciting, as corrections matures into a truly world-class public safety agency.

I am proud of Queensland Corrective Services. It ranks among the best in the nation, with a rich history of innovation and evidence-based correctional practice to reduce reoffending and keep Queenslanders safe.

This Government is committed to Our Future State: Advancing Queensland's Priorities by keeping our communities safe. Importantly, this includes a 10 per cent reduction over 10 years in the rate of Queenslanders who were victims of personal and property crime. The work of Queensland Corrective Services is essential to achieving this goal.

The growing complexity of Queensland's criminal justice system demands more from justice agencies—none more so than QCS—as traditional responses to crime are challenged. Looking to 2028 and beyond, QCS will look very different to today. Corrections 2030 sets out the roadmap to drive this change by strengthening safety and security, developing innovative infrastructure solutions, and enhancing prisoner and offender rehabilitation.

In 2016, the Honourable Anastacia Palaszczuk MP, Premier of Queensland, commissioned Walter Sofronoff QC to undertake a review into the parole system. This Government invested \$265 million over six years to support the most sweeping reforms to the system in 80 years. This was the largest single investment in QCS in the past 20 years and is already delivering a more sustainable and effective correctional system, including a new parole board and enhanced supervision of offenders in the community.

The recent State Budget included a \$618m investment for a new prison facility at the Southern Queensland Correctional Centre Precinct. Once complete, it will create over 500 permanent jobs.

Corrections 2030 is the cornerstone to support reforms already under way in QCS and reinforces the Palaszczuk Government's unwavering commitment to keeping Queenslanders safe.

I congratulate you for being involved in the development of Corrections 2030.

Your knowledge of your business shines through in a body of work that is highly strategic, yet grounded in the realities of the important work you do.

Mark Ryan MP
Minister for Police and Corrective Services



Message from the Commissioner

To meet the challenges of the next decade, QCS must transform into a forward-thinking, top tier public safety agency. Forward-thinking means we are strategic, innovative and evidence-based. Top tier means we are trusted, respected and valued for our expertise as a public safety agency.

Every day, more than 5,000 corrective services officers work to make Queensland a safer place through the humane containment, supervision and rehabilitation of offenders. Across Queensland, more than 8,800 prisoners and 21,000 offenders are supervised or supported by the efforts of our highly trained and committed corrective services officers. We deal with the most challenging cohort of society—ethically and respectfully—ensuring offenders abide by the sentence handed down by the court, and are supported by rehabilitation, supervision and reintegration to reduce reoffending. That is arguably the singular purpose for our business: to ensure those who come into contact with the corrective services system are less likely to return to crime.

Our business has a complexity unmatched by many other areas of public administration. Challenges faced in the community—problematic substance use, poor mental health, physical ailments and social disadvantage—are experienced in a greater proportion in the correctional population.

I am committed to ensuring all corrective services officers are supported, both when at work and in their personal lives. The stress and impact of the work QCS officers perform deserves more attention than it receives, and as an employer, we are committed to supporting our officers to bring their whole self to work.

To deliver corrective services to the highest standard, we must embrace every opportunity to meet opportunities head on and harness the best evidence-based practices to reduce crime. This 10-year plan comes at a critical juncture for our organisation, as QCS has become an agency

in its own right. We are embracing this once-in-a-generation opportunity to transform the business of correctional service in Queensland.

A generational shift is already happening, as work continues to implement the fundamental changes brought about by the Queensland Parole System Review (QPSR). QCS is growing services, building best practice and working with non-government and government partners to build a safer Queensland. Sweeping changes to increase the delivery of rehabilitation, build capability in the parole system, and deliver sustained and effective re-entry services are already under way. We are developing new initiatives and focusing on the needs of specific groups of prisoners and offenders such as Aboriginal and Torres Strait Islander people, women and people with disabilities.

Corrections 2030 now takes this work to another level by embedding structural and operational reforms.

QCS is forging its own future and a policy platform that is sensitive to whole-of-system reform, grounded in best correctional practice. I firmly believe this plan provides the foundation to deliver our services through innovation, capability, accountability, leadership and collaboration. We will embed evidence-based practice in every facet of the business and improve the safety and security of our staff, prisoners, offenders and, most importantly, of all Queenslanders.

Corrections 2030 is our commitment to contributing to a safer Queensland.

Peter Martin APM
Commissioner
Queensland Corrective Services

// Introduction

QCS has an exceptional record of keeping Queensland safe. From the establishment of the first Brisbane gaol in 1850, our services now span the length and breadth of the state. We deliver a safer community for five million Queenslanders with 11 high security and six low security correctional centres, 13 work camps, 36 community corrections district offices and more than 150 reporting locations across the state. Community safety continues to be our top priority.

Much has changed since 1850. Queensland introduced one of the first statutory community corrections schemes in the world in 1886 with the introduction of the *Offender Probation Act 1886*. Australia's first low security prison farm was established at Palen Creek in 1934. In 1959, the first community corrections office opened in Queen Street, with a second office opening in Townsville in 1965. In 1988, the Kennedy Review triggered significant change in the then Prison Service by establishing a Queensland Corrective Services Commission and integrating prison and community corrections operations for the first time.

The Queensland Corrective Services Commission was later split into corporate and service arms until being reunified in 1999 as the Department

of Corrective Services. The department was renamed QCS in 2006 to coincide with the introduction of the *Corrective Services Act 2006* and the relaunch of the Probation and Parole Service.

In 2009, machinery of government changes incorporated QCS into the Department of Community Safety, with agencies responsible for fire, emergency services and ambulance. QCS then joined the Department of Justice and Attorney-General in 2013.

In December 2017, QCS once again became a stand-alone department. This announcement reflected the importance of the department's role for the Queensland Government and the community. Becoming a stand-alone department provides an important opportunity for us to examine the operations and the services we provide. It gives us the chance to redefine our place in the criminal justice system in Queensland and as a top tier provider of correctional services in Australia and internationally.

Like all correctional systems, Queensland faces significant challenges. We need to map our path over the next decade noting the global, national and local challenges and opportunities. The community rightfully expects the criminal

justice system to operate seamlessly, with justice served and human rights protected—and we are committed to fulfilling that expectation.

Implementing the recommendations of the QPSR and adapting to a rapidly changing environment presents challenges and great opportunity. We will meet these challenges by reforming our business through cultural and organisational capability transformation.

We are committed to exceeding community expectations. The QCS workforce is exceptional.

“The best thing about QCS is the passion that is seen among the officers.”
community corrections officer

We are one corrective service—our 5000 corrective services officers are committed, resourceful and resilient. We deliver high quality services across a number of different correctional environments, and across custodial and community corrections, despite increasing pressure on the correctional and justice system. Every day, corrective services officers make decisions that not only affect those in our custody but the safety of the community and, ultimately, the community's trust in QCS. Their efforts should be celebrated.

QCS' singular purpose is to deliver community safety, working to ensure those prisoners and offenders who come into contact with the correctional system are less likely to return to crime. We do this by maximising the chances for each offender to rehabilitate, reintegrate and lead a successful, pro-social and crime-free life. We have a proud history of protecting the community and we will continue to build on that history by adapting and responding to the challenges and opportunities now facing QCS. We need to make sure our activities are purposeful and add

value to ensure we meaningfully stop crime and increase community safety.

Embracing this time of change provides a significant opportunity to establish ourselves as a leader in corrective services. Corrections 2030 is our roadmap — and our commitment — to contributing to a safer Queensland.



Challenges and opportunities for Corrective Services in Queensland

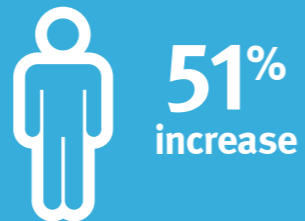
Prison population growth



Total population grew by 3,107 (55%) between 30 June 2009 and 30 June 2019 (from 5,667 to 8,773).



Number of female prisoners grew by 440 (106%) between 30 June 2009 and 30 June 2019 (from 416 to 856).



Number of male prisoners grew by 2,667 (51%) between 30 June 2009 and 30 June 2019 (from 5,251 to 7,918).

Offender population growth

The total offender population grew by 42% (6,246) between 30 June 2009 and 30 June 2019 (from 15,048 to 21,294).



The number of female offenders grew by 2,031 (68%) between 30 June 2009 and 30 June 2019 (from 2,979 to 5,010).



The number of male offenders grew by 4,215 (35%) between 30 June 2009 and 30 June 2019 (from 12,069 to 16,284).

2028 projections²



24,000

offenders under supervision

11,000

prisoners

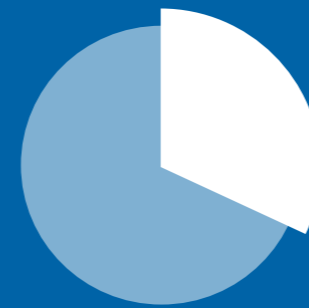
6,395

officers

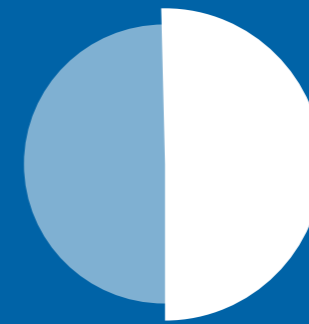
¹The health of Australia's prisoners 2015, Australian Institute of Health and Welfare.

²Note: These figures are illustrative only and do not consider existing or planned capacity or changes in government policy, behavioural change or efficiencies brought about by new technology. Demand may also vary significantly based on more detailed modelling. Based on indicative projections commissioned by the Queensland Government (2019).

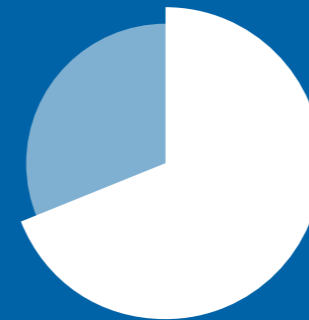
Prisoner profile



32%
are Aboriginal and Torres Strait Islander
(average daily state for 2018-19)



53.7%
will return to QCS with a new correctional sanction within two years



63%
will be in custody for six months or less
(average daily state for 2018-2019)



32%
are on remand



One in four have one or more chronic health conditions¹

One in four receive medication for mental health issues while in prison¹



2 in 3

had used illicit drugs in past 12 months before entering prison¹



1 in 4

were homeless or in insecure accommodation in the four weeks before entering prison¹



2 in 3

had not studied past year¹⁰



1 in 2

were unemployed in the 30 days before entering prison¹



48%
increase in prisoners aged over 50

The number of prisoners aged over 50 has grown by 302 (48%) between 30 June 2009 and 30 June 2019 (from 624 to 926).

3 in 4

were smokers¹



How we developed Corrections 2030

Since commencing with corrective services, Commissioner Peter Martin APM has travelled to every correctional centre and community corrections region in Queensland. The Commissioner has listened to corrective services officers and a range of other stakeholders, including unions, non-government service providers, representatives of Aboriginal and Torres Strait Islander communities, oversight bodies and QCS' partners in criminal justice and human services departments.

Every corrective services officer was formally engaged and encouraged to collaborate on the delivery of Corrections 2030 for our future. There was a groundswell of support from all corners of the state and a shared commitment to build a

new future for QCS. Surveys, regular engagement, state-wide workshops, interviews and research were the cornerstones of an inclusive approach to ensure all corrective services officers had the chance to help shape Corrections 2030.

Consultation was conducted from December 2017 to June 2018 and involved the following methods to source key information:

- online staff survey
- state-wide workshops
- officer interviews
- board of management workshops
- discussions with key stakeholders
- research.


Our strategic priorities

The highest priority for QCS is to continue to focus on delivering business-as-usual activities while planning for strategic goals. During the consultation, QCS officers identified the following priorities:



Impact of global megatrends

We also considered the global megatrends shaping our society now and into the future, and the impact this will have on our operations. The five major global trends shaping up as key factors driving the future of Queensland over the coming decade include: emerging markets, digital disruption, increased urbanisation, environmental challenges, and demographic change. These megatrends will impact our workforce skills, technology, community expectations and funding.




Globalisation of the marketplace

The market place is becoming globalised and we need to ensure we develop, attract and retain skilled workers to become an employer of choice.

Demographic shifts

Nearly two million Australians, or 4.9% of the population, will be 85 or older by 2054–55, compared to less than 1% in 1974–75. This impacts on our workforce and prison population.


In the past 10 years, the number of prisoners aged over 50 has already grown by 55%, requiring us to be adaptive and innovative with our management and care solutions for these people. An ageing population will mean a smaller tax base and more constraints on government funding.



55%
growth in the number of prisoners aged 50+

Individual empowerment

We need to build a workforce capability that is flexible with more personalised work conditions and use community collaboration to solve social problems, including crime.




Digital future

Digital innovations create enormous potential for technology to address health, education and other social issues. In 2013, cyber-attacks globally compromised 800+ million records. The impact of this is increasing cybercrime and the need for QCS to ensure we maintain the integrity of our data.




Increased oversight of correctional services

National and international inspection frameworks, human rights legislation and correctional standards of care provide opportunities for QCS to find balance between security and humane containment unique to Queensland. We are committed to improving and leveraging the experience of our national and international colleagues. Those who review our practices ensure we continue to deliver an effective, ethical and humane correctional system in Queensland.



Decentralised population

More than half of Queensland's five million population lives outside the greater metropolitan area of Brisbane—a large proportion compared with the rest of highly urbanised Australia. We need correctional services that meet the needs of geographically dispersed communities.



More than **50%** of the population lives outside of Brisbane

Environmental issues

Demand for energy is forecasted to increase by as much as 50% by 2030. Total water consumption in Australia is forecast to rise by 76% by 2056. Forty-five natural disasters have been recorded between January 2000 to June 2015 in Queensland, with an estimated cost of \$8.63 billion. Correctional infrastructure and services must adapt to new resources, technologies, and be resilient to extreme weather events.



50%
increased demand for energy by 2030 forecast

Corrections 2030

Vision: by 2030, Queensland communities will be safer and there will be fewer victims of crime. Queensland Corrective Services will help deliver this vision by transforming into a forward-thinking, top tier, public safety agency.

principles	Safety	Excellence	Empowerment	Respect	Accountability	QCS 2030
	1. Promote safety	2. Strengthen partnering and collaboration	3. Reduce crime	4. Empower a professional workforce	5. Drive innovation	
	Providing safer environments for our workforce, communities, visitors, prisoners and offenders through concerted action to address and prevent the causes of violence in correctional environments and the community.	Delivering on our commitment to community safety through collaboration with our government and non-government partners. Building and fortifying partnerships with our key stakeholders to provide a safe and sustainable correctional system.	Our system will focus on stopping crime. Every interaction between an officer and a prisoner or offender is an opportunity to promote change and build a stronger community.	We will deliver professional corrective services through a competent and confident workforce supported by strong and ethical leadership. QCS is committed to being a top tier public safety agency and employer of choice.	We will innovate and challenge our way of doing business to enhance organisational capability and focus on building a sustainable correctional system that is agile and flexible.	
	“Should go without saying, nothing else is more important”	“It would be good if we were able to create more public awareness of the good results we do achieve.”	“We have the opportunity to make a significant difference to people’s lives.”	“Our officers are our most valuable resource.”	“Innovation drives success, and all officers should be encouraged to contribute ideas.”	
focus areas	Safety is QCS’ business Preventing and responding Humane containment and supervision	Criminal justice and human services Community education and awareness	Keeping victims safe Prisoner and offender centred corrections Rehabilitation and reintegration	Justice leaders Our people matter QCS proud	Research into practice Smart technology and infrastructure Integrated justice	

Delivering corrective services within an integrated criminal justice system 24 hours per day, seven days per week, 365 days per year.



Corrections 2030

Vision and strategic intent

The Queensland Government is committed to the *Our Future State—Advancing Queensland's Priorities* by keeping our communities safe. This includes the Government's target of a 10 per cent reduction over 10 years in the rate of Queenslanders who were victims of personal and property crime.

QCS will be vital to realising this objective—working to ensure those prisoners and offenders who come into contact with the corrective services system are less likely to return to crime. To deliver on the commitment to reduce the rate of victims of personal and property crime by 10 per cent, QCS must continue to transform into a forward-thinking public safety agency.

Principles

The following five principles underpin Corrections 2030.

1. Safety

Safety is our absolute priority. Our corrective services officers, prisoners in custody, offenders under supervision and members of the community who come into contact with the corrective services system are entitled to feel emotionally, culturally and physically safe.

2. Excellence

We will deliver appropriate, timely, high quality and evidence-based corrective services, supported by innovation, research and the application of best practice to improve outcomes for all stakeholders.

3. Empowerment

We will empower our corrective services officers to make informed decisions within their delegation. We expect every corrective services officer to show leadership in their areas of responsibility.

4. Respect

We will treat all people humanely, with dignity and respect, and in a culturally appropriate manner. At every level across our business, we will engage professionally, respectfully and ethically.

5. Accountability

We will hold people accountable for their actions, including those deprived of their liberty. We will build a culture that guides the highest standards of behaviour and decision-making and contributes towards a stronger corrective services system. Our decisions and actions will be transparent and open to scrutiny and review.

1. Promote safety

We will provide safer environments for our workforce, communities, visitors, prisoners and offenders through concerted action to address and prevent the causes of violence in correctional environments and in the community.

Headline measure of success

By 2030, we will reduce the assault rate by prisoners and offenders in correctional environments by 50 per cent.

1.1. Safety is QCS' business

Safety and security are our top priorities. QCS takes responsibility for the safety of all people interacting with the correctional system. This is particularly the case for our officers who work hard to keep Queenslanders safe. Our officers deserve to work in a safe environment.

Safety in QCS is complex. It is a balance of managing risks and expectations to ensure the community, our officers, visitors, prisoners and offenders are safe. QCS has a multifaceted approach to promoting safety. Everyone has a critical role to play in promoting safe correctional environments for our officers, those in our custody and under supervision, and the community. Every aspect must be considered—from infrastructure to operational procedures, training, equipment, policy, legislation and technology.

Increased demand on the criminal justice system impacts the safety of the correctional environment. QCS will work with our partners in criminal justice and human services agencies to drive down demand while ensuring community safety.

It is also essential to continue to invest in our people. Our frontline corrective services officers are not just security guards, minders or community case workers. They are highly trained professionals who form the cornerstone of a dynamic security environment. They continually assess, work closely with prisoners and offenders, and are often placed in harm's way to ensure the safety of others. Our officers cannot lead and manage unless they are properly trained and well equipped. QCS will support our

workforce to exercise their duties to the highest standard through leadership and capability opportunities to promote a safe workplace culture.

1.2. Preventing and responding

Our success is measured by the incidents that don't happen and the effectiveness of our response when violence occurs. Violence is prevented through knowledge of risk, planning and leadership, averted through communication and negotiation by officers and ultimately, through the crimes that are not committed as prisoners and offenders are prepared to make a successful re-entry into society.

Evidence-based initiatives to strengthen the safety and security of the correctional environment not only reduces the victimisation rates of staff and other prisoners, but also improves community safety by increasing opportunities to engage prisoners and offenders meaningfully in rehabilitation. We know when prisoners and offenders have a sense of purpose and longer term goals, the likelihood of significant misbehaviour is markedly reduced.

Increasing access to rehabilitation, education, training, meaningful activity and re-entry planning is an effective way we can reduce violence. For Aboriginal and Torres Strait Islander prisoners and offenders, this will include connection to culture to assist with their return to community and rehabilitation.

Preventing and managing threatening behaviour through incentives and earned privileges, incident de-escalation and the judicious use of segregation also reduces the risk of assaults

and harm, and develops a culture of safety in the correctional environment. A measure of a correctional system is how it manages and responds to the threat of violence and serious incidents. Since violence ranges in severity, responses must be proportionate to the potential to compromise safety and security. An effective and responsive system requires clear and consistent policies and procedures with well-defined responsibilities and accountabilities. It is crucial that officers receive adequate training as well as the equipment, accoutrements and technology necessary to respond appropriately to incidents.

1.3. Humane containment and supervision

We are committed to ensuring community safety and crime prevention through the humane containment, supervision and rehabilitation of prisoners and offenders. This is vital to promoting safety in our correctional environments and reducing recidivism. We need to empathetically support prisoner and offender diversity and recognise the impact our interactions have on the next stages of their life. We need to strive for best practice in line with relevant domestic and international human rights obligations, and actively work in collaboration with internal



“Should go without saying, nothing else is more important than safety.”

custodial correctional officer



2. Strengthen partnering and collaboration

Delivering on our commitment to community safety requires partnering and collaboration with our government and non-government partners. Building and fortifying partnerships with our key stakeholders is crucial to providing a safe and sustainable correctional system.

Headline measure of success

By 2030 we will:

- increase the quantity and quality of our partnerships across the government and non-government sector, including with Aboriginal and Torres Strait Islander organisations
- increase in community awareness of QCS and what we do (measured through our media profile, social media interactions and recruitment as an employer of choice).

2.1 Criminal justice and human services

The Queensland Criminal Justice System is complex and administered across several agencies, including:

- police
- courts
- youth justice
- health
- Parole Board Queensland
- other human services departments
- intelligence agencies.

The best chance of preventing crime and reducing reoffending is if all relevant agencies work together effectively. While an offender's progress through the criminal justice system involves separate interactions with multiple agencies, these interactions should not be viewed in isolation.

In 2016, the Hon Anastacia Palaszczuk MP, Premier of Queensland, commissioned Walter Sofronoff QC to urgently review the Queensland parole system. Triggered by the tragic events in Walgaru, the Palaszczuk Government accepted 89 of the 91 recommendations made by Mr Sofronoff and invested \$265 million across six years to implement fundamental system changes to QCS.

Many of the recommendations from this review will only be effectively implemented if QCS partners with other criminal justice and human

services agencies. We need to have an integrated criminal justice and human services system to ensure we adequately address an individual's issues and circumstances, and provide early interventions and adequate care. This is essential as the offender population becomes increasingly complex, and as we respond to whole-of-government and national interventions and support services such as implementation of the National Disability Insurance Scheme.

We must also work closely with our criminal justice partners to combat and respond to significant threats, such as terrorism and organised crime. We are committed to proactively engaging and working with the police and other law-enforcement agencies to identify and share appropriate information and prevent and disrupt crime.

2.2 Community

The responsibility for reducing crime and incarceration rates rests with our whole community. Corrective Services are at the end of a trajectory for members of the community who may have experienced a range of social disadvantages and challenges, including mental health issues, problematic substance use and limited education. They may have had a life marked with unemployment, trauma, neglect or early interactions with the youth justice system.

Around one-third of prisoners have less than a Year 10 education, one in two were unemployed

“There are many different roles which officers could have the ability to learn.”

community corrections officer

and external oversight agencies to ensure we adequately and appropriately respond to concerns. Crucial to this is building, driving and maintaining a mature and corruption resistant culture. This includes the appropriate cultural training of staff.

We are building an internal complaints process that is transparent and ensures officers and people in custody and under community supervision are empowered and supported to

report and call out unacceptable behaviour. We strongly support robust independent accountability measures on our management, systems and services. This will include the establishment of an Independent Inspectorate of Correctional Services and implementation of the *Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment* and in the *Human Rights Act (2019) Queensland*.

Key actions to promote safety:

- Conduct a full Use of Force Review to build safer correctional environments, emergency response leadership capability, technology and security accoutrements.
- Conduct a review of intelligence capability.
- Review and provide advice on legislation related to the management of prisoner behaviour, including segregation and discipline.
- Establish an Independent Inspectorate of Correctional Services in partnership with the Department of Justice and Attorney-General and other government partners.
- Strengthen and enhance our ethical standards capability.
- Improve QCS' complaints management systems.
- Identify technology and infrastructure solutions to improve safety across correctional environments.

in the 30 days before entering prison and at least half have a mental health or substance abuse problem. Without addressing these social issues, there is a high likelihood these people will reoffend and do more harm in the community. This also recognises the higher rates of recidivism among Aboriginal and Torres Strait Islander prisoners and offenders.

QCS' role is to ensure that, by the time prisoners and offenders leave our custody or supervision, the skills they have gained will enable them to lead more productive, crime-free lives. We cannot do this alone. Other government agencies, non-government organisations, communities, academic institutions and the private sector all have a role to play. By fostering relationships with our local communities, we will create opportunities for prisoners and offenders to contribute to their communities in a meaningful way that supports their local economy. We will also work closely with Aboriginal and Torres Strait

Islander communities, community justice groups and elders to help deliver the objectives of the *Queensland Government Reconciliation Action Plan 2018-2021*.

We will engage and collaborate with external agencies, academic institutions and service providers to maximise rehabilitative outcomes. This includes ensuring our prisoners and offenders are appropriately connected to evidence-based services and support when they need it most.

2.3 Education and awareness

The work of corrective services officers is not always well understood. As a forward-thinking, top tier public safety agency, we must increase understanding about and confidence in the role QCS plays to contribute to a safer community.

Corrective services officers are responsible for saving lives and guiding those in custody



“We could move towards being leaders in corrective practices through innovation and bravery.”

community corrections officer

and under community supervision to become productive members of society. The outcomes they and partner agencies achieve are commendable and deserve to be known. Providing education and awareness about correctional services will put QCS in a better position to implement innovative and evidence-based solutions.

We want to ensure correctional services are trusted and respected by the Queensland community. We will work directly with local businesses, services and our communities to build strong partnerships and raise awareness of the role of corrective services.



“It would be good if we were able to create more public awareness of the good results we achieve”

custodial correctional officer

Key actions to partner and collaborate:

- Develop and strengthen relationships with government and non-government partners, including Aboriginal and Torres Strait Islander organisations.
- Improve information-sharing across criminal justice agencies and relevant human service agencies.
- Strengthen prison industries by developing closer working relationships with other government agencies and the private sector.
- Deliver recommendations from the QPSR by collaborating with government and non-government partners.
- Strengthen our partnerships with intelligence agencies and law enforcement to counter violent extremism and other risks to community safety.
- Work with Parole Board Queensland to ensure information is shared to enable effective decision-making.
- Work closely with other correctional jurisdictions to promote best practice.
- Build awareness of the good work of QCS—share our success.
- Increase the QCS media profile, social media interactions and presence in the community.

3. Reduce crime

Our system will focus on stopping crime. Every interaction between a corrective services officer and a prisoner or offender is an opportunity to promote change and build a safer community.

This principle directly aligns with the Queensland Government’s commitment to keep our communities safe, through *Our Future State—Advancing Queensland’s Priorities*. This includes the target of reducing Queensland victims of crime and personal and property crime by 10 per cent over 10 years. The actions outlined in this principle are critical to achieving this target.

Headline measure of success

Contribute to reducing the number of Queenslanders who are victims of personal and property crime by 10 per cent by 2030.

3.1 Keeping victims safe

Crime causes immense harm and cost to the community. Crime prevents people feeling safe and participating in community life. It can stop them from working and cause stress and financial hardship. Crime can tear families apart. The effects of some crimes can be felt years after the event and can cause inter-generational harm.

Stopping crime is everyone’s business. Corrective services officers influence positive behavioural and attitudinal change by working with offenders and supporting victims. Victim safety is embedded in our day-to-day work. QCS is committed to ensuring victims have a voice and are kept up-to-date and informed.

We will work with government and non-government agencies and victim support groups to ensure victim circumstances and concerns are understood and considered throughout the criminal justice process. We will also promote the operations and services of the QCS Victims Register and develop strategies to engage and empower victims of crime. Domestic and family violence is a significant issue of concern for QCS. We are committed to increasing perpetrator access to targeted interventions, services and supports. We are also committed to assisting prisoners and offenders who are victims of domestic violence. QCS is determined to pursue cultural change in line with the *Not*

Now, Not Ever report. Attitudes that condone or normalise violence against women or family members remain too prevalent. We must create environments in which such attitudes are identified, and challenged, and are not allowed to flourish.

3.2 Prisoner and offender – centred corrections

Prisoners and offenders are responsible for their crimes and are responsible for desisting from future offending to become contributing members of the community. We will place prisoners and offenders at the centre of our decision-making. We will work with and listen to them when we plan services to suit their needs and circumstances.

To achieve this, our services must be responsive and integrated to provide a holistic response to their individual needs. Prisoners and offenders have far poorer health indicators than the general population, including disproportionately higher rates of problematic substance use, mental health issues and disability needs. Prisoner and offender access to quality healthcare has implications for the health of the wider community, and is often linked to increased re-offending, and anti-social behaviour. We will work with other agencies to improve information-sharing, identifying and managing prisoners and offenders with complex needs.



“We have the opportunity to make a significant difference to people’s lives”

community corrections officer

We need to ensure we are responsive to the needs of each person in custody and supervision, and provide programs and services that are culturally-appropriate, trauma-informed and targeted to their needs. Key cohorts include:

- Aboriginal and Torres Strait Islander prisoners and offenders
- women prisoners and offenders
- young prisoners and offenders (18–25 years)
- prisoners and offenders with disabilities or mental health issues
- lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) prisoners and offenders
- culturally and linguistically diverse prisoners and offenders, and
- prisoners on remand, serving short sentences or held on pre or post-detention due to the seriousness of their crime.

We will ensure our corrective services officers are trained to make informed and appropriate

treatment and management decisions. We will listen to and work with non-government agencies and communities—particularly Aboriginal and Torres Strait Islander communities—and we will provide support to prisoners to stay connected with their families.

3.3 Rehabilitation and reintegration

The effective rehabilitation and reintegration of prisoners and offenders is an important component of the criminal justice system. Every corrective services officer has a role to play in preventing crime—and this responsibility rests with all of us.

We are committed to building our suite of evidence-based rehabilitation and reintegration programs and services. We need to increase education, training and employment opportunities for prisoners and offenders.

4. Empower a professional workforce

We will deliver professional corrective services through a competent and confident workforce, supported by strong and ethical leadership. QCS is committed to being a top tier public safety agency and employer of choice.

Headline measure of success

By 2030, QCS will rank in the top one and two quintile positions against individual factors in the *Working for Queensland Survey*³.

4.1 Justice leaders

Our workforce is vital to QCS achieving its purpose, with more than 5000 officers working every day to protect the people of Queensland by dealing directly with some of the most complex and dangerous people in our society. We want to develop leaders who support and drive a culture of innovation. We are committed to a workplace where staff feel valued and respected, and are motivated to pursue satisfying careers in the correctional system. Improving staff engagement, workplace morale and individual motivation is a priority. Every corrective services officer has the ability, potential and responsibility to develop as leaders. Our responsibility to rehabilitate offenders demands we all act as role models, demonstrating the attitudes and behaviours we expect of people in our custody and under our supervision. We will invest in our future leaders to build a high-performing culture where staff flourish. To achieve this, we will deliver professional development pathways, structured development plans, and promote learning and development opportunities.

We need to ensure the right people with the right skills make up our workforce. This requires a diverse workforce and an inclusive culture achieved by improving the cultural capability of the system and increasing the proportion of Aboriginal and Torres Strait Islander people employed in the QCS workforce.

This means ensuring we have the right recruitment processes and training in place. Ongoing, effective staff supervision will also

ensure staff are empowered to apply their training in their roles.

4.2 Our people matter

As a responsible, forward-thinking, top tier public safety agency, we recognise the value of every one of our corrective services officers. We also acknowledge the responsibility we hold as a leading public safety agency to support our officers beyond each day's work.

We know an occupation in corrections brings hazards not experienced in other agencies, and the stresses experienced at work often spill over to officers' private lives. This issue is significant and deserves more attention. We need to ensure the support and care QCS provides to our officers is holistic and responsive to these unique working conditions.

We are committed to developing a strategy that assists every officer—through leadership, education, training, professional or personal support, fiscal responsibility or wellness. We are dedicated to taking a true leadership role as a responsible organisation.

4.3 QCS proud

We want to position QCS as a forward-thinking, top tier public safety agency in Queensland and a leader in managing and delivering prison and community-based correctional services in Australia. We are a uniformed, disciplined and hierarchical frontline organisation. Every corrective services officer will be issued with a uniform and, while it may not be worn every day,

³The top quintile position is the first 20% of agencies and the second quintile position is the second 20% of agencies.

“I have been with QCS for over 20 years, it is extremely difficult work and it makes a world of difference to have management that make you feel valued and respected, it will also help attract and retain a better quality staff.”

community corrections officer



QCS recognises the level of need to access programs is greater than we currently provide. We need innovative and strategic service delivery to ensure offenders are able to access the right programs and services.

The vast majority of prisoners and offenders will eventually leave our custody or supervision. We need to ensure the actions we take while they are with us are focused on outcomes beyond the end of their sentence. To do this, we will develop an end-to-end case management system. We

will also work with other agencies and services to ensure prisoners and offenders, and their families and support people, are connected to appropriate community services. This includes working with Aboriginal and Torres Strait Islander service providers to ensure access to culturally appropriate community services. This will ensure prisoners and offenders can be targeted for the interventions and programs they need most, when they need it.

Key actions to stop crime:

- Implement recommendations from the QPSR.
- Implement an effective end-to-end case management system.
- Deliver evidence-based rehabilitation and reintegration programs, education, training and support services with a specific focus on tailoring these for Aboriginal and Torres Strait Islander prisoners and offenders.
- Deliver programs and services that are trauma-informed and culturally appropriate.
- Strengthen our relationship with Queensland Health to deliver services that improve the health and wellbeing of prisoners and offenders.
- Explore place-based approaches to improve community corrections responses to crime.



“Our staff are our most valuable resource.”
custodial correctional officer

5. Drive innovation

We will innovate and challenge our way of doing business to enhance organisational capability and focus on building a sustainable correctional system that is agile and flexible.

Headline measure of success

By 2030, we will:

- increase the number of collaborative partnerships with universities and non-government institutions
- increase the number of innovative and evidence-based practices implemented across the department.

5.1 Research into practice

The criminal justice system will face significant challenges over the next decade. There is a growing number of prisoners and offenders under community supervision. To continue delivering an effective and efficient correctional service, we must use technology to deliver smarter services. To achieve the best possible outcomes, we must leverage strong partnerships, innovation and research.

With an increasingly complex prisoner and offender population within a constrained fiscal environment, we need to actively pursue innovation and implement best practice. We will trial and evaluate new technologies, policies, programs and service delivery to increase our capability and deliver a modern, sustainable and evidence-based correctional system. Partnering with universities and other non-government institutions will be vital for this. By tracking, understanding and learning from global trends, we will prepare for future challenges and position ourselves to implement new and innovative technology.

By working smarter, embracing new and improved practices and committing to a culture of continuous improvement, we will deliver an increasingly high-performing and cost-effective correctional system. Embedding innovation and evidence-based practices in our daily functions will enable us to improve safety and respond to emerging issues across all correctional environments and in our communities.

5.2 Smart technology, information and communications technology infrastructure

Technology is rapidly shifting how we work. New approaches to information-sharing, workforce mobilisation and improved service delivery are essential if we are to meet the challenges of an increasing prisoner and offender population. Our technology and information and communications technology (ICT) infrastructure must enable this change.

We need our ICT infrastructure to evolve its services to meet our needs and the demands of our complex and changing environment. Our technology needs to reflect operational practice and assist in delivering services across the criminal justice system. This will enhance the effectiveness of our business-as-usual activities and our ability to implement reform.

Our ICT infrastructure must be integrated into our work and provide opportunities for business services to be delivered in innovative ways and through multiple channels. We want to ensure we have ICT solutions that generate more efficient ways of delivering services, information sharing and offender management operations, while reducing sentence administration and the risk of information breaches.

We are committed to reducing our environmental footprint and want to respond to the benefits of renewable energy innovation and investments.

when we wear our uniform we will do so with pride. The uniform is our brand, our business and our promise to protect the community.

We will celebrate the work of every corrective services officer and raise awareness and appreciation of the difficult work they undertake. We will reinvigorate our uniform rank insignia, encouraging pride in our workforce that puts the uniform on every day. We will do this by establishing an honours and awards system for QCS to reward the contributions, conduct and service of our officers.

We will coordinate and direct effort to the nomination for national awards—including the newly established Australian Corrections Medal—establish new awards, and commend the service of staff whose actions and service are beyond normal expectations. This involves acknowledging the significant contribution corrective services officers make to supporting rehabilitation and reducing victimisation in our community.

Key actions to empower a professional workforce:

- Build people capability as an employer of choice through leadership, training and professional development opportunities.
- Develop an ‘our people matter’ strategy.
- Strengthen recruitment processes.
- Ensure powers under the *Corrective Services Act 2006* are appropriately delegated, and procedures and processes can be easily followed and adapted.
- Implement an Honours and Awards system.
- Review the uniform, rank insignia and organisational structure to ensure each corrective service officer’s position, rank and years of service are accurately and easily identified.



“Innovation drives success, and all staff should be encouraged to contribute ideas.”

community corrections officer

To achieve this, we will review options to lower infrastructure operating and maintenance costs through renewable energy and recycling.

5.3 Integrated justice

As a newly created stand-alone department, we want to ensure all of our corrective services officers are empowered to embed innovation into their day-to-day functions. We will continue to look for opportunities to harness innovation, improve the delivery of end-to-end case management and rehabilitation services, and to make sure every part of QCS is working together towards the goal of a safer Queensland.

As a forward-thinking, top tier public safety agency, we are well placed to contribute to justice policy and smart investments across the sector

in a meaningful way. We will actively strengthen communication channels with our justice partners and continue to explore and develop strategies that build efficiency across the sector.

We will leverage our position to drive coordinated responses to persistent, increasing and shared challenges faced by the justice sector. A whole-of-government approach will support justice agencies to ensure efforts are shared, evidence-based, effective and consider potential unintended impacts across the system. We will contribute to *Our Future State: Advancing Queensland's Priorities*, keeping communities safe by working closely with our justice partners.

Key actions to drive innovation:

- Evaluate our programs and services to ensure they are achieving outcomes consistent with Corrections 2030.
- Partner with universities to implement best practice processes and initiatives including evidence-based research focused on reducing the overrepresentation of Aboriginal and Torres Strait Islander people in the correctional system.
- Consider a new offender management system that can better link to other justice ICT platforms.
- Monitor and consider developments in technology and ICT that improve community safety, address offender health, enable rehabilitation and improve reintegration.
- Continue to monitor and advise the government on demand and solutions to demand in the correctional environment.
- Invest in technology and infrastructure that promote safer correctional environments.

Making our vision a reality

Corrections 2030 is the cornerstone to implementing our priorities for corrective services in Queensland. It is aspirational and encompasses significant unfunded work.

The plan aligns with the Queensland Government’s objectives for the community and will guide development of our strategic and operational plans.

Transforming our correctional system will involve reshaping investment over time to ensure we are on track to achieving our vision. Making this vision a reality requires methodical planning, sustained effort, regular review, and a willingness to adopt different and bold approaches.

QCS’ governance processes will be consolidated to ensure an integrated approach to planning, resourcing, monitoring and delivering major initiatives. A comprehensive portfolio management approach will be used to ensure all internal initiatives are appropriately aligned to Corrections 2030 and delivered in a coordinated manner.

The department’s central leadership is being reformed and strengthened to provide the right structure to deliver the plan.

This plan is our commitment to contributing to a safer Queensland.

Glossary

Correctional environment or corrective services system	Describes any environment where corrective services are delivered including correctional centres, community corrections offices and community service work sites
Corrective services facility or correctional facilities	Means a prison, low security centre or work camp
Corrective services officer	Means a person who holds appointment as a corrective services officer under section 275 of the <i>Corrective Services Act 2006</i>
Offender	Means a prisoner or a person who is subject to a community-based order
Prisoner	Means a person who is in the Commissioner's custody, including a person who is released on parole. It also includes a classified patient who is serving a period of imprisonment