



# Corrections 2030 Update



**One QCS** Professional Ethical Respectful

## VISION

Enhance community safety through humane, modern, sustainable and evidence-informed corrective services to maximise rehabilitation and reduce recidivism.

## OUR VALUES AND PRINCIPLES

Our refreshed values and principles reflect our advancements and progression as *One QCS*. They clearly focus our commitment to creating safer environments through rehabilitation and to building the resilience we need to manage the demands on the system.

### VALUES



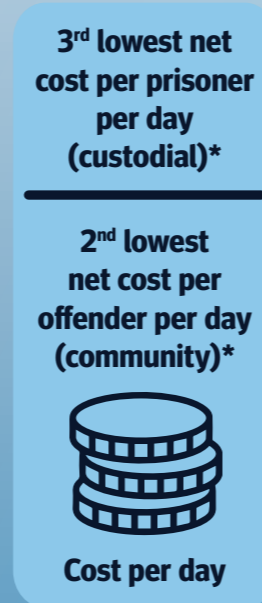
PROFESSIONAL



ETHICAL



RESPECTFUL



\* Compared to eight other states and territories in Australia during 2022-23.

## STRATEGIC ALIGNMENT

*Corrections 2030 Update* reflects the strategic and operational priorities of the Queensland Government and QCS and is guided by data and evidence. It aligns with the *QCS Strategic Plan 2025-2028* and delivery is measured and monitored through the QCS Business Plan.

## PRINCIPLES

SAFETY	EXCELLENCE	EMPOWERMENT	RESPECT	ACCOUNTABILITY
We will provide safer environments for our people, prisoners and offenders through enhanced service delivery and rehabilitation to improve safety and reduce recidivism.	We will achieve excellent results by strengthening and increasing our partnerships with others and reforming the system to better cater for women, First Nations peoples and those impacted by domestic and family violence.	We will deliver tailored, evidence-informed and engaging services that help rehabilitate vulnerable people and reduce recidivism.	We continue to create a culture of professionalism, accountability and inclusion that empowers our diverse workforce to grow and thrive.	We will hold ourselves accountable for delivering innovative and evidence-informed practices that build resilience and agility and help our people and organisation to succeed.

## OUR FUTURE DIRECTIONS

FD1	Apply innovative and best practice approaches to capacity management to optimise our use of resources in the Queensland correctional system.
FD2	Address the over-representation of First Nations peoples through partnerships to deliver truth-telling, healing and reconciliation activities.
FD3	Improve community safety through evidence-informed and victim-focussed rehabilitation that enhances health outcomes and reduces reoffending.
FD4	Transform domestic and family violence systems and processes within the correctional environment to contribute to the whole-of-government commitment to reduce domestic and family violence in Queensland and improve the supports available for victim-survivors.
FD5	Futureproof QCS business continuity management to ensure we remain agile and resilient in response to disruptive events.
FD6	Reform the correctional system to be more trauma-informed and better suit the needs of women, especially First Nations women who have unique needs and are over-represented.
FD7	With a focus on leadership and training, embed statewide people-centric policies, processes, programs and systems to improve our employee value proposition, the wellbeing of our people and the culture of our organisation.
FD8	Scale and strengthen QCS enabling functions to support the delivery of modern, sustainable, ethical and evidence-informed services.
FD9	Collaborate with stakeholders to address system-wide barriers experienced by people with disability to improve the supports they need to reduce recidivism and improve community safety.
FD10	Partner and collaborate across the whole of criminal justice system to deliver system-wide transformation and outcomes.



# TIMELINE OF EVENTS

2019

NOW



## QCS response capability

Responding to increased pressures caused by COVID-19



## Public management

Returning all correctional centres to public management



## Agency growth

QCS became the fifth largest public sector organisation



## Effective tactical response to critical incidences

Unrest as a result of increased lockdowns due to COVID-19



## Natural disasters

Responding to floods, fires and cyclones



## Labour market

Ensuring a sustainable workforce to manage prisoners and offenders



## Over-representation

Responding to increasing number of First Nations peoples, particularly women, being incarcerated



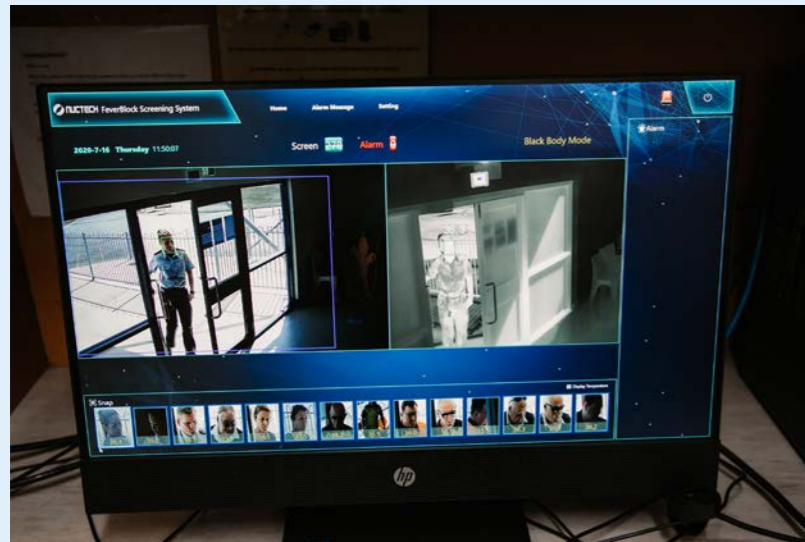
## New legislation

Adapting to new domestic and family violence legislation that captures additional offenders



## Capacity management

Managing capacity pressures associated with growing prisoner numbers



Thermal imaging cameras at Brisbane Women's Correctional Centre



Arthur Gorrie and Southern Queensland correctional centres returned to public operation in 2020 and 2021



QCS officers supervising work camp program prisoners providing disaster recovery assistance



New officers sworn in at a graduation ceremony at the QCS Academy located in Wacol, Brisbane

# CORRECTIONS 2030 IN ACTION

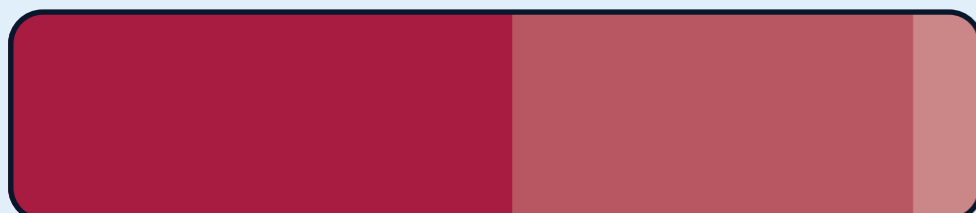
As we continue to grow as a leading public safety agency, our people are achieving great outcomes and drawing us closer to our vision for the future. Here is an update on our progress against *Corrections 2030*.

## OUR KEY ACHIEVEMENTS

Type	Project or Initiative	Description
<b>Optimise</b> Ensuring the best use of available resources	<i>Use of Force Review</i> and training	Our officers are now trained in the most effective evidence-based practices and use the most contemporary equipment, including Mk3 OC chemical agent in some centres.
	Cuff hatches installed	We installed 1500 service hatches in correctional centres to safely manage prisoner and officer interactions during daily operations.
	<i>MAYBO training</i>	<i>MAYBO training</i> , designed to enhance de-escalation, situational and environmental awareness skills, was rolled out to the Community Corrections and Specialist Operations workforces and is being rolled out to Custodial Operations.
	New EAP partner	QCS transitioned to Converge International as its Employee Assistance Program provider to help officers prioritise their mental health and wellbeing and access support when needed.
	QCS Honours and Awards system	QCS established an Honours and Awards system to formally recognise and award officers who significantly exceed expectations.
	Disruptive events – COVID-19	QCS' COVID-19 State Corrections Operations Centre led the strategic coordination, planning and response activities needed to manage the impact of COVID-19 and keep our system safe, including supplying PPE, coordinating vaccinations and implementing new legacy systems and processes.
	Disruptive events – extreme weather	QCS officers went above and beyond to respond to weather events, maintaining the safe and secure operations of centres and Community Corrections offices and saving files and equipment.
	Bunk bed installation	More than 3200 beds have been installed to optimise capacity in our high security correctional centres.
	QCS Wellbeing Training Matrix	The QCS Wellbeing Training Matrix was released, offering classroom-based and online training to increase mental health literacy and build our capability to employ early interventions.
<b>Transform</b> Transforming how we deliver contemporary and evidence-informed services	Body worn cameras	The rollout of an additional 500 body worn cameras increased QCS' capacity to collect vital, contextual evidence when investigating incidents, and serve as a deterrent to antisocial behaviour and assaults.
	<i>Queensland Parole System Reform</i>	QCS worked to progress this critical reform, with all recommendations to provide effective and evidence-informed rehabilitation, reintegration and supervision of individuals completed or closed.
	<i>Women's System Reform Program Management Office established</i>	QCS has lead or co-lead responsibility for 34 recommendations of the Women's Safety and Justice Taskforce Report Two, which examined the experiences of women and girls across Queensland's criminal justice system. QCS has established a <i>Women's System Reform Program Management Office</i> to implement these and the <i>Transforming Corrections to Transform Lives</i> project.
	E2E Case Management	QCS has implemented End-to-End Case Management across the entire women's system in custody and community, and to men in Townsville Correctional Centre and Community Corrections in Northern and Far Northern regions, to improve the way people are managed as they move through the correctional system.
	<i>QCS Connect</i>	The successful rollout of <i>QCS Connect</i> , including 45 digital kiosks in Community Corrections offices, makes it easier for lower risk offenders to successfully complete their supervision.
	<i>Project KAIROS</i>	QCS is working with the Queensland Police Service to support outlaw motorcycle gang members to disengage their involvement and reintegrate into society.
	Domestic and family violence	QCS continues to play its part in helping to address domestic and family violence (DFV), including through delivery of programs in some correctional centres, case management referrals to external programs in community, involvement in integrated service responses such as High Risk Teams, and as a key stakeholder to Specialist DFV Courts in Queensland.
	Practice Leader roles	In response to the <i>Queensland Parole System Review</i> , Practice Leader roles were established in Community Corrections offices to continually improve our practice capability and confidence.
	<i>FOCUS training</i>	A new suite of training materials for Community Corrections officers was introduced to foster evidence-informed, contemporary, best practice case management.
	<i>Taskforce Flaxton</i>	QCS delivered an anti-corruption framework as recommended by the Crime and Corruption Commission's 2018 report <i>Taskforce Flaxton: An examination of corruption risks and corruption in Queensland prisons</i> .
<b>Grow</b> Increasing our capacity for the future through additional services and infrastructure	Academy Online	QCS launched Academy Online, a learning management system for officers to access and record learning activities. To date, there have been 206,436 enrolments on the platform.
	Capricornia Correctional Centre expansion	The \$241m expansion almost doubled the size of Capricornia Correctional Centre with the addition of 348 cells and 398 beds.
	Lockyer Valley Correctional Centre	The \$885 million Lockyer Valley Correctional Centre will be a modern, safe and fit-for-purpose facility that adds more than 1500 beds to the state's capacity and focuses on health and rehabilitation.
	<i>Operation Certitude</i>	This two-year program transitioned Arthur Gorrie and Southern Queensland correctional centres to QCS administration, returning them to public management.

## OPTIMISE, TRANSFORM, GROW IMPROVEMENT TYPES

Improvement types within the 185 unique initiatives:



■ Optimise 52%  
■ Transform 43%  
■ Grow 5%

QCS has delivered or is delivering 185 unique initiatives to meet our *Corrections 2030* vision. These focus on ensuring the best use of our resources, transforming how we deliver contemporary and evidence-informed services, and increasing our capacity for the future through additional services and infrastructure.

# OUR HIGHLIGHTS



## MAYBO training

We boosted the safety of Community Corrections, Specialist Operations and Custodial Operations officers with the rollout of MAYBO training. Run by the QCS Academy, it enhances officers' situational and environmental awareness skills, helps them to effectively negotiate and de-escalate situations and improves their personal safety.

## Disruptive events – COVID-19

From the procurement and supply of PPE, mask fitting, information and resources, and the redeployment of officers to ensure operational continuity, every part of QCS stepped in behind those on the frontline in response to COVID-19, coordinated by the State Corrections Operations Centre. The exemplary response maintained the safety of those in our system, influenced our approaches and operations and saw the implementation of new legacy systems and processes (e.g. virtual personal visits and email and EFT transfers for prisoners).



## E2E Case Management

QCS has implemented End-to-End Case Management across the entire women's system in custody and community, and to men in Townsville Correctional Centre and Community Corrections in the northern and far northern regions. It is a widely recognised, evidence-informed approach that is transforming the way people are managed as they move through the correctional system, with continuity between custody and community.

## Capricornia Correctional Centre expansion

A \$241 million expansion to Capricornia Correctional Centre delivered a new modern, purpose-built facility that added 348 cells and 398 beds to our capacity and improved our officers' ability to assist prisoners with their rehabilitation.



## Lockyer Valley Correctional Centre

Community safety and prisoner rehabilitation will be enhanced with the \$885 million Lockyer Valley Correctional Centre (LVCC), adding 1536 beds to the state's capacity. LVCC—which consists of 40 buildings on a site equivalent to 16.5 Suncorp Stadiums—will be a modern, safe and fit-for-purpose facility with an operating model focused on health and rehabilitation. Many services and programs will be delivered on site, maximising opportunities for officers to make lasting positive changes for prisoners and reduce reoffending.

## Operation Certitude

A recommendation from the Crime and Corruption Commission's *Taskforce Flaxton* to improve safety, *Operation Certitude* was one of the most ambitious operations in QCS history with a two-year program that transitioned Arthur Gorrie and Southern Queensland correctional centres to QCS administration, returning them to public management. Consolidating our correctional environments increases safety for our officers, prisoners and the community.

