



Queensland Corrective Services
Business Plan 2018-19

Table of Contents

1. Purpose	2
2. Background.....	2
2.1 Our Vision.....	2
2.2 Our Purpose	2
2.3 Our Values	2
2.4 Our Culture.....	2
2.5 Our Commitment	3
2.6 Our Future State – Advancing Queensland’s Priorities	3
2.7 Our Strategic Objectives	3
2.8 Performance Indicators.....	3
2.9 Strategic Opportunities and Challenges 2018-19.....	4
2.10 Operational Priorities 2018-19	5
3. QCS Business Plan 2018-19.....	5

1. Purpose

The Queensland Corrective Services (QCS) Business Plan 2018-19 outlines the objectives, strategies and operational priorities that will be undertaken during 2018-19 to support the Strategic Plan 2018-22. The Plan reinforces QCS' commitment to the Queensland Government's objectives to keep communities safe, keep Queenslanders healthy and create jobs in a strong economy.

2. Background

This Business Plan is informed by the QCS Strategic Plan 2018-22, Government Election Commitments, Ministerial Charter Letter and the QCS 10 Year Plan.

2.1 Our Vision

Enhance the safety of Queenslanders through modern, sustainable and evidence-based corrective services to maximise rehabilitation and reduce recidivism.

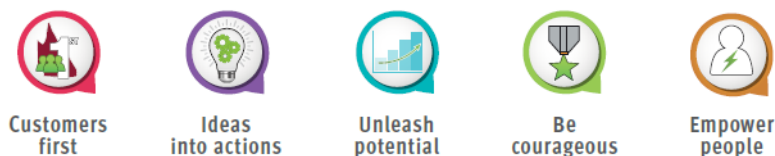
2.2 Our Purpose

To provide safe, modern and responsive correctional services which rehabilitate prisoners and offenders and prevent crime, making Queensland safer.

2.3 Our Values

Our values underpin everything we do and are the building blocks for our workplace culture. They guide our behaviour and decision making and support us in being a high performing, impartial and productive workplace that puts the people of Queensland first.

QCS shares the Queensland Public Service values:



2.4 Our Culture

QCS is committed to a positive and healthy workplace embedding the following attributes in our culture:

- Professional: we act ethically at all times providing the highest standards of service through diligence, efficiency, collaboration, sharing of knowledge and helping our co-workers, stakeholders, the community, prisoners and offenders.
- Integrity: we are impartial, act with honesty and truthfulness and treat prisoners and offenders with dignity and respect.
- Accountable: we are publically accountable for the provision of community safety through our actions.
- Innovative: we continually explore ideas, evidence-based best practices and research to improve correctional services.

2.5 Our Commitment

QCS delivers a safer community for Queensland with 11 high security and six low security correctional centres, 13 work camps, 34 Probation and Parole district offices and more than 140 reporting centres across State.

2.6 Our Future State – Advancing Queensland’s Priorities

QCS contributes to the Advancing Queensland’s Priorities: keep communities safe, keep Queenslanders healthy and create jobs in a strong economy. Advancing these objectives is part of the government’s long-term vision for the future of the state, guided by the Queensland Plan. We deliver on these priorities through:

- working closely with the Queensland Police Service, Courts and Youth Justice to ensure safer communities for Queensland;
- working with Queensland Health to improve prisoners and offenders’ general and mental health; and
- creating more than 4,500 direct jobs through the operation of correctional centres and probation and parole offices across Queensland, and indirect jobs through local businesses supplying goods and services.



2.7 Our Strategic Objectives

The QCS Strategic Plan 2018-22 outlines the following strategic objectives

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

2.8 Performance Indicators

The achievement of QCS objectives will be measured against the Report on Government Services 2018, the service standards articulated in the Service Delivery Statement 2018-19 and performance measures articulated in the QCS Strategic Plan 2018-22:

Safer correctional environments

- increased agency engagement (Working for Queensland Survey measure)
- Assault rates
- Escape Rates
- Lost time injuries

Humane management of prisoners and offenders

- Deaths from apparent unnatural causes
- Time out of cells
- Self-harm incidents
- Facility utilisation (per cent)
- Workforce who identify as Aboriginal and Torres Strait islander (per cent)

Partnering and community collaboration

- Financial value of work performed in the community by low security facilities and offenders on reparation orders
- In-prison re-entry support
- Post-release re-entry support
- Number of people enrolled on the QCS Victims Register

Stop crime

- Prisoners returning to corrective services with a new correctional sanction within two years (per cent)
- Offenders discharged from community corrections who returned with a new correctional sanction within two years (per cent)
- Successful completion of community-based orders
- Program completion rate, pre and post-release re-entry support and per cent of prisoners in education.

2.9 Strategic Opportunities and Challenges 2018-19

Becoming a stand-alone department provides significant opportunities and reflects the importance of the work we do. It also allows us to better focus on the current needs of the correctional system and how we can shape it into the future. In 2018-19 the department will work to:

1. Improve the safety of frontline corrective services officers.
2. Continue implementing the recommendations from the Queensland Parole System Review (Sofronoff Review).
3. Build a high performing culture where leadership, capability and systems increase our ability to share knowledge and information 'One QCS'.
4. Work collaboratively with other criminal justice agencies to implement agile and innovative responses to manage the increasing demand on the criminal justice system.
5. Build and maintain a mature, ethical and client focused workforce.
6. Successfully engage staff and stakeholders to deliver quality services that reduce recidivism.
7. Harness new technology to drive efficiency in our systems and operations.
8. Invest in the market to grow new intervention services.

2.10 Operational Priorities 2018-19

In 2018-19 QCS will focus on the following operational priorities:

- Provide leadership, training and professional development to promote safe, healthy and supportive workplaces.
- Ensure prisoner behaviour management policies support safer correctional environments.
- Work collaboratively with key stakeholders to build and maintain a mature, corruption-resistant culture.
- Optimise the investment of resources in world-class equipment, technology and facilities to meet current and future challenges within the correctional system.
- Provide correctional environments that promote the humane containment of prisoners and supervision of offenders.
- Deliver ethics training and awareness within QCS.
- Recognise, value and embed Aboriginal and Torres Strait islander peoples' perspectives across our business.
- Foster collaborative relationships with government agencies and non-government organisations to promote efficient service delivery and coordinated approaches to rehabilitation and reintegration.
- Promote the value of QCS and improve community awareness of our services, including services for victims and families.
- Partner with non-government and community organisations to increase reparation opportunities to the community.
- Reduce recidivism through the delivery of evidence-based rehabilitation and reintegration programs, education, training and support services.
- Disrupt crime through strong collaboration partnerships and information sharing with other criminal justice agencies.
- Improve responses to prisoners and offenders who are vulnerable or over-represented in the criminal justice system.

3. QCS Business Plan 2018-19

The QCS Business Plan 2018-19 outlines the operational priorities that will be progressed during the 2018-19 financial year by responsible business areas in support of the Government's Objectives and QCS' objectives and strategies. Senior Executive Management will be held accountable for the delivery of these operational priorities by their respective Deputy Commissioner's through their Senior Executive Officers' Performance Agreements.

The progress of these operational priorities will also be monitored through Quarterly Performance Report by the QCS Board of Management.

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
Provide leadership, training and professional development to promote safe, healthy and supportive workplaces				
Continue to deliver Emotional Resilience training	June 2019	<ul style="list-style-type: none"> Increase in the number of staff that have received the Emotional Resilience Training. 	<ul style="list-style-type: none"> Organisational Capability Custodial Operations Community Corrections and Specialist Operations 	3, 5
Continue implementation of succession planning for Custodial Operations and Community Corrections and Specialist Operations that provide opportunities for service integration and leadership development	June 2019	<ul style="list-style-type: none"> QCS will have a state-wide direction for secondment opportunities. QCS will have adopted a multi-layered, performance-based approach to building capability in leaders. Additional leadership courses are available at the QCS Academy. 	<ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations Custodial Operations 	1, 3, 5, 6
Develop and implement a new Probation and Parole training model through the QCS Academy	June 2019	<ul style="list-style-type: none"> Probation and Parole training model developed. Implementation plan for the roll out of the new model is developed. 	<ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations 	1,2,3,5
Implement the new Honours and Awards process	June 2019	<ul style="list-style-type: none"> The new QCS Honours and Awards process is implemented. 	<ul style="list-style-type: none"> Organisational Capability Office of the Commissioner 	3
Staff training requirements have been identified to support the new offender case management and assessment models	March 2019	<ul style="list-style-type: none"> Professional workforce requirements, recruitment strategies, staff training requirements and training plans 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	2, 3, 5, 7

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
		(including costs) have been collated and communicated.	<ul style="list-style-type: none"> Organisational Capability 	
Commencement of the QCS Workforce Strategy	June 2019	<ul style="list-style-type: none"> Review commenced and implementation of initial findings and recommendations has commenced. 	<ul style="list-style-type: none"> Organisational Capability 	3,5
Introduce a safety leadership approach to Workplace Health and Safety, including a zero harm strategy	June 2019	<ul style="list-style-type: none"> New strategy developed for the management of Workplace Health and Safety related issues. 	<ul style="list-style-type: none"> Organisational Capability Custodial Operations Community Corrections and Specialist Operations 	1,3
Rehabilitation Services Workforce Plan	June 2019	<ul style="list-style-type: none"> Workforce staffing levels and trends and growth in provision of professional rehabilitation intervention services has been collated and communicated. Ongoing capacity gaps are identified and proposals to address gaps are developed. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	3, 5, 6, 8
Practice support documentation developed for new offender case management and assessment models	June 2019	<ul style="list-style-type: none"> Clear practice guidelines supporting administration of assessments and execution of case management duties with prisoners and offenders have been endorsed and implemented. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	3, 5, 6, 7, 8
Establish an Enterprise Program Management Office (ePMO) to deliver best practice program and project management that enables strategic decision making, leadership, training, and professional development	June 2019	<ul style="list-style-type: none"> ePMO operating systems, processes, tools, templates and professional development offerings are established with KPIs including increased organisational capability. 	<ul style="list-style-type: none"> Organisational Capability 	3, 5, 8

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
Commence Organisational Structure (Roles and Responsibilities) and Governance Structure Reviews	June 2019	<ul style="list-style-type: none"> Review commenced and implementation of initial findings and recommendations has commenced. 	<ul style="list-style-type: none"> Organisational Capability 	3,5
Support staff by implementing an effective Organisational Change Management Strategy	June 2019	<ul style="list-style-type: none"> Change management is embedded in QCS program and project delivery. 	<ul style="list-style-type: none"> Organisational Capability 	3, 5
The QCS Research and Evaluation Unit will <ul style="list-style-type: none"> Host monthly Research Seminar Series, including both in person and webinars, Host annual Research Symposium, bringing experts from around the globe to speak with QCS frontline staff Establish a baseline measure for future evaluation of a revised Probation and Parole training model 	June 2019	<ul style="list-style-type: none"> Staff attend and engage with the seminar series and Research Symposium and positive feedback is received. Empirical evidence gathered and provided back to Probation and Parole. 	<ul style="list-style-type: none"> Organisational Capability 	2, 3, 4, 6, 7
Workplace Engagement Unit develops and delivers training on positive cultures within workplaces	June 2019	<ul style="list-style-type: none"> Positive participant feedback. Improved results in the Working for Queensland Survey 2019. 	<ul style="list-style-type: none"> Organisational Capability 	1, 3, 5
Increased suite of leadership development programs made available to staff	December 2018	<ul style="list-style-type: none"> Increase in the number of staff undertaking developmental programs. Positive feedback from program participants and supervisors. 	<ul style="list-style-type: none"> Organisational Capability 	1, 3, 5
Inspectors from the Office of the Chief Inspector to be accredited in Government Inspections and Investigations	June 2019	<ul style="list-style-type: none"> Inspectors enrolled or completed national accreditation. 	<ul style="list-style-type: none"> Office of the Chief Inspector 	3, 5
Commence Recruitment Process Review	June 2019	<ul style="list-style-type: none"> Review commenced and implementation of initial findings and recommendations has 	<ul style="list-style-type: none"> Organisational Capability 	4, 5

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
		commenced.		
Ensure prisoner behaviour management policies support safer correctional environments				
Complete operationalisation of Body Worn Cameras into all correctional centres	September 2018	<ul style="list-style-type: none"> All available and operational Body Worn Cameras are deployed daily. 	<ul style="list-style-type: none"> Custodial Operations 	1, 5, 7
The QCS Research and Evaluation Unit will: <ul style="list-style-type: none"> Undertake research into staff and prisoner assaults Evaluate the pilot of a new cell-sharing policy 	June 2019	<ul style="list-style-type: none"> Empirical evidence gathered and provided back to the front line. Empirical evidence gathered and provided back to Custodial Operations. 	<ul style="list-style-type: none"> Organisational Capability 	1, 3, 5
Use of Force Review	June 2019	<ul style="list-style-type: none"> Use of Force Review undertaken and recommendations identified to enhance staff safety. 	<ul style="list-style-type: none"> Custodial Operations 	1,3,5
Develop a Violence Reduction Strategy	June 2019	<ul style="list-style-type: none"> Violence Reduction Strategy is developed and recommendations identified to enhance staff safety 	<ul style="list-style-type: none"> Custodial Operations Community Corrections and Specialist Operations 	1
Develop a new QCS Drug and Alcohol Strategy	June 2019	<ul style="list-style-type: none"> Drug and Alcohol Strategy developed. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations Custodial Operations 	1,5
Commence Incentives and Earned Privileges Review	June 2019	<ul style="list-style-type: none"> Review commenced and implementation of initial findings and recommendations has commenced. 	<ul style="list-style-type: none"> Custodial Operations Community Corrections and Specialist Operations 	1,3,5

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
Work collaboratively with key stakeholders to build and maintain a mature, corruption-resistant culture				
Continue to engage with the Crime and Corruption Commission's (CCC) Taskforce Flaxton Inquiry and implement supported recommendations	June 2019	<ul style="list-style-type: none"> Ongoing engagement with the CCC to provide requested information, data and updates on initiatives. Work commenced on supported recommendations. 	<ul style="list-style-type: none"> Organisational Capability Custodial Operations Community Corrections and Specialist Operations 	5
Conduct a review to determine the adequacy and robustness of internal controls to appropriately identify, assess and manage fraud risks.	June 2019	<ul style="list-style-type: none"> Opportunities identified to improve fraud prevention processes given the breadth and dispersion of regional areas and services are implemented. 	<ul style="list-style-type: none"> Organisational Capability 	3, 5
Implementation of an appropriate risk management framework and the progress of risk management activities within QCS.	June 2019	<ul style="list-style-type: none"> Opportunities to improve how risks are identified, assessed and managed, both within divisions and across the department are implemented. 	<ul style="list-style-type: none"> Organisational Capability 	1, 3, 5
Review of the various instruments of delegations and limitations	June 2019	<ul style="list-style-type: none"> Review of the various instruments of delegations and limitations complete. Training and communication package completed and implemented. 	<ul style="list-style-type: none"> Organisational Capability 	3, 5
Establish and support the Audit and Risk Management Committee (ARMC) through a clearly defined charter. Ensure membership includes internal and external representatives.	October 2018	<ul style="list-style-type: none"> Committee established and operating under a charter endorsed by the ARMC and approved by the Commissioner. 	<ul style="list-style-type: none"> Organisational Capability 	3, 5
Develop a QCS Fraud and Corruption Framework Policy and Plan	June 2019	<ul style="list-style-type: none"> Established a working group to engage stakeholders. QCS Fraud and Corruption Framework Policy and Plan 	<ul style="list-style-type: none"> Organisational Capability 	3, 5

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
		implemented.		
Develop and implement projects relating to improving ethical standards within QCS	December 2018	<ul style="list-style-type: none"> Established a Discipline Reform Working Group. Implemented a New Discipline Model. 	<ul style="list-style-type: none"> Organisational Capability 	3, 5
Increase delivery of ethics training and awareness training within QCS	June 2019	<ul style="list-style-type: none"> Delivery of ethics and awareness training is increased. Number of staff accessing the training. 	<ul style="list-style-type: none"> Organisational Capability 	1,3,5
Optimise the investment of resources in world-class equipment, technology and facilities to meet current and future challenges within the correctional system				
Develop an Investment Management Model	June 2019	<ul style="list-style-type: none"> Investment Management Model developed. 	<ul style="list-style-type: none"> Organisational Capability 	7,8
Overcrowding and Infrastructure Implications Review	June 2019	<ul style="list-style-type: none"> Work commenced on implementing initial findings. 	<ul style="list-style-type: none"> Custodial Operations 	1,2,3
Continue the expansion of Capricornia Correctional Centre	June 2019	<ul style="list-style-type: none"> Construction commenced on 188 residential cells and 160 secure cells. 	<ul style="list-style-type: none"> Organisational Capability 	7
Continue work on the Digital Offender Management Environment	June 2019	<ul style="list-style-type: none"> Revised business case and benefits realisation plan completed for investment review. Work continued on Tranche 1. 	<ul style="list-style-type: none"> Organisational Capability 	1, 2, 3, 4, 5,7
Future technology Review	June 2019	<ul style="list-style-type: none"> Review commenced and potential technology initiatives identified 	<ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations 	1,4,7
Undertake a review of the Escort and Security Branch including equipment and vehicles	June 2019	<ul style="list-style-type: none"> Review completed and recommendations made for service improvements. 	<ul style="list-style-type: none"> Custodial Operations 	1,4

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
Continue work on drone detection technology	June 2019	<ul style="list-style-type: none"> Review and trial of drone detection and anti-drone technology. Conduct an evaluation of additional technologies in a prison environment to make our prisons safer, including the use of mobile drone detection technologies. 	<ul style="list-style-type: none"> Organisational Capability 	7
Provide correctional environments that promote the humane containment of prisoners and supervision of offenders				
Implementation of the revised elevated baseline risk policy and Prisoner of Concern (PoC) initiatives and other aligned initiatives	December 2018	<ul style="list-style-type: none"> All correctional centres have implemented the revised policy initiatives. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations Custodial Operations Organisational Capability 	1
<p>The QCS Research and Evaluation Unit will:</p> <ul style="list-style-type: none"> Undertake a survey of probation and parole offenders about their experience with supervision, and report back on findings Support the Office of the Chief Inspector to develop and refine a standardised prisoner and staff survey for use in inspections. 	June 2019	<ul style="list-style-type: none"> Empirical evidence gathered, and provided back to Community Corrections. Empirical evidence gathered for the Office of the Chief Inspector's use in inspection reports. 	<ul style="list-style-type: none"> Organisational Capability Office of the Chief Inspector Community Corrections and Specialist Operations. 	3, 6, 8
Safely manage 17 year old prisoners until the transition to Youth Justice is complete	February 2019	<ul style="list-style-type: none"> All 17 year-old prisoners are safely managed as per established practices until they are transitioned to Youth Justice. 	<ul style="list-style-type: none"> Custodial Operations 	4

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
Commence Dog Squad Review	June 2019	<ul style="list-style-type: none"> Review commenced. Implementation has commenced on initial findings. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations Custodial Operations 	1
Review of Healthy Prisons and Probation and Parole Inspection Standards and processes and embed greater consultation as a key process in achieving outcomes from inspections	June 2019	<ul style="list-style-type: none"> Standards updated, approved by QCS Board of Management and published online. Inspections completed against new standards. 	<ul style="list-style-type: none"> Office of the Chief Inspector 	3, 5, 6
Official Visitors program strengthened through the recruitment of additional Official Visitors	June 2019	<ul style="list-style-type: none"> Number of official visitors increased. Prisoners experience greater access to Official Visitors in correctional centres. 	<ul style="list-style-type: none"> Office of the Chief Inspector 	3, 5
Finalisation of Offender Management Framework	November 2018	<ul style="list-style-type: none"> The framework has been endorsed by QCS Senior Executives as the strategy guiding state-wide management of prisoners and offenders. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	2, 3, 5, 6
Implementation planning undertaken to support the transition to the end-to-end offender case management and assessment frameworks	June 2019	<ul style="list-style-type: none"> Completed implementation plans include endorsed governance structures, service pathways, future state rehabilitation service delivery models and a Parole and Assessment Unit function from within available resource base and workforces. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	2, 3, 5, 6
Ensure that projects delivered as part of the Queensland Parole System review (QPSR) are fit for purpose and	June 2019	<ul style="list-style-type: none"> Benefits delivered as defined in the QPSR portfolio plan. 	<ul style="list-style-type: none"> Organisational Capability Community 	2

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
meet the intent of the Final Report			Corrections and Specialist Operations	
Develop an organisational performance management framework	June 2019	<ul style="list-style-type: none"> Organisational performance framework developed and disseminated. 	<ul style="list-style-type: none"> Organisational Capability 	3, 5, 6
Develop a forward legislative program	December 2018	<ul style="list-style-type: none"> Legislation program developed and approved by the Minister. 	<ul style="list-style-type: none"> Organisational Capability 	2, 7
Work with Queensland Health in relation to the Offender Health Services Project	June 2019	<ul style="list-style-type: none"> QCS participating in the Offender Health Services Project Steering Committee. Feedback is provided and incorporated into the Report on Offender Health Services. 	<ul style="list-style-type: none"> Organisational Capability Custodial Operations 	1,2,4
Recognise, value and embed Aboriginal and Torres Strait islander peoples' perspectives across our business				
Commence implementation of the Cultural Liaison Officer model in line with Recommendation 64 of the QPSR	June 2019	<ul style="list-style-type: none"> Implementation of the Cultural Liaison Model has commenced. 	<ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations Custodial Operations 	2, 6, 8
Evaluations to be undertaken on: <ul style="list-style-type: none"> Canvass3 recruitment model Aurukun Reintegration project 	June 2019	<ul style="list-style-type: none"> Empirical evidence gathered, and provided back to Community Corrections 	<ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations 	3, 5, 6
Review and update QCS' Cultural Awareness program, including the development of an e-learning format, for future inclusion on QCS Learning Management System	April 2019	<ul style="list-style-type: none"> Program embedded within entry level training by March 2019. Positive feedback from program participants. Program ready to be rolled out across QCS after from July 	<ul style="list-style-type: none"> Organisational Capability 	3, 5, 6, 7, 8

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
		2019.		
Increase capacity of QCS to provide Aboriginal and Torres Strait Islander Mental Health First Aid training to staff	December 2018	<ul style="list-style-type: none"> An increase in the number of staff accredited to deliver the Aboriginal and Torres Strait Islander Mental Health First Aid program. Positive feedback from participants. 	<ul style="list-style-type: none"> Organisational Capability 	1, 3, 5, 6, 8
A targeted recruitment and professional development program to increase the numbers of Aboriginal people and Torres Strait Islander Official Visitors.	June 2019	<ul style="list-style-type: none"> More Aboriginal people and Torres Strait Islander people employed as Official Visitors. Aboriginal and Torres Strait Islander prisoners have access to culturally safe complaints system. 	<ul style="list-style-type: none"> Office of the Chief Inspector 	2, 3, 5, 6
Foster collaborative relationships with government agencies and non-government organisations to promote efficient service delivery and coordinated approaches to rehabilitation and reintegration				
In partnership with Queensland Health, roll out Opioid Substitution Treatment (OST) program to identified delivery sites	June 2019	<ul style="list-style-type: none"> Number of prisoners assessed as suitable and eligible for OST are initiated and maintained on the program. OST program is evaluated in stages in order to inform and refine effective implementation 	<ul style="list-style-type: none"> Custodial Operations Organisational Capability 	1, 2, 4, 6
Contribute to the completion of a report on long-term options for provision of housing for prisoners and offenders by the Interdepartmental Housing Taskforce (Recommendation 34 Queensland Parole System Review)	December 2018	<ul style="list-style-type: none"> The Interdepartmental Housing Taskforce's report has been provided to the QPSR Interdepartmental Committee. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations Organisational Capability 	2, 4, 6
Develop a Service Agreement between QCS and the Department of Transport and Main Roads (DTMR) for	December 2018	<ul style="list-style-type: none"> Signed service agreements between QCS and DTMR. Head lease agreements 	<ul style="list-style-type: none"> Community Corrections and Specialist 	4, 6, 8

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
the utilisation of DTMR properties for transitional housing for prisoners exiting custody		between QCS contracted re-entry providers and DTMR are in place.	Operations	
Implement the QCS Stakeholder Engagement Strategy	June 2019	<ul style="list-style-type: none"> Government and non-government stakeholders are engaged in reference groups, working groups and the implementation committee. 	<ul style="list-style-type: none"> Office of the Commissioner 	4, 6, 8
Work with the Queensland Government Statistician Office and local universities to establish strong partnerships to foster partnerships in research and statistics reporting	June 2019	<ul style="list-style-type: none"> Partnerships established and collaborative reports completed. 	<ul style="list-style-type: none"> Organisational Capability 	4, 6, 8
Work with the Griffith Criminology Institute to set up a memorandum of understanding and regular data sets into the Social Analytics Laboratory (SAL)	June 2019	<ul style="list-style-type: none"> Partnership formalised and data available to researchers and ePMO using the SAL 	<ul style="list-style-type: none"> Organisational Capability 	4, 6, 8
Work with the Queensland Sentencing Advisory Council (QSAC) to support QSAC's research into sentencing outcomes	June 2019	<ul style="list-style-type: none"> Providing data and information as required to QSAC to support the research. 	<ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations 	4, 6
Promote the value of Queensland Corrective Services and improve community awareness of our services, including services for victims and families				
Increase participation in activities and functions that support victims of crime	June 2019	<ul style="list-style-type: none"> Enhanced community awareness of the QCS Victims Register. Positive feedback from community groups and staff awareness of the QCS Victims Register. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	3
Deliver QCS' first stand-alone Royal Queensland Show (the Ekka) demonstration to promote the work of	August 2018	<ul style="list-style-type: none"> Number of visitors to the QCS stand. Positive feedback received. 	<ul style="list-style-type: none"> Office of the Commissioner 	3

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
QCS and its services				
<p>QCS Media and Communications Unit will:</p> <ul style="list-style-type: none"> • Develop a new external website to engage families and the community. • Engage with the media to provide information on the work of QCS and disseminate public safety information as necessary. • Use social media to engage the community and increase confidence in QCS and its work to keep Queensland safer. • Enhance the reputation of QCS and build the QCS brand. 	June 2019	<ul style="list-style-type: none"> • New website is live and promoted. • Number of visits to the webpage • Information provided to the community. • Positive feedback is received. • Increased community access to QCS social media platforms. 	<ul style="list-style-type: none"> • Office of the Commissioner 	3, 7
Partner with non-government and community organisations to increase reparation opportunities to the community				
Continue to work with the State Penalties Enforcement Registry for stage 1 of Work Development Order (WDO) program and relevant actions for stage 2	December 2018	<ul style="list-style-type: none"> • Ongoing participation in the stage 1 roll out. • Number of individuals supervised by QCS on a WDOs • QCS' involvement for Stage 2 is confirmed and relevant planning actions commenced. 	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations • Organisational Capability • Custodial Operations 	4
Support the CSRU project relating to understanding the factors for successful completion of community based orders	June 2019	<ul style="list-style-type: none"> • Empirical evidence provided to the community and key stakeholders. 	<ul style="list-style-type: none"> • Organisational Capability 	3, 4, 6, 8
Reduce recidivism through the delivery of evidence-based rehabilitation and reintegration programs, education, training and support services				
Deliver an increased number and range of rehabilitation programs to prisoners and offenders as per the	June 2019	<ul style="list-style-type: none"> • There is an increase in the number of programs delivered in correctional centres and 	<ul style="list-style-type: none"> • Community Corrections and Specialist 	2, 4, 6, 8

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
QPSR		community corrections.	Operations	
Revision of the Rehabilitation Service Delivery Model and implementation of new delivery structures and governance processes, where possible within existing resources	June 2019	<ul style="list-style-type: none"> Automated reporting for programs, education, re-entry supports improved performance reporting have been rolled out Delivery plans developed as per revised and endorsed models and resources available. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	2, 7
Improved delivery of sexual offending programs	June 2019	<ul style="list-style-type: none"> Finalisation of improved individual sexual offending intervention processes. Review of Inclusion program including further development and training as required has been undertaken. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	2, 4, 6, 8
Expansion of Alcohol and Other Drugs programs and services re-entry services	January 2019	<ul style="list-style-type: none"> Finalised procurement processes completed state-wide for expenditure of increased funding provided as a result of QPSR. Implementation of new programs and services state-wide within correctional centres and community corrections. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations Custodial Operations 	2, 4, 6, 8
Expansion of Bail Support Program	April 2019	<ul style="list-style-type: none"> Finalised procurement processes completed state-wide for expenditure of increased funding provided as a result of QPSR. Implementation of new programs and services state-wide within correctional centres 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations Custodial Operations 	2, 4, 6, 8

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
		and community corrections.		
Develop an evaluation framework for forensic programs within QCS, in partnership with external researchers	June 2019	<ul style="list-style-type: none"> An Evaluation Framework is endorsed and used to support future evaluations. 	<ul style="list-style-type: none"> Organisational Capability 	4, 6, 8
Evaluate the effectiveness of the: <ul style="list-style-type: none"> Cognitive Self Change Program Pathways Program Borallon Training and Correctional Centre model and approach 	June 2019	<ul style="list-style-type: none"> Empirical evidence gathered, and reported back to relevant business areas. 	<ul style="list-style-type: none"> Organisational Capability 	4, 6
Probation and Parole Thematic Review	October 2018	<ul style="list-style-type: none"> A comprehensive report that contains relevant, practical, evidence-based strategies for enhancing the on boarding and front end assessment of offenders commencing community-based supervision to reduce the risk of recidivism. 	<ul style="list-style-type: none"> Office of the Chief Inspector 	6, 7, 8
Disrupt crime through strong collaboration partnerships and information sharing with other criminal justice agencies				
Continue to support the roll out of Community Corrections High Risk Teams (HRT) throughout Queensland trial sites	June 2019	<ul style="list-style-type: none"> Implementation of HRT across trial sites Participation of Community Corrections in the interdepartmental working group 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	6, 8
Implementation of new processes to achieve Recommendation 84 QPSR regarding sharing of domestic and family violence (DFV) information across government	June 2019	<ul style="list-style-type: none"> Information sharing processes are in place between the Queensland Police Service (QPS), Parole Board Queensland and QCS for information regarding victims and perpetrator of DFV. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations Custodial Operations 	2, 3, 4

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
Strengthen relationships with law enforcement and security agencies to facilitate the exchange of intelligence to work together to combat and disrupt crime and keep Queensland safe	June 2019	<ul style="list-style-type: none"> QCS' information sharing processes with QPS, the Australian Federal Police, Australian Border Force, CCC, Australian Criminal Intelligence Commission and Department of Home Affairs, including proactive disclosures and regular meetings, are maintained. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	3, 4, 6
Commence Intelligence Review	June 2019	<ul style="list-style-type: none"> Increased liaison and consultation with Intelligence unit. Work with Intelligence and Investigations branch and CCC on investigations and increase potential to disrupt potential crime and corruption activity and prevent it from occurring. More proactive activities to deter crime and corruption. Number of activities disrupted/prevented. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	1, 5, 7
Work with the Department of Justice and Attorney-General to implement the Council of Australian Government's (COAG) commitment to ensure there will be a presumption that parole will not be granted to those persons who have demonstrated support for, or have links to, terrorist activity.	June 2019	<ul style="list-style-type: none"> Implementation of the COAG commitment. 	<ul style="list-style-type: none"> Organisational Capability 	4
Improve responses to prisoners and offenders who are vulnerable or over-represented in the criminal justice system				
Develop and trial a new service	June 2019	<ul style="list-style-type: none"> Project proposal developed and 	<ul style="list-style-type: none"> Community 	4,6,8

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
delivery model for prisoners with complex disability and mental health needs		<ul style="list-style-type: none"> approved. Pilot model developed. Established research base Number of prisoners successfully engaged with the National Disability Insurance Scheme. 	<ul style="list-style-type: none"> Corrections and Specialist Operations Custodial Operations Organisational Capability 	
Selection of new DFV program and oversight of trial in selected locations	June 2019	<ul style="list-style-type: none"> DFV program implemented. Number of prisoners and offenders with program completions. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	4, 6, 8
Enhancement of service delivery at the Townsville Women's Correctional Centre by CREST Re-Entry Service	June 2019	<ul style="list-style-type: none"> Service delivery enhanced by CREST Re-Entry Providers Open minds at Townsville Women's Correctional Centre. 	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	4,6,8
Conversion of Southern Queensland Correctional Centre as a women's prison	October 2018	<ul style="list-style-type: none"> Correctional centre successfully transitioned to a women's facility. 	<ul style="list-style-type: none"> Custodial Operations Organisational Capability Community Corrections and Specialist Operations 	1
Develop a 'Management of Women in Custody' Strategy to improve the outcomes of women prisoners	June 2019	<ul style="list-style-type: none"> The Management of Women in Custody Strategy has been developed. 	<ul style="list-style-type: none"> Custodial Operations Community Corrections and Specialist Operations 	2,6,
Custodial correctional centre thematic review – segregation	October 2018	<ul style="list-style-type: none"> A comprehensive report that contains relevant, practical, evidence-based strategies for minimising the segregation of prisoners. 	<ul style="list-style-type: none"> Office of the Chief Inspector 	5
Improve the range and access to	June 2019	<ul style="list-style-type: none"> Endorsed recommendations 	<ul style="list-style-type: none"> Community 	4, 6, 8

Action	Timeframe	How will we know if we have succeeded	Business Area/s responsible	Relevant opportunities and challenges
rehabilitation programs designed for Aboriginal and Torres Strait Islander people, by Aboriginal and Torres Strait Islander people		<p>made by the James Cook University have been implemented for progression between Human Resources, the Murridhagun Cultural Centre and Offender Rehabilitation Management Services.</p> <ul style="list-style-type: none"> • Review and co-designed redevelopment of the existing Aboriginal and Torres Strait Islander Sexual Offender Program. • Commencement of the co-design of a culturally appropriate domestic and family violence perpetrator program. • Staff practice guidelines for improved cultural considerations in assessment and reporting, including involvement of family have been developed. 	<p>Corrections and Specialist Operations</p> <ul style="list-style-type: none"> • Organisational Capability 	