



# Queensland Corrective Services Business Plan 2024-25

## QCS Business Plan 2024-25

The Queensland Corrective Services (QCS) Business Plan 2024-25 reinforces QCS' commitment to the Queensland Government's objectives for the community and is informed by *Corrections 2030*, the [QCS Strategic Plan 2024-28](#), Government Election Commitments and Ministerial Charter Letter delivery priorities.

The QCS Business Plan 2024-25 outlines the operational priorities for the 2024-25 financial year to support the following strategic objectives:

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

The achievement of QCS objectives will be measured against the *Report on Government Services 2024*, the service standards in the Service Delivery Statement 2024-25 and performance measures articulated in the *QCS Strategic Plan 2024-28*.

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.

The department will continue to identify and mitigate risks as detailed in the *QCS Strategic Plan 2024-28* to minimise the impact on delivery of our strategic objectives and operational priorities.

## Our Commitments

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

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

## Queensland Corrective Services – 2024-25 Business Plan

Queensland Corrective Services' Business Plan is a subset of its strategic plan which describes the short-term activities and milestones which contribute to the implementation of the agency's objectives. Actions contained within the Business Plan align with provisions outlined within the *Corrective Services Act 2006*, *Corrective Services Regulation 2006*, and the *Human Rights Act 2019*.

Action	Responsible Business Area/s	Accountable Officer	Performance and Outputs	Timeframe	
<b>Safer workplaces and correctional environments</b>					
1	Safely manage the impacts of increasing prisoner numbers.	<ul style="list-style-type: none"> <li><b>Custodial Operations</b></li> <li>Community Corrections and Specialist Operations</li> <li>Organisational Capability</li> </ul>	Deputy Commissioner, Custodial Operations  Assistant Commissioner, Operational Support  Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> <li>Proactive capacity management through the commencement of the Capacity Management Action Plan.</li> <li>South-East Queensland System Configuration Project commenced to review of the role and function of correctional centres.</li> <li>Enhanced sustainability of the custodial system through optimisation of existing capacity.</li> </ul>	June 2025
2	Continue construction of and recruitment for the Lockyer Valley Correctional Centre.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> <li>Workforce Culture, Integrity and Capability</li> </ul>	Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works  Assistant Commissioner, People Capability  Assistant Commissioner, Program Director, Southern Queensland Correctional Precinct Stage 2	<ul style="list-style-type: none"> <li>Construction progress continues as per schedule.</li> <li>New staff to deliver the operating model recruited within the required timeframe.</li> </ul>	December 2024
3	Implement the Intelligence Uplift Capability project.	<ul style="list-style-type: none"> <li><b>Community Corrections and Specialist Operations</b></li> </ul>	Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> <li>Project provides professional resources, contemporary frameworks, intelligence analysis and literacy, and performance measures.</li> </ul>	June 2025
4	Continue preliminary works for the future expansion of	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Infrastructure, Asset	<ul style="list-style-type: none"> <li>Pre-commencement activities including progression of future design works completed.</li> </ul>	June 2025

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	Action	Responsible Business Area/s	Accountable Officer	Performance and Outputs	Timeframe
	the Townsville Correctional Precinct.		Services and Major Capital Works		
5	Deliver the QCS Culture Action Plan 2024-26.	<ul style="list-style-type: none"> <li><b>Workforce Culture, Integrity and Capability</b></li> </ul>	Assistant Commissioner, Culture, Performance and Conduct	<ul style="list-style-type: none"> <li>Culture Action Plan deliverables for 2024-25 are delivered.</li> </ul>	June 2025
6	Negotiate and relocate high priority Community Corrections facilities.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Infrastructure Asset Services and Major Capital Works	<ul style="list-style-type: none"> <li>Community Corrections offices and reporting centres deemed high priority for relocation are either accommodated in fit for purpose sites or have approved relocation plans.</li> <li>Planned number of Community Corrections relocations are delivered.</li> </ul>	June 2025
7	<p>Develop technical and contractual specifications for implementation of in-cell technology to inform commercial viability.</p> <p>Links to <i>Women's Safety and Justice Taskforce Report 2</i> recommendations 117 (legal phone/video calls) to improve women's experiences of the legal and court system.</p>	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> </ul>	<p>Assistant Commissioner, Strategic Futures</p> <p>Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works</p> <p>Assistant Commissioner, Financial Services and Strategic Sourcing</p> <p>Assistant Commissioner, Digital Services and Information Technology</p>	<ul style="list-style-type: none"> <li>Opportunities for prisoner in-cell technology in correctional centres with self-service capabilities and alternatives for service delivery are explored.</li> </ul>	June 2025
8	Deliver infrastructure upgrades as part of the Asset Improvement Program.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works	<ul style="list-style-type: none"> <li>Works for various infrastructure upgrades as part of the Asset Improvement Program to address QCS built infrastructure safety and security commenced.</li> </ul>	June 2025
9	Develop and implement a revised approach to prevent and respond to employee conduct matters including sexual	<ul style="list-style-type: none"> <li><b>Workforce Culture, Integrity and Capability</b></li> </ul>	Assistant Commissioner, Culture, Performance and Conduct	<ul style="list-style-type: none"> <li>Sexual Harassment Policy developed and implemented.</li> <li>Prevention Program developed and implemented.</li> </ul>	June 2025

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	Action	Responsible Business Area/s	Accountable Officer	Performance and Outputs	Timeframe
	harassment, discrimination and bullying.			<ul style="list-style-type: none"> <li>Complex employee management processes reviewed and enhanced.</li> </ul>	
10	Design and implement the QCS Symposium Series to build QCS leadership capabilities.	<ul style="list-style-type: none"> <li><b>Workforce Culture, Integrity and Capability</b></li> </ul>	Assistant Commissioner, Culture, Performance and Conduct	<ul style="list-style-type: none"> <li>Key capabilities and areas of focus developed in consultation with Divisional leaders.</li> <li>Symposium series implemented and participant feedback obtained.</li> </ul>	June 2025
11	Finalise review of the Custodial Officer Entry Program.	<ul style="list-style-type: none"> <li><b>Workforce Culture, Integrity and Capability</b></li> </ul>	Assistant Commissioner, People Capability Command	<ul style="list-style-type: none"> <li>Review report finalised and submitted to the QCS Board of Management.</li> </ul>	March 2025
12	Develop QCS Strategic Workforce Plan.	<ul style="list-style-type: none"> <li><b>Workforce Culture, Integrity and Capability</b></li> </ul>	Assistant Commissioner, People Capability Command	<ul style="list-style-type: none"> <li>QCS Strategic Workforce Plan finalised and submitted to the QCS Board of Management.</li> </ul>	June 2025
13	Deliver MicRoster ESS enhancements and roll out for Custodial Correctional Officers.	<ul style="list-style-type: none"> <li><b>Workforce Culture, Integrity and Capability</b></li> <li>Organisational Capability</li> </ul>	Assistant Commissioner, People Capability Command  Assistant Commissioner, Digital Services and IT	<ul style="list-style-type: none"> <li>Procurement finalised.</li> <li>Communications plan to support users to effectively use the new functionality developed.</li> <li>Additional MicRoster functionality implemented.</li> </ul>	June 2025
14	Prepare a QCS Privacy Plan.	<ul style="list-style-type: none"> <li><b>Workforce Culture, Integrity and Capability</b></li> </ul>	Assistant Commissioner, Policy and Legal	<ul style="list-style-type: none"> <li>Comprehensive Privacy Plan published.</li> </ul>	June 2025
15	Review and enhance Ethical Standards intake, assessment, intelligence and workplace investigations process.	<ul style="list-style-type: none"> <li><b>Workforce Culture, Integrity and Capability</b></li> </ul>	Assistant Commissioner, Professional Standards and Governance	<ul style="list-style-type: none"> <li>Release and support roll out of the QCS: <ul style="list-style-type: none"> <li>- Code of Practice</li> <li>- Workplace Policy</li> <li>- Public Interest Disclosure Policy and Procedure; and</li> <li>- Ethical Standards Group Practice Directive on assessment and referral to Ethical Standards.</li> </ul> </li> <li>Revised organisational structure to support improved policy framework implemented.</li> </ul>	June 2025
<b>Humane management of prisoners and offenders</b>					

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	Action	Responsible Business Area/s	Accountable Officer	Performance and Outputs	Timeframe
16	Develop and implement a revised inspection framework.	<ul style="list-style-type: none"> <li>• <b>Workforce Culture, Integrity and Capability</b></li> <li>• Community Corrections and Specialist Operations</li> <li>• Custodial Operations</li> </ul>	Assistant Commissioner, Professional Standards and Governance	<ul style="list-style-type: none"> <li>• Revised inspection framework developed and approved, that complements the role of the Inspector of Detention Services.</li> </ul>	June 2025
17	Develop a QCS Disability Strategy.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Community Corrections and Specialist Operations</li> <li>• Custodial Operations</li> </ul>	Assistant Commissioner, Strategic Futures  Assistant Commissioner, Specialist Operations  Assistant Commissioner, Custodial Operations	<ul style="list-style-type: none"> <li>• Disability Strategy developed and published.</li> </ul>	June 2025
18	Continue to deliver enhanced services for people with disability and mental illness in contact with QCS.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations</b></li> <li>• Custodial Operations</li> <li>• Organisational Capability</li> </ul>	Assistant Commissioner, Community Corrections and Specialist Operations Project Delivery  Assistant Commissioner, Specialist Operations  Assistant Commissioner, Custodial Operations  Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> <li>• Support for eligible prisoners/offenders to gain access to the National Disability Insurance Scheme (NDIS) is increased.</li> <li>• A permanent Disability Services Team is stood up, with staff recruited state-wide to deliver disability services.</li> <li>• The model of support for disability services is reviewed to ensure it is contemporary and supports the role and function of the Disability Services Team.</li> <li>• Implementation of relevant recommendations from the Psychological and Disability Services Redesign Project is progressed.</li> <li>• Respond to relevant recommendations from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, as well as the NDIS Review.</li> </ul>	June 2025
19	Develop and deliver QCS' Path to Treaty Program.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• <b>Workforce Culture, Integrity and Capability</b></li> <li>• Transformation Office</li> </ul>	Assistant Commissioner, First Nations and Cultural Capability	<ul style="list-style-type: none"> <li>• Historical research project regarding the engagement and relationship between First Nations peoples and QCS (and its predecessors) finalised.</li> </ul>	June 2025

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			Assistant Commissioner, Strategic Futures Assistant Commissioner, Policy and Legal Command  Assistant Commissioner, Transformation Office	<ul style="list-style-type: none"> <li>Detailed QCS Path to Treaty Program planning finalised.</li> <li>Contribute, and be responsive, to the Truth-telling and Healing Inquiry.</li> </ul>	
20	<p>Improve sentencing processes and outcomes for women:</p> <p>Continue to progress recommendation 130 (expand court advisory services) from the <i>Women’s Safety and Justice Taskforce Report 2</i>.</p>	<ul style="list-style-type: none"> <li><b>Transformation Office</b></li> <li>Community Corrections and Specialist Operations</li> <li>Workforce Culture, Integrity and Capability</li> </ul>	Assistant Commissioner, Transformation Office  Assistant Commissioner, Community Corrections and Specialist Operations Project Delivery  Assistant Commissioner, Policy and Legal	<ul style="list-style-type: none"> <li>Project plan and evaluation framework for expanding court advisory services is developed.</li> <li>Pilot of Court Advisory Service Design completed.</li> </ul>	June 2025
21	<p>Improve treatment in custody:</p> <p>Continue to progress recommendations 136 (non-invasive screening technology introduced), and 137 (Queensland Human Rights Commission (QHRC) review of policies, procedures and practices for removal of clothing searches), and implement recommendation 139 (framework for managing female prisoners) from the <i>Women’s Safety and Justice Taskforce Report 2</i>.</p>	<ul style="list-style-type: none"> <li><b>Transformation Office</b></li> <li>Organisational Capability</li> <li>Custodial Operations</li> </ul>	Assistant Commissioner, Transformation Office  Assistant Commissioner, Infrastructure, Asset Services and Major Works  Assistant Commissioner, Specialist Operations  Assistant Commissioner, Strategic Futures  Assistant Commissioner, Custodial Operations	<ul style="list-style-type: none"> <li>Pilot of body scanners at Brisbane Women’s Correctional Centre operational (Rec 136).</li> <li>Review of Custodial Operations Practice Directives relating to the use of removal of clothing searches for women in correctional facilities completed (Rec 137).</li> <li>Outcomes of QHRC review into QCS use of removal of clothing searches for female prisoners considered (Rec 137).</li> <li>Options identified for developing a practice framework which ensures staff have the necessary skills and competencies required to effectively and appropriately manage female prisoners (Rec 139).</li> </ul>	June 2025

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	Action	Responsible Business Area/s	Accountable Officer	Performance and Outputs	Timeframe
22	Progress installation of information technology infrastructure in correctional centres to enhance the provision of health care to prisoners.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Custodial Operations</li> </ul>	Assistant Commissioner, Infrastructure, Asset Services and Major Works  Assistant Commissioner, Custodial Operations	<ul style="list-style-type: none"> <li>• Schematic design completed.</li> <li>• Construction commenced.</li> </ul>	June 2025
23	Continue to deliver the IOMS Evolve project to modernise and enhance the capability of QCS' core offender management system.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Digital Services and IT	<ul style="list-style-type: none"> <li>• Deliver the IOMS Evolve project as per agreed scheduled.</li> </ul>	June 2025
24	Conduct consultation with discrete communities to determine the viability of a First Nations work camp, and supporting cultural connections program.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Custodial Operations</li> <li>• Workforce Culture, Integrity and Capability</li> </ul>	Assistant Commissioner, Strategic Futures  Assistant Commissioner, First Nations and Cultural Capability	<ul style="list-style-type: none"> <li>• Report detailing consultation outcomes and recommendations completed.</li> </ul>	June 2025
25	Delivery of domestic and family violence perpetrator programs.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations</b></li> <li>• <b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Community Corrections and Specialist Operations Project Delivery  Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> <li>• Domestic and family violence perpetrator programs delivered.</li> </ul>	June 2025
26	Increase base bed capacity in low security facilities.	<ul style="list-style-type: none"> <li>• <b>Organisational Capability</b></li> <li>• Custodial Operations</li> </ul>	Assistant Commissioner, Infrastructure, Asset Services and Major Works	<ul style="list-style-type: none"> <li>• Base bed capacity in low security facilities is increased.</li> </ul>	June 2025
<b>Partnering and community collaboration</b>					
27	Enhance service delivery to victims of crime.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations</b></li> </ul>	Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> <li>• Enhancements to the Victims Register associated with the amendments to the</li> </ul>	June 2025



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				<i>Corrective Services Act 2006</i> to promote the safety of victims of crime are implemented.	
28	Continue to deliver end-to-end case management in selected locations.	<ul style="list-style-type: none"> <li><b>Community Corrections and Specialist Operations</b></li> </ul>	Assistant Commissioner, Community Corrections and Specialist Operations Project Delivery	<ul style="list-style-type: none"> <li>End to end case management is optimised in selected locations to improve prisoner outcomes and reduce recidivism.</li> </ul>	June 2025
<b>Reduce crime</b>					
29	Develop and operationalise enhanced precinct management processes for those supervised under the <i>Dangerous Prisoners (Sex Offenders) Act 2003</i> .	<ul style="list-style-type: none"> <li><b>Community Corrections and Specialist Operations</b></li> </ul>	Assistant Commissioner, Community Corrections and Specialist Operations Project Delivery	<ul style="list-style-type: none"> <li>Enhanced precinct management implemented.</li> </ul>	June 2025
30	Progress Parole Board Queensland (PBQ) service delivery and governance reform to support the efficient, modern and sustainable operations of the PBQ.	<ul style="list-style-type: none"> <li><b>Community Corrections and Specialist Operations</b></li> </ul>	Deputy Commissioner, Community Corrections and Specialist Operations (Chief Administrative Officer, PBQ)	<ul style="list-style-type: none"> <li>System drivers and future service demand of PBQ matters is assessed.</li> <li>Enhanced operational processes and procedures for PBQ operations are developed.</li> <li>Technological requirements for sustainable and modern PBQ operations are scoped.</li> </ul>	June 2025
31	Develop a QCS Domestic and Family Violence (DFV) Strategy.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> <li>Community Corrections and Specialist Operations</li> <li>Custodial Operations</li> </ul>	Assistant Commissioner, Strategic Futures  Assistant Commissioner, Community Corrections  Assistant Commissioner, Specialist Operations  Assistant Commissioner, Custodial Operations	<ul style="list-style-type: none"> <li>DFV Strategy developed and published.</li> </ul>	June 2025

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32	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"> <li>• <b>Community Corrections and Specialist Operations</b></li> </ul>	<p>Assistant Commissioner, Specialist Operations</p> <p>Assistant Commissioner, Community Corrections and Specialist Operations Project Delivery</p>	<ul style="list-style-type: none"> <li>• Additional Cultural Program Delivery positions for the Strong, Solid, Spirit (SSS) program at Lotus Glen Correctional Centre are embedded.</li> <li>• Planning for extension of the SSS program to Community Corrections is completed.</li> <li>• Delivery of First Nations AOD programs at Maryborough Correctional Centre is commenced.</li> </ul>	June 2025
33	Assess the viability of expansion of the Gangs Exit Program into Queensland correctional centres.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations</b></li> <li>• Custodial Operations</li> </ul>	<p>Assistant Commissioner, Community Corrections and Specialist Operations Project Delivery</p> <p>Assistant Commissioner, Custodial Operations</p>	<ul style="list-style-type: none"> <li>• Assessment of program viability in correctional centres completed.</li> </ul>	June 2025
34	Commence the Enhanced Community Corrections Pilot in Townsville.	<ul style="list-style-type: none"> <li>• <b>Community Corrections and Specialist Operations</b></li> </ul>	<p>Assistant Commissioner, Community Corrections and Specialist Operations Project Delivery</p>	<ul style="list-style-type: none"> <li>• Service design completed.</li> <li>• Planning for the pilot project, including procurement and recruitment activities, and engagement with universities commenced.</li> </ul>	June 2025
35	<p>Improve rehabilitation for women in prison:</p> <p>Continue to progress recommendations 147 (improve the provision of rehabilitation programs), 148, 149, 151, 152 (improve access to education programs), 153 and 155, and implement recommendations 154, 156, and 158 from the <i>Women's Safety and Justice Taskforce Report 2</i>.</p>	<ul style="list-style-type: none"> <li>• <b>Transformation Office</b></li> <li>• <b>Community Corrections and Specialist Operations</b></li> <li>• Workforce Culture, Integrity and Capability</li> <li>• Custodial Operations</li> </ul>	<p>Assistant Commissioner, Transformation Office</p> <p>Assistant Commissioner, Specialist Operations</p> <p>Assistant Commissioner, Policy and Legal</p> <p>Assistant Commissioner, Custodial Operations</p>	<ul style="list-style-type: none"> <li>• Review of existing rehabilitation programs and services for women in custody completed (Rec 147).</li> <li>• Review of incentives for prisoners to participate in rehabilitation activities completed (Rec 148).</li> <li>• Feasibility of funding phone calls, letters and emails to family, children and Elders assessed (Rec. 151).</li> <li>• Breaches of discipline practices in relation to withholding family contact reviewed (Rec 151).</li> <li>• Consultation with stakeholders on educational programs for women leaving prison initiated (Rec 153).</li> </ul>	June 2025

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36	Continue to maximise strategic arrangements and scalability of cyber security planning, investment and procurement.	<ul style="list-style-type: none"> <li><b>Organisational Capability</b></li> </ul>	Assistant Commissioner, Digital Services and IT	<ul style="list-style-type: none"> <li>Implementation of the QCS Cyber Security Strategy and Roadmap.</li> <li>Review and action Information Security Management System (ISMS) corrective actions identified within the ISMS Annual Return and Commissioner Attestation.</li> </ul>	June 2025