

## Our vision

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

## Our purpose

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

## Our culture

- » Professional: we act ethically at all times providing the highest standards of service delivery 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 publicly 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.

## Our Future State Advancing Queensland's Priorities

Queensland Corrective Services contributes to the Advancing Queensland's Priorities: keep communities safe, keep Queensland's healthy and create jobs in a strong economy. 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.
- » 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.

## Strategic Objectives

### Safer correctional environments

#### Strategies

- » 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

#### Performance indicators

- » Increased agency engagement (Working for Queensland survey measure)
- » Assault rates
- » Escape rates



### Partnering and community collaboration

#### Strategies

- » 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 Queensland Corrective Services 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

#### Performance indicators

- » Financial value of work performed in the community by prisoners from 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

### Strategic risks and opportunities

Queensland Corrective Services proactively identifies and mitigates risks, in particular:

- » the safety of frontline corrective services officers
- » prisoners and offenders who are at-risk or pose a risk to the community
- » growing demand and complexity in the criminal justice system
- » fraud and corruption

We embrace opportunities to improve our business by:

- » building a high performing culture where leadership, capability and systems increase our ability to share knowledge and information as 'one QCS'

### Humane management of prisoners and offenders

#### Strategies

- » Provide correctional environments that promote the humane containment of prisoners and supervision of offenders
- » Deliver evidence-based, professional and responsive management of prisoners and offenders through streamlined service delivery and case management
- » Recognise, value and embed Aboriginal and Torres Strait Islander peoples' perspectives across our business

#### Performance indicators

- » Deaths from apparent unnatural causes
- » Self harm incidents
- » Facility utilisation (per cent)
- » Workforce who identify as Aboriginal and Torres Strait Islander (per cent)

### Stop crime

#### Strategies

- » Reduce recidivism through the delivery of evidence-based rehabilitation and reintegration programs, education, training and support services
- » Disrupt crime through strong collaborative 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

#### Performance indicators

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

- » continue implementing the recommendations from the Sofronoff Parole Review
- » building and maintaining a mature, ethical, and client focused workforce
- » working collaboratively with other criminal justice agencies to implement agile and innovative responses to manage the increasing demand on the criminal justice system
- » engaging staff and stakeholders to deliver quality services that reduce recidivism
- » investing in the market to grow new services.