

Business Model **review**

Organisational structure

Working smarter, working together
Building a better Department

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1.0 Introduction

A key outcome of the 2004 Business Model Review was a proposed organisational restructure. The proposed business model organises the Department of Corrective Services in a manner that enables it to achieve its objectives, deliver its core business, and meet its requirements and obligations for accountability in a more efficient and effective manner.

The guiding principles and parameters adopted and applied by the review team to determine the new structure included:

- where possible and logical, like and closely related functions and responsibilities should be grouped in the same organisational unit;
- placement of functions and responsibilities within the Department should be clear and unambiguous;
- the location of authorities for decision making within the Department should be clearly identified;
- decision making should be devolved to the field to the maximum extent feasible and prudent;
- the prime focus and responsibility of each organisational unit should be its essential “core business”;
- there should be an appropriate balance between governance, operations and accountability;
- there should be a diverse range of performance measurement, monitoring and accountability mechanisms for both organisational units and individuals;
- channels of communication, both internally and externally, should be clear and transparent;
- support for front line service delivery staff should be maximised;
- the devolution of decision making should be holistic, and consistent across all elements of managerial responsibility;
- responsibilities for specific functions and activities should be concentrated in single work units wherever possible, to provide a ‘critical’ mass and maximum staff resources to the relevant area;
- responsibilities for direct service delivery should be placed with the organisational unit best placed to deliver those services, together with the resources (both human and financial) to effect that delivery;
- organisational structures should be as ‘flat’ as practical;
- throughout the Department, decision making should be exercised within an appropriate risk management framework.

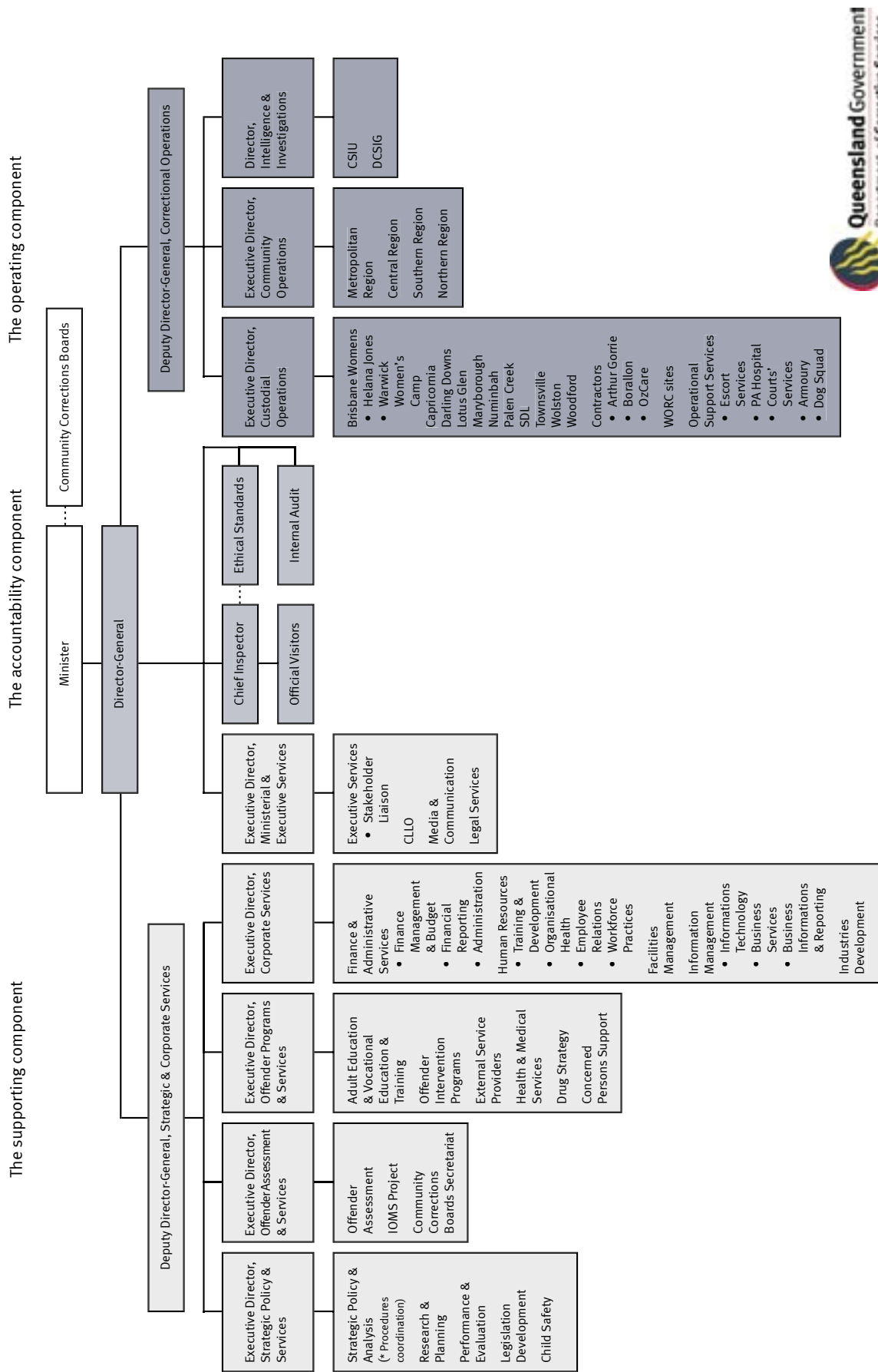
The new model reorganises the Department into three major components:

- the accountability component;
- the supporting component; and
- the operating component.

The Department will continue to perform the same functions as we do now but, for some of us, we are working in new Directorates in one these three components. Each of these components is explained in further detail within this document.

2.0 Organisational structure

Department of Corrective Services Organisational Structure - March 2005

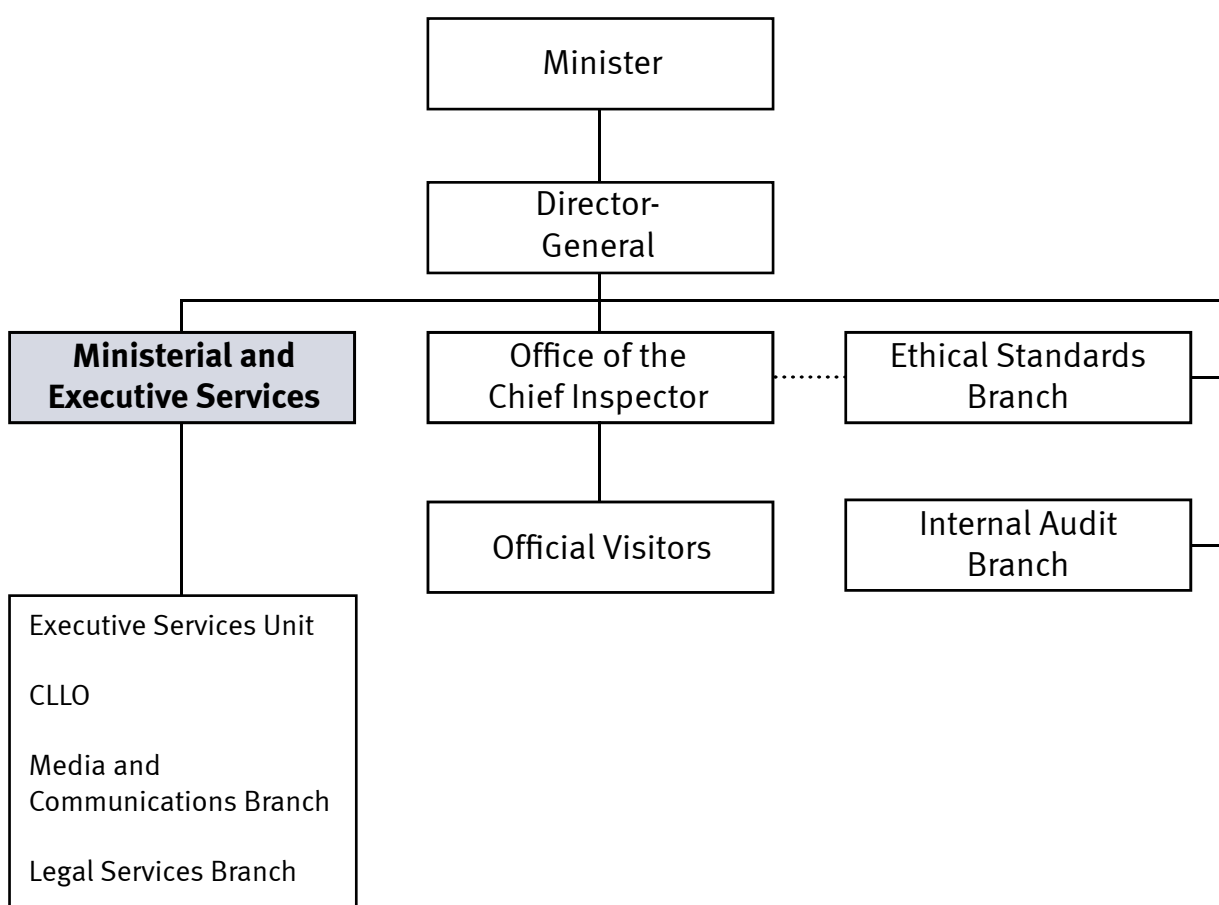


3.0 The accountability component

The accountability component of the Department is increasing the transparency of our business to external agencies, ensuring that the roles and performance of staff is more extensively understood by those agencies.

The accountability component of the organisation's structure includes the new position of Chief Inspector, with an independent inspectorial role and responsibility for the oversight of a rejuvenated Official Visitors Scheme, to support a strengthened accountability process. This component also includes the Ethical Standards Branch and the Internal Audit Branch.

The Executive Director, Ministerial and Executive Services reports directly to the Director-General, whilst also providing support services to the organisation, and has an administrative reporting relationship with the Ethical Standards and Internal Audit branches.



3.1 Office of Director-General

The chief executive of the Department, the Director-General, has overall accountability for the effective management of the Department and maintenance of professional relationships across Government. The Director-General reports directly to the Minister and is accountable to the Premier.

Significant changes:

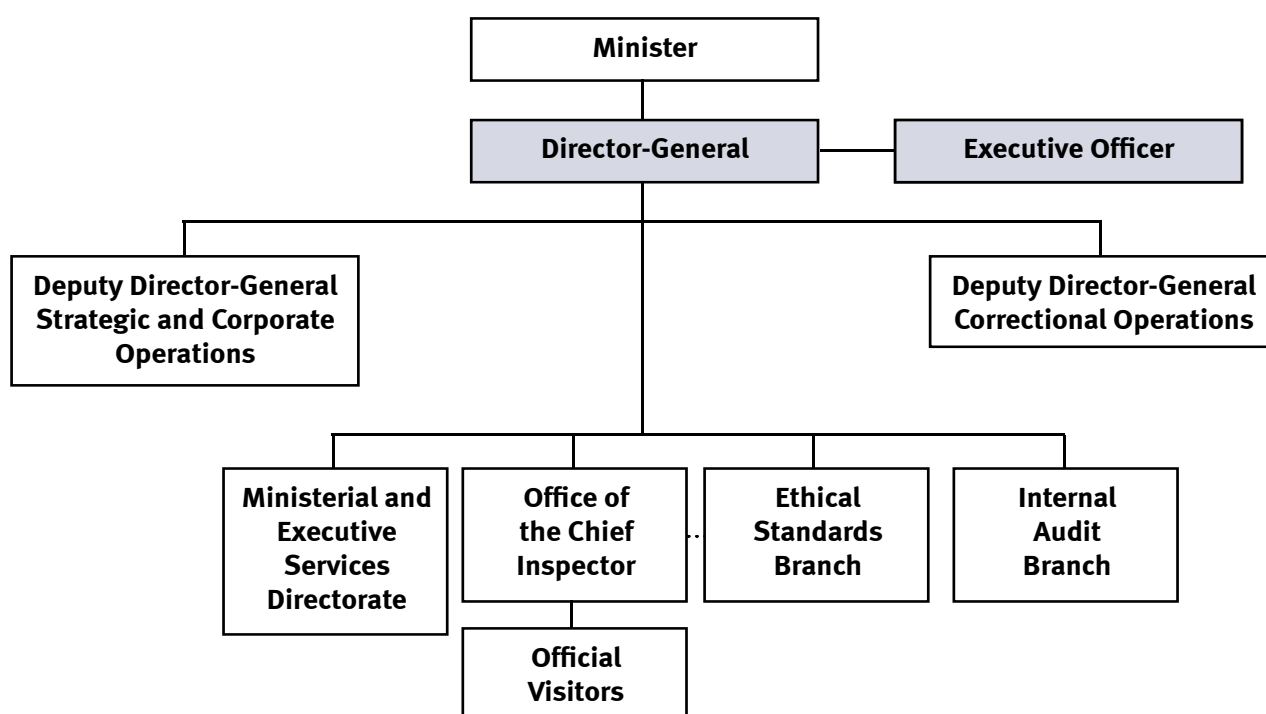
- The Office of the Director-General consists of the Director-General and the Executive Officer to the Director-General.
- Work units directly reporting to the Director-General have reduced to include only Ethical Standards, Internal Audit and the Chief Inspector.

Reporting relationship:

The following business groups report to the Office of the Director-General:

- Ministerial and Executive Services Directorate;
- Office of the Chief Inspector;
- Ethical Standards Branch; and
- Internal Audit Branch.

The Deputy Directors-General of the Strategic and Corporate Services Division and the Correctional Operations Division report directly to the Director-General.



3.2 Office of the Chief Inspector¹

The Chief Inspector has an independent, inspectorial role, as part of the strengthening of accountability measure and oversees the Official Visitors Scheme. The Chief Inspector provides external scrutiny of the performance of custodial corrective services facilities, not only their operational effectiveness but also the effects on offenders.

Significant changes:

- The Department's accountability component is supported by this new position of Chief Inspector to introduce a more effective form of external scrutiny and to revitalise the role of the Official Visitors.
- This Chief Inspector supports the Director-General in the investigation of matters, not only prison incidents, requiring external scrutiny and report.
- The Official Visitors Scheme will be reviewed.

Functions and accountabilities:

- To undertake inspection or review of a custodial corrective services facility or an aspect of a service in a custodial corrective services facility.
- When directed by the Director-General, to inspect a custodial corrective services facility or service/s offered by a custodial corrective services facility and report to the Director-General on the findings of the inspection.
- To appoint a person or persons to undertake such inspection on his/her behalf.
- To carry out the inspection function pursuant to s219(2) of the *Corrective Services Act 2000*.
- To coordinate the Official Visitors scheme, including the appointment of Official Visitors in accordance s211 and Part 6 of the *Corrective Services Act 2000*.

¹ BMR Recommendations 97, 99 and 100.

- Ensure the Official Visitors meet their functions and comply with any other requirements under the *Corrective Services Act 2000*.
- Oversee the effective functioning of the Official Visitors Scheme and the performance of the Official Visitors within all custodial corrective services facilities.
- To provide the Director-General with reports on specific matters of offender complaints when requested.

3.3 Ethical Standards Branch

Ethical Standards Branch acts as a high-level integrity testing group, responsible for the oversight of Crime and Misconduct Commission (CMC) liaison, it coordinates the complaints management function, provides investigation services and management, and further develops a culture of integrity through proactive education.

Significant changes:

- The Branch reports administratively to the Executive Director, Ministerial and Executive Services.
- It has a significant partnership role with the Office of the Chief Inspector.
- The Branch's role has been expanded to include the development, ongoing management and monitoring of the departmental complaints management system.²

Functions and accountabilities:

- Departmental misconduct investigations.
- s219 *Corrective Services Act 2000* investigations.
- Systemic trend identification, analysis and resolution.
- Integrity and investigations training.
- Facilitation of workshops and educational programs, such as Code of Conduct, public sector ethics and whistleblowers training, in an effort to enhance ethical and professional standards across the Department.

3.4 Internal Audit Branch

The Internal Audit Branch has an independent appraisal function to examine and evaluate departmental activities as a service to management. Specifically, the Internal Audit Branch exists to assist the Director-General in the effective discharge of its responsibilities by providing independent advice to the Director-General and senior management, which assists the Department to continuously improve its operational performance.

Significant changes:

- Internal Audit expands its responsibilities to include monitoring of private prison contracts.³

Functions and accountabilities:

- Reviews the Department's systems of internal control to ascertain whether the systems established by the Department provide reasonable assurance that the Department's objectives and goals will be met efficiently, effectively and economically.
- Provides advice to management on policy, procedures and practice relating to a wide range of issues.
- Continually seeks to strengthen the corporate governance of the Department by supporting its clients in improving their operations.

3.5 Ministerial and Executive Services Directorate

Ministerial and Executive Services provides preliminary advice and analysis to the Director-General on a range of significant and highly sensitive matters of Ministerial and Departmental importance including Cabinet and legislation matters, correctional policy, whole-of-government and inter-jurisdictional issues impacting on corrective services, and organisational goals and objectives. The Directorate manages the interface between the Office of the Director-General and the Minister's Office including the flow of strategic briefings, policy papers parliamentary briefings and correspondence.

The Directorate is headed by an Executive Director and includes Executive Services, Cabinet Legislation and Liaison, Media and Communications, Legal Services and the new position of Stakeholder Liaison.⁴

² BMR Recommendations 101-103.

³ BMR Recommendation 104.

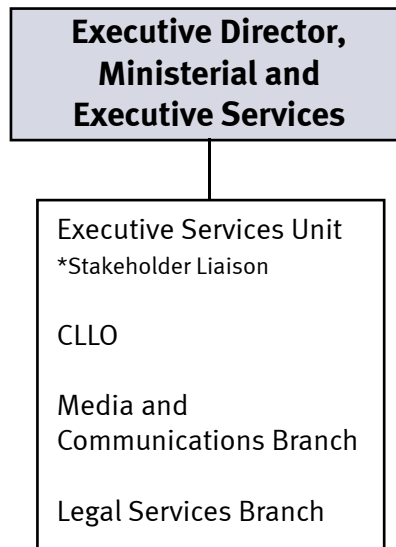
⁴ BMR Recommendation 90-92

Significant changes:

- The Directors of Media and Communication and Legal Services report directly to the Executive Director, Ministerial and Executive Services rather than the Director-General.

Reporting relationship:

The Ministerial and Executive Services Directorate reports directly to the Director-General. The Manager Executive Services, Cabinet Legislation and Liaison Officer, Director Media & Communications and Director Legal Services report directly to the Executive Director.

**Executive Services Unit**

This unit provides a range of executive services for the Office of the Director-General including:

- managing all departmental briefing material for the Minister and the Director;
- coordinating responses to Ministerial and Director-General correspondence;
- providing a Secretariat service to the Board of Management;
- coordinating and managing the Stakeholder Communication Strategy;
- providing a liaison service for the Office of the Minister;
- management of the Strategic Project Agenda; and
- reception for the Office of the Director-General.

Cabinet Legislation and Liaison

The Cabinet, Legislation and Liaison Officer (CLLO) manages Cabinet (including Community Cabinet and Regional Forum), Executive Council and legislative documents. The CLLO liaises with officers on procedures and documents for Cabinet, Executive Council and Parliament and provides advice on policy and operational matters on Cabinet and Parliamentary proposals.

Media and Communications Branch

The Media and Communications Branch is responsible for the Department's media and liaison functions and coordinates its work within the Ministerial and Executive Services function.

The Media and Communications Branch:

- develop and implement internal and external marketing and communications strategies in consultation with stakeholder departments, community groups, and most importantly, staff across the Department;
- research and compile material for departmental media releases, speeches, displays, presentations and web pages;
- research, write and edit articles for the department's monthly magazine *Corrections News*, including the management of layout, design and printing of the publication;

- assist in the coordination of promotional events;
- research, write and edit material for departmental publications such as the Annual Report and the Strategic Plan;
- provide desktop publishing services, including the production of posters, pamphlets, fact sheets and certificates;
- provide photographic services and maintain a photographic file;
- coordinate video, DVD and CD production; and
- provide multimedia and web design, including Flash and Power Point presentations.

In conjunction with this external focus, this Branch facilitates change in public perception of the role and responsibilities of the Department.⁵

Legal Services Branch

The role of the Legal Services Branch is, broadly, to deliver compliance, protection and resolution.

Legal Services advises the Department in relation to its compliance with legal obligations, including the Chief Executive's responsibilities under the *Corrective Services Act 2000* and other Statutes such as the *Freedom of Information Act 1992*. Legal Services manages the legal defence of the Department in a range of different legal areas such as common law litigation, discrimination, judicial review and workcover. The Branch also advises the Department on approaches to resolve contentious legal issues.

Within this broad framework, Legal Services also performs the following functions:

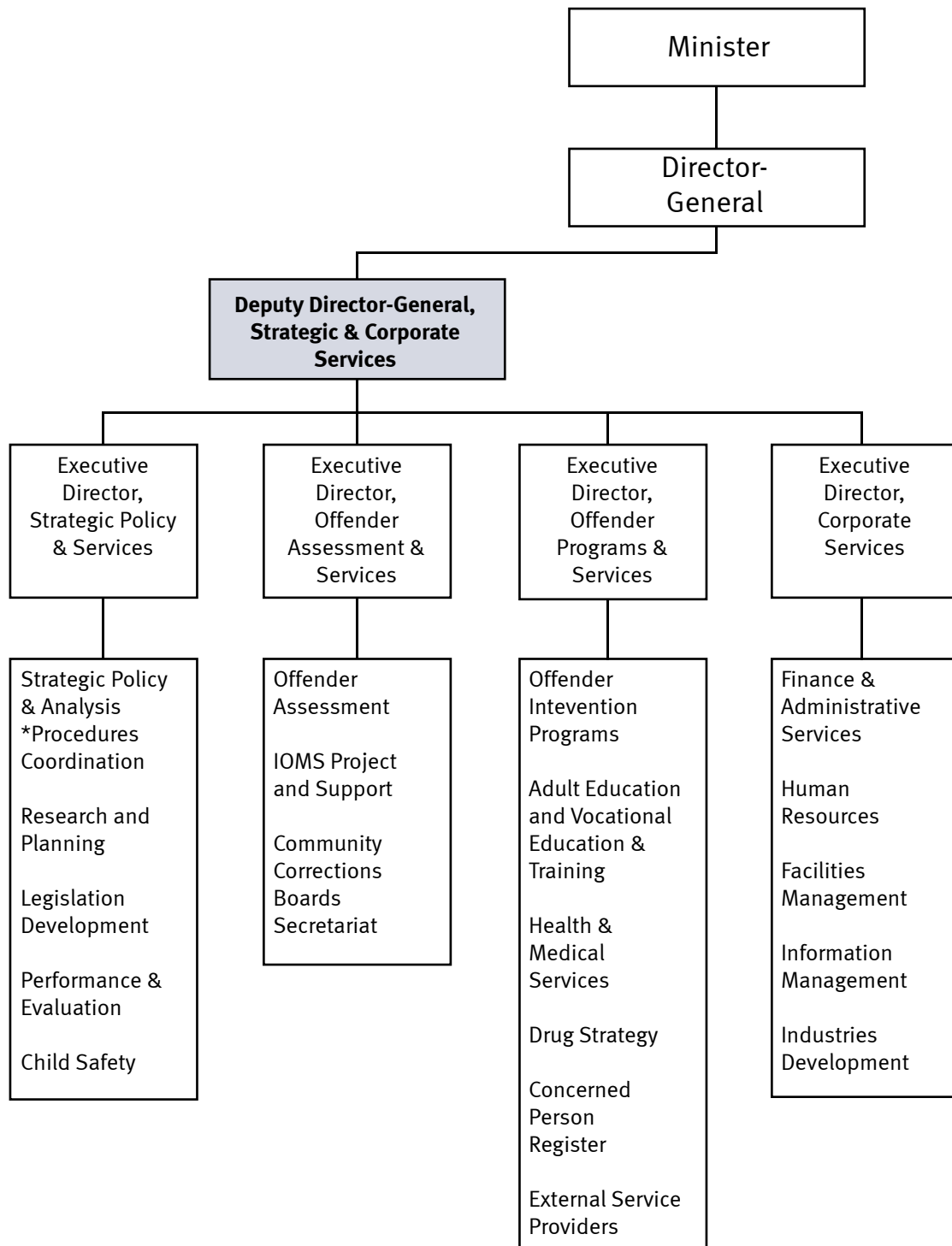
- processing Freedom of Information applications;
- advising on Privacy matters, including complaints;
- processing court documents such as subpoenas for departmental documents; and
- advising on contractual matters.

⁵ BMR Recommendations 95 and 96.

4.0 The supporting component

This new area is overseen by the Deputy Director-General, Strategic and Corporate Services. It consists of four directorates, each headed by an Executive Director who reports directly to the Deputy Director-General Strategic and Corporate Services.

The development of the supporting component sees a disappearance of existing two Directorates of Policy and Program Services and Operational Support Services, and a number of significant realignments of functions and responsibilities.



4.1 Office of the Deputy Director-General Strategic and Corporate Services

The Office of the Deputy Director-General, Strategic and Corporate Services provides strategic leadership, direction and coordination for the Department’s supporting components to ensure the efficient and effective development and delivery of organisational policies and corporate services that:

- support the organisation’s capacity to sustain viable policy settings for the State’s corrections system;
- support the organisation’s capacity to provide effective offender management and intervention strategies to meet whole of government priorities;
- build adequate research and policy development capacity to participate in an informed debate about decisions made by others (such as the Department of Justice and Attorney-General); and
- support the business to achieve its stated outcomes through an integrated approach to human resource services, financial services, evaluation services, information services, research services and administrative services.

The Strategic and Corporate Services Division operates in partnership with the Operations Division via a Service Level Agreement.

Significant changes:

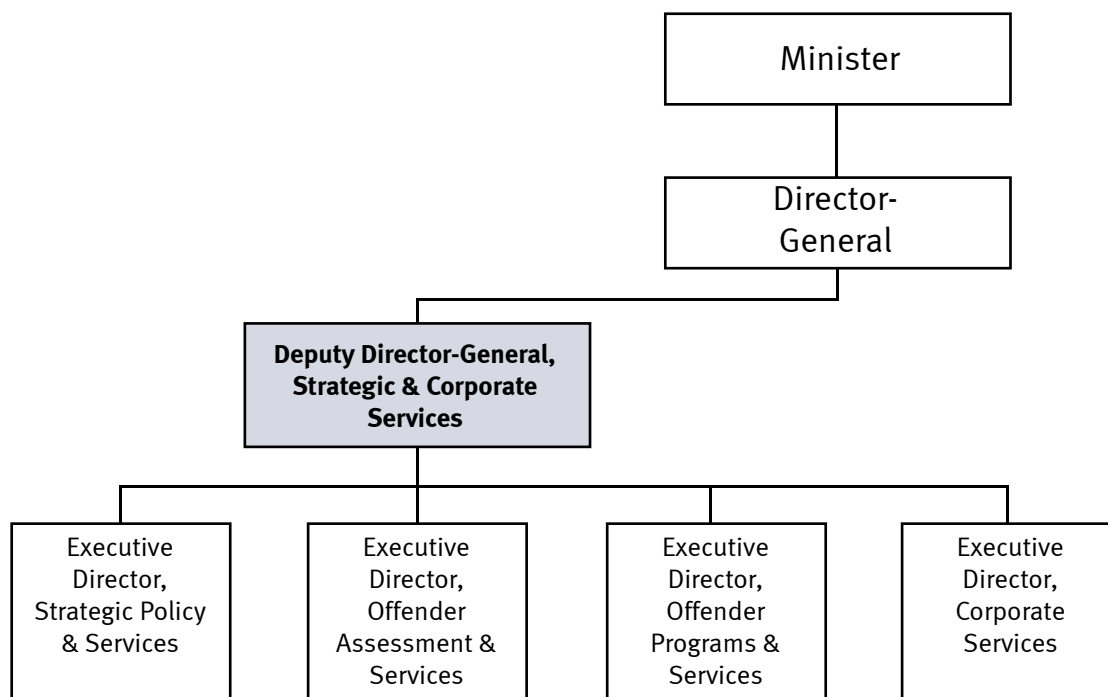
- The Office of the Deputy Director-General, Strategic and Corporate Services is a new element to the organisational structure of the Department.⁶
- Policy and Program Services Directorate has been restructured to create the Strategic Policy and Services Directorate and the Offender Programs and Services Directorate.

Reporting relationships:

The Deputy Director-General Strategic and Corporate Services reports to the Director-General, and meets formally with the Director-General and Deputy Director-General, Correctional Operations on a weekly basis.

The Executive Directors Strategic Policy and Services, Offender Assessment and Services, Offender Programs and Services and Corporate Services report directly to the Deputy Director-General, Strategic and Corporate Services.⁷

The Deputy Director-General is supported by an Executive Adviser and an Executive Support Officer.⁸



⁶ BMR Recommendation 4.

⁷ BMR Recommendation 6 - 7.

⁸ BMR Recommendation 93.

4.2 Strategic Policy and Services Directorate

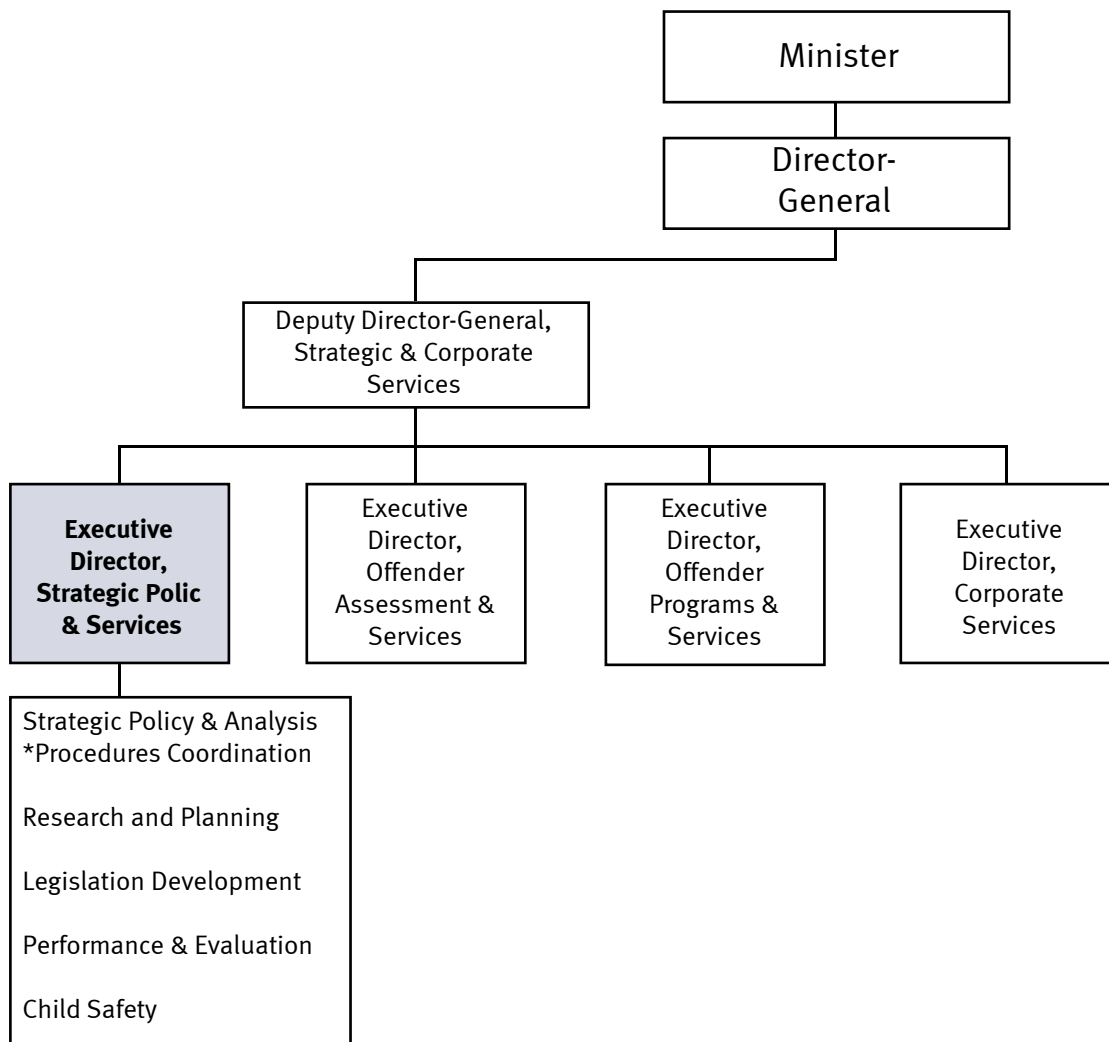
Strategic Policy and Services is comprised of three branches - Strategic Policy and Analysis (including Procedures Coordination), Research and Planning and Performance and Evaluation; and two units - Legislation Development and the Office of Child Safety.⁹

The creation of this new directorate has been based on the consolidation of like functions and skills to achieve a concentrated focus on strategic and substantive policy issues, to build an appropriate ‘critical mass’ of resources to ensure the timely resolution of major high priority tasks; and on the co-location of the policy, research and planning and performance functions, to ensure the strongest possible benefits from close relationships and co-operation.

Significant changes:

- Improved policy and legislation coordination and development.
- Improved research, planning and performance capabilities, through the realignment of these functions into discreet branches.
- Clearer guidelines for the development and authorisation of local, state-wide and strategic operational procedures.

Reporting relationships:



⁹ BMR Recommendations 46 – 49.

Strategic Policy and Analysis Branch

The challenge for this new branch is to provide evidence-based policy settings, to frame these in the Queensland Corrective Services context, to draw upon current practice and information from the Department for relevance to proposed policy settings and to articulate them throughout the organisation and across government and the community.

Its responsibilities also include the:

- monitoring and analysis of the policy challenges confronting the Department in the future; and
- coordination of departmental procedures and development of a new framework for procedures coordination.

The new procedures framework will include a hierarchy of procedures that identifies the current generic departmental procedures as clearly articulating practice intent and provides the necessary consistency with extant legislative and departmental policy frameworks. For day to day staff guidance and operating effectiveness, General Managers and Regional Directors will have the discretion to develop 'operational standards' which would be centre/region specific and clearly define the obligations, responsibilities and roles of officers in undertaking or responding to particular issues. Relevant operating Executive Directors will be delegated responsibility for approving, monitoring and auditing operational standards to ensure consistency with the generic procedures.

Research and Planning Branch

The Research and Planning Branch manages the Department's research, corporate planning and organisational risk management functions.

The Branch:

- provides strategic advice to the Board of Management and Senior Executive Group with respect to organisational goals and strategies, policy issues and whole of government issues impacting on corrective services;
- prepares the Department's strategic plan and co-ordinates the Department's operational planning process;
- prepares the Annual Report, the Ministerial Portfolio Statements and coordinates the Estimates process;
- conducts specific research on issues impacting on departmental business processes and the justice sector more widely; and
- coordinates risk management processes including developing and maintaining the corporate risk register and providing advice to management and staff on organisational risk management issues.

Performance and Evaluation Branch

Previously, the research and evaluation functions were undertaken across many areas of the organisation and lacked the critical mass to be effective. Given the nature of activity of the Department and the need for assurance that policies, programs and activities are meeting expectations, a measurably stronger research and evaluation function is imperative.

To achieve this, the research function has been aligned with the planning function and this will facilitate well-substantiated bids in the budgetary and CBRC processes. The evaluation function has been aligned with corporate performance reporting and will contribute to the assessment of performance measures.

The Branch has a strong leadership role in ensuring that the performance management and monitoring arrangements put in place within the Department are of the highest quality, and capable of contributing effectively to the Department's management, operations and accountability.

The Branch:

- prepares quarterly reports for Board of Management;
- ensures the Department's whole-of-Government corporate reporting obligations are met, including coordinating the preparation of the Priorities in Progress Report and the national Report on Government Services; and
- undertakes specific evaluations of departmental business processes and projects.

Legislation Development Unit

Legislative developments and amendments are policy driven processes and closely aligned with the strategic policy and planning functions. The Legislation Development Unit sits firmly within the charter of the Strategic Policy and Services Directorate, creating a seamless flow from research and analysis, to policy proposal to statutory proposal and development. The Unit will have an ongoing monitoring role of the *Corrective Services Act 2000* and will maintain a watching brief over the legislation within the justice and human services portfolios for their impact on the Department.

Owing to the recent review of the *Corrective Services Act 2000*, this unit will have a lead role in the coordination and development of a legislative process for this project.

Office of Child Safety

In accordance with statutory requirements and Government priorities, the Office of Child Safety has the primary responsibility to promote child protection on behalf of the Department and support its role in whole-of-government responses to child safety and protection, liaising with key agencies and the development of inter-agency agreements and partnerships.

The Office is the contact point for staff across the State with child safety issues or inquiries such as those relating to:

- 17-year-old offenders in the custody of the Department;
- pre-school aged children accommodated with their mothers or approved female prisoners in corrective services facilities;
- unborn children of female offenders;
- child visitors to corrective services facilities;
- children who live with or may have associations with offenders who are under community-based supervision; on community-based orders or who are likely to be associated with offenders upon discharge; and
- children who are substantially at risk because of the release of a child sex offender.

4.3 Offender Assessment and Services Directorate

This new Directorate has close working relationships with the Offender Programs and Services Directorate, and with the Custodial Operations and Community Operations Directorates. The Offender Assessment and Services Directorate's role is to monitor offender management processes, assessment of offenders, support the Offender Progression Review Committee, the successful implementation and ongoing development of the Integrated Offender Management Strategy, and provide support to offender management staff in the field. This directorate is also responsible for enhanced liaison with, and support for, the Community Corrections Boards.

Significant changes:

- Offender Assessment and Services is a new amalgamation of 3 business groups focusing on the assessment and sentence management of offenders and the integrated management of offenders through the system.¹⁰
- A key determinant in shaping the roles, responsibilities and structure of the Offender Assessment and Services Directorate is the return of significant delegated decision making responsibilities in offender management to the general managers of corrective services facilities. This delegation of responsibility will be supported by quality training from this Directorate.
- The Manager Community Corrections Boards and staff report to the Executive Director Offender Assessment and Services rather than the Community Corrections Directorate.

Functions and accountabilities:

Major activities in the Offender Assessment and Services Directorate are:

- providing quality assurance for the offender management process and training and support to staff responsible for offender management processes and decision making in the field¹¹
- developing the business processes for, and providing support to the Offender Progression Review Committee (OPRC)¹²

¹⁰ BMR Recommendation 50.

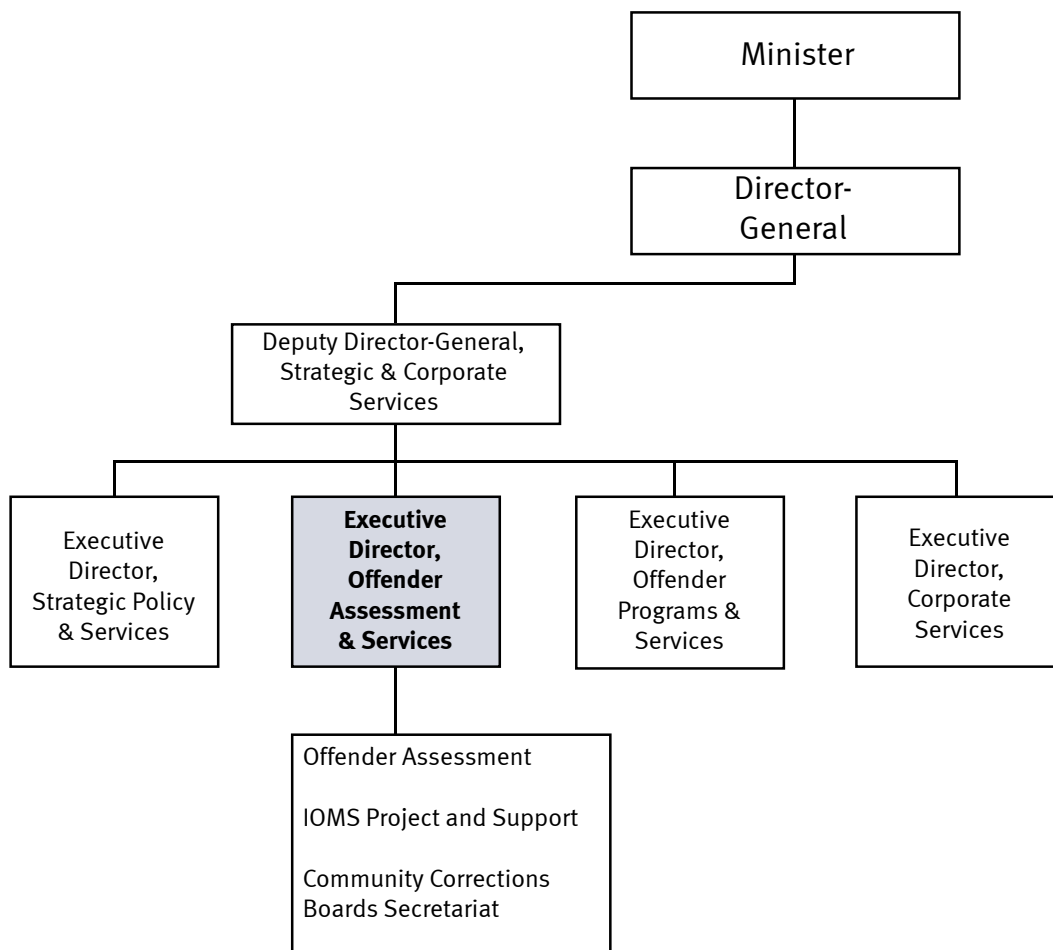
¹¹ BMR Recommendation 53.

¹² BMR Recommendations 54.

- providing support to the Serious Sexual Offenders Review Committee (SSORC) and preparing the weekly Ministerial notification
- responding to sentence calculation referrals
- providing training and support in the use of assessment tools such as the ORNI-R
- providing long-term service, support and ongoing evaluation of the Integrated Offender Management Strategy¹³
- providing secretariat support for the Community Correctional Boards.¹⁴

Reporting relationship:

The Offender Assessment and Services Directorate reports to the Deputy Director-General, Strategic and Corporate Services. The Executive Director provides leadership to the Director Offender Assessment and its Unit, Manager Community Corrections Boards, and whilst in existence, the Project Director of the Integrated Offender Management Strategy.



Offender Assessment Branch

The most significant functions of the new Offender Assessment Branch are the:

- identification of gaps in expertise and capabilities in centres;
- provision of training and support to offender management staff in the field; and
- monitoring of decision making, particularly for the high profile prisoners in the offender population.

¹³ BMR Recommendation 55.

¹⁴ BMR Recommendation 56.

The new branch will also:

- provide long-term service and support for, and ongoing evaluation of, the Integrated Offender Management Strategy;
- monitor data entry to ensure data integrity (for example ORNI-R);
- liaise with field staff using the system to ensure workflows are correct and where relevant mount business cases for modifications and/or enhancements; and
- provide secretariat support to the Offender Progression Review Committee (formerly SOC) and the Serious Sexual Offenders Review Committee (SSORC).

Integrated Offender Management Support (IOMS) Unit

This new unit coordinates the governance structures that are required to ensure the on-going sustainability of IOMS. The role of business process support is to monitor the performance of IOMS, as well as provide strategic guidance as to the level of continual improvement and business process integration that the Department requires ensuring that IOMS benefits are realised. Business process support also manages and co-ordinates those staff providing application functional support.

Community Corrections Board Secretariat

Community Corrections Board (CCB) Secretariat manages and administers the Queensland CCB and the regional CCBs, acts as an advisory body to the Department in relation to board matters, and provides advice to board members on community corrections issues. Business improvements to the CCB Secretariat will:

- ensure that the information provided to the Boards meet appropriate standards;
- ensure board members can easily access necessary information, are well briefed on each case and have adequate advice about legislative and other relevant matters; and
- promote more reliable decision making at this level through effective departmental liaison with the boards.

4.4 Offender Programs and Services Directorate

This new Directorate has close working relationships with the Offender Assessment and Services Directorate, and with the Custodial Corrections and Community Corrections Directorates. The Offender Programs and Services Directorate includes: Health & Medical Service, the new Adult Education, Vocational Education and Training (AEVET) Branch; the new Drug Strategy Unit; Concerned Persons Unit; External Service Providers and Intervention Programs.¹⁵ The Directorate has the principal responsibility to provide a coordinated approach to offender program delivery, drug prevention and detection, health and medical, and chaplaincy services.¹⁶

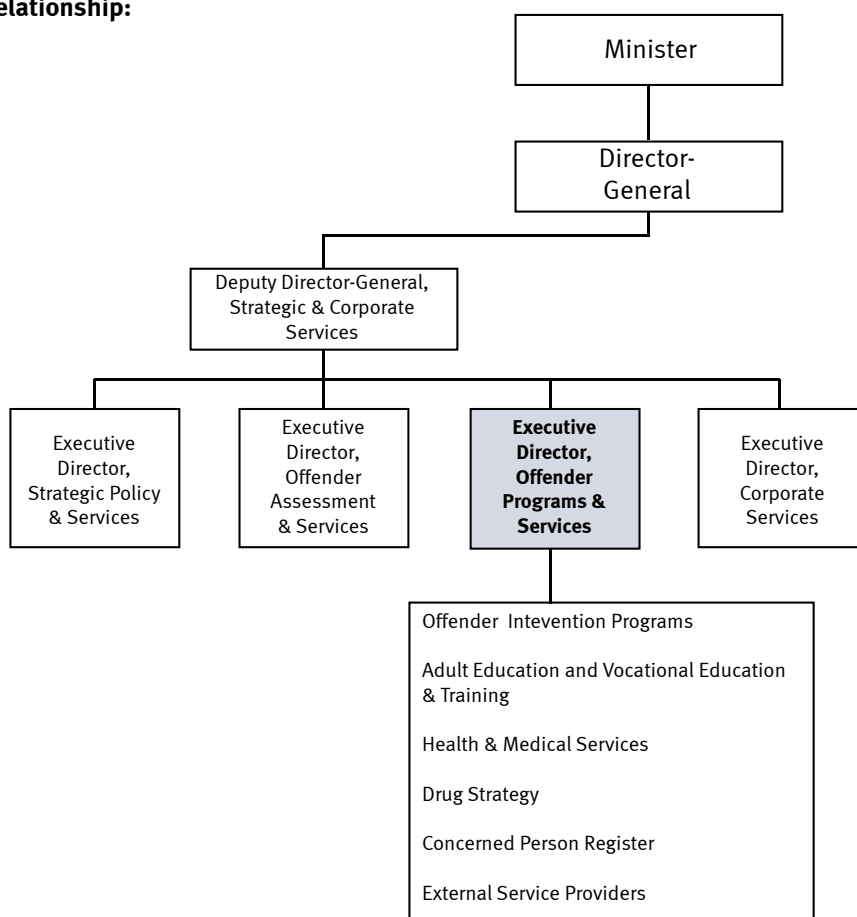
Significant changes:

- Increased flexibility for the delivery of programs in both custodial and community corrections.
- The new Drug Strategy Unit will coordinate the delivery of the Department's drug strategy initiatives and ensure the widest and best possible use of information from drug testing regimes.
- Management of the Prisoner Artwork Program now resides with AEVET.
- Concerned Persons Support resides in this Directorate.
- Strong reconnection between the programs area and the operating environment, to ensure that the programs and supporting services which are provided meet the needs of those delivering the service.
- A greater integration of VET with industries across the centres.

¹⁵ BMR Recommendations 63, 65, 67, 70 and 72.

¹⁶ BMR Recommendation 58.

Reporting relationship:



Offender Intervention Programs Branch

Offender Intervention Programs Branch has a lead role in:

- the design of intervention programs, standards and guidelines, informed by best practice and consultation with those who deliver them;
- developing intervention programs that are informed by best practice research and evaluations;
- building collaborative partnerships with other agencies on program design and delivery, including consultation with representatives of non-government organisations and stakeholders;
- monitoring and supporting a broadly based flexible program delivery service¹⁷; and
- managing the Program Accreditation Panel.¹⁸

The Offender Intervention Programs Branch¹⁹ will also work collaboratively within the agency to assist the determination of appropriate budgets for program development and delivery, and the development of a performance measurement framework and comprehensive evaluation methodology²⁰ for programs.

Adult Education, Vocational Education and Training Branch

This Branch:

- consults and negotiates with correctional centres to establish training requirements for prisoners;
- provides advice on current qualifications which will assist centres to select qualifications/courses appropriate for prisoners to meet community employment needs;
- is responsible for the monitoring of training and the support given to both correctional centres and the contracted service providers;

¹⁷ BMR Recommendation 61

¹⁸ BMR Recommendation 60

¹⁹ BMR Recommendation 59

²⁰ BMR Recommendation 62

- supports the Post Release Employment Assistance Service which assists prisoners to develop vocational skills and find employment after release;
- coordinates the Prisoner Artwork Program²¹;
- in partnership with DET, provides nationally accredited training to all custodial and some community custody centres.

Health and Medical Services Branch

The Health and Medical Services Branch ensures the provision of health and medical services to prisoners is consistent with services available in the community. The Branch works collaboratively with Queensland Health and has the responsibility to pursue the possible expansion of mental health services in custodial centres²².

Drug Strategy Unit

The Drug Strategy Unit leads the planning and implementation of a holistic approach to the detection, prevention and intervention of illicit drugs into correctional facilities. It has a dual role in supporting the delivery of therapeutic programs to address illicit drug use by offenders.²³

Concerned Persons Support Unit

Concerned Persons Support Unit provides timely and accurate information to victims of crime about an offender who has been convicted of an offence of violence.²⁴

External Service Providers Unit

The External Service Provider Unit manages the provision of service from external organisations, including Chaplaincy Services, transport assistance for visitors, and other non-core services, which are directly or indirectly funded by the Department.²⁵

4.5 Corporate Services Directorate

The Corporate Services Directorate retains existing responsibilities such as finance, human resources, information management and facilities services. The Corporate Services Directorate assumes responsibility for certain contract management functions, and for a new Industries Development Unit, whose purpose is to lead and foster major new reform initiatives in the area of prison industries.²⁶

Significant changes:

- Enhancements to capabilities and responsibilities in areas such as finance and human resources, with the transfer of resources and functions from the operational directorates, policy directorate and the Operational Support Services, and the extension of responsibilities in areas such as workforce planning and education and training.
- Enhanced corporate services (finance, human resources, information management and facilities) which will result in better collaboration with, and support to, staff of the Department.
- Improved recruitment and training processes to be developed for new and existing staff in community and custodial corrections.
- Some functions of Finance and Administrative Services have transferred to the Facilities Management Branch including: coordination of the Department's office leases; management of the Department's insurance program; development and coordination of the Department's energy management issues; and State Law Building accommodation management.

²¹ BMR Recommendation 64

²² BMR Recommendation 66

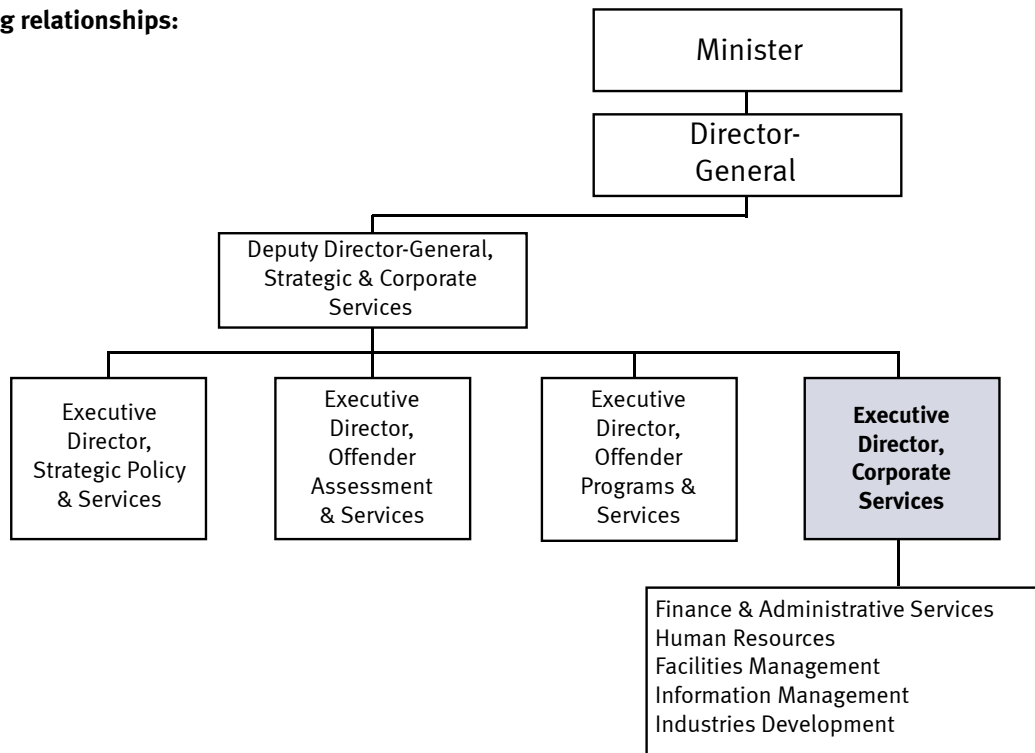
²³ BMR Recommendations 72-73

²⁴ BMR Recommendations 70-71

²⁵ BMR Recommendations 67-69

²⁶ BMR Recommendation 109.

Reporting relationships:



Finance and Administrative Services Branch

Finance and Administrative Services Branch is responsible for efficient and effective financial management, the compilation and submission of the department's budget to Treasury Department and its subsequent monitoring and control, and for providing financial and administrative services and advice. Finance and Administrative Services Branch now provides fleet management, procurement, contract development and management services. Staff from the previous Contract Monitoring Unit in Operational Support Service Directorate report to the Director Finance and Administrative Services to effectively support management and administration of contracts of private providers.

Human Resources Branch

The Human Resources Branch provides support and advice on employment related and workforce planning activities, including training and development, employee relations and organisational health and safety. Officers from other central office directorates performing human resource related roles, are now part of the HRS Branch, these staff are specifically involved in the Aboriginal and Torres Strait Islander Recruitment and Retention Strategy and provision of training for Indigenous staff. The Branch will be undertaking a number of significant projects to support the implementation and achievement of the business model review, including the Learning and Development Board.

Facilities Management Branch

The Facilities Management Branch is a new name for the Facilities Services Branch²⁷. It is responsible for a range of design, provision and maintenance activities in support of the department's correctional facilities, including the delivery of the major and minor capital works program, leases, accommodation, Asset Strategic Plan and energy and waste management.

Information Management Branch

The Information Management Branch provides management and technological support for the Department's information systems including major systems design or modifications. The branch also has responsibility for records management, business information and systems reporting and business services as part of its role in managing information on behalf of the Department.

Industries Development Unit

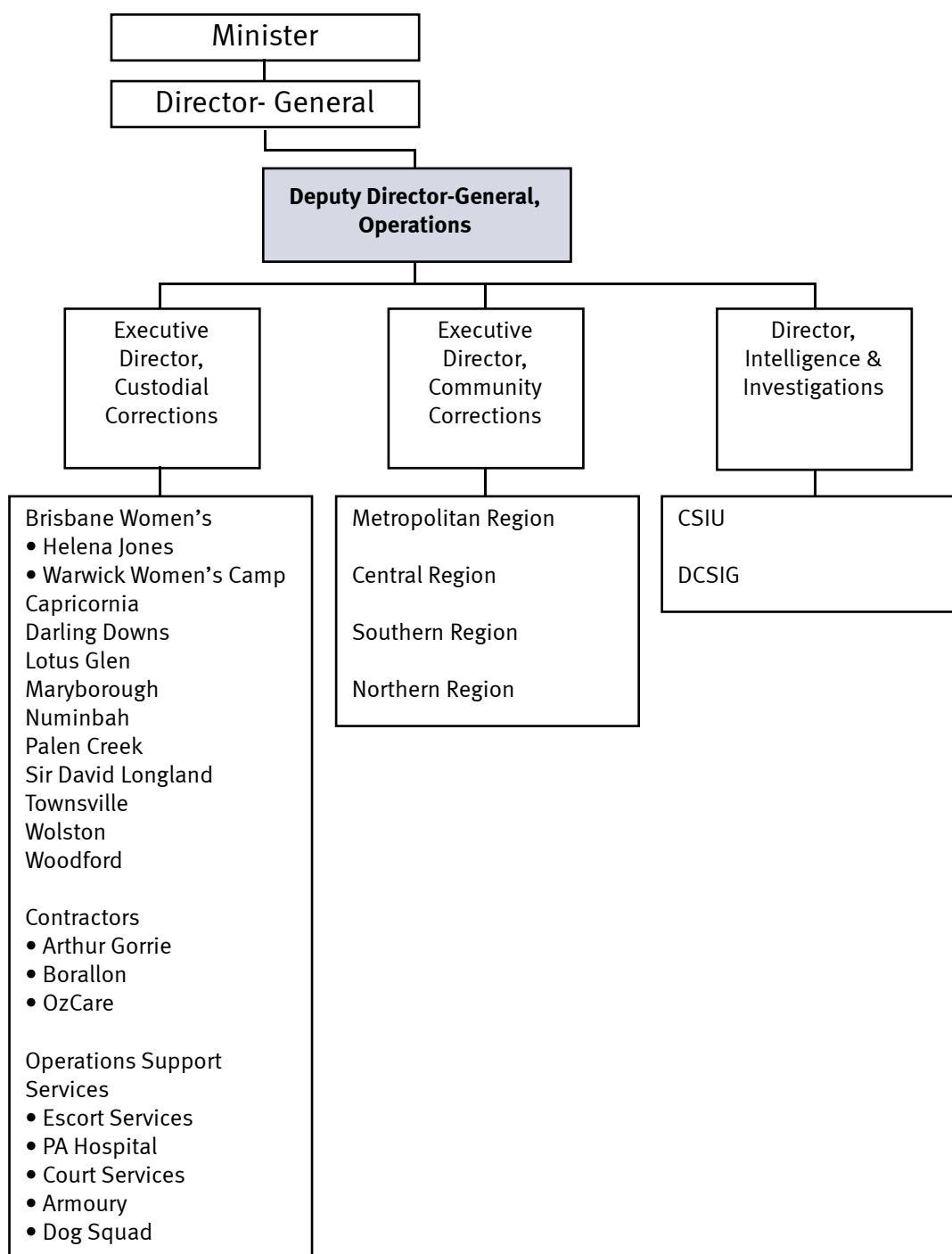
The core functions of the new Industries Development Unit are to develop a long-term strategic industry plan for viable industries on a State-wide bases that will effectively rehabilitate prisoners in line with the Government's priority of safer and more supportive communities, and to optimize contracting opportunities and coordinate development opportunities with the Department of State Development and Innovation.

²⁷ BMR Recommendation 88.

5.0 The operating component

The operating component, which is the responsibility of the Deputy Director-General Correctional Operations, contains three organisational units. They are Custodial Operations, Community Operations, and a new division of Intelligence and Investigations, which groups the Department of Corrective Services Intelligence Group with Corrective Services Investigation Unit.

The alignment of community and custodial operations directorates will give staff improved access to, and increased confidence in, offender management information. This will create more reliable integrated offender management which provides staff with the “bigger picture” of an offender’s progress through the corrective services system.



5.1 Office of the Deputy Director-General Correctional Operations

The Office of the Deputy Director-General Correctional Operations provides leadership and direction for the Custodial Operations, Community Operations, and Intelligence and Investigations business groups to ensure the efficient, effective and outcomes-focused delivery of correctional services and programs.

The Custodial and Community Corrections directorates are the major organisational units, within the operational area of the Central Office of the Department, with responsibilities for the management of service delivery units in the field.

The Correctional Operations division operates in partnership with the Strategic and Corporate Services division via a Service Level Agreement.

Significant changes:

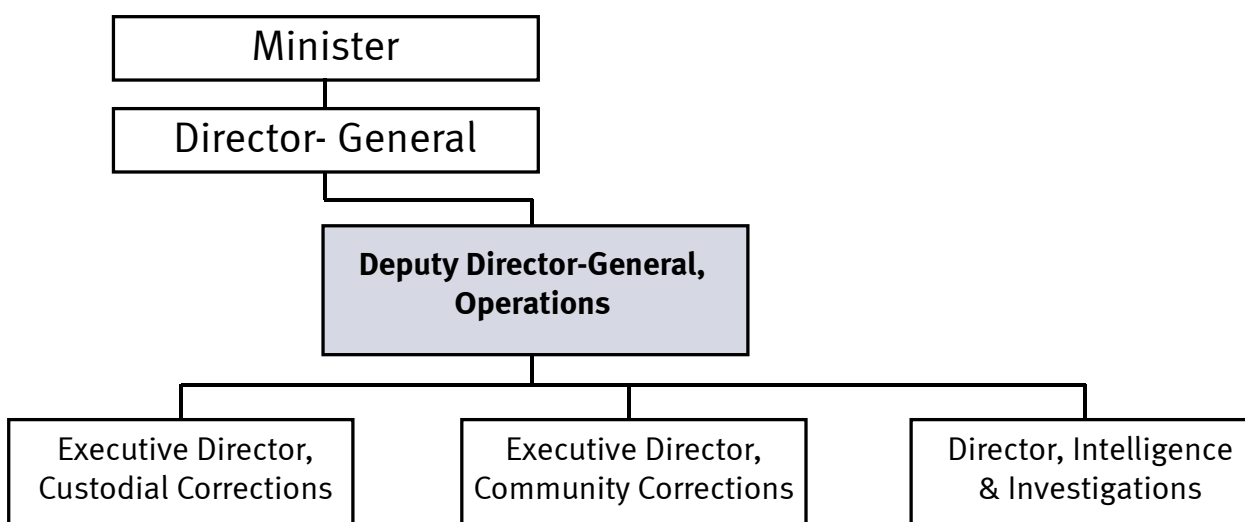
- The operating component within the new organisational structure comprises three units – the existing directorates of Custodial Corrections and Community Corrections (although renamed), and a new division of Intelligence and Investigations.
- The Custodial Operations and Community Operations directorates are focusing more on their respective ‘core’ businesses – the management and supervision of offenders in custody, and the management and supervision of offenders placed in the community.
- A new Division of Intelligence and Investigations is created.
- A number of significant realignments to functions and responsibilities in these three areas has occurred to ensure that “like and closely related functions” are grouped in the same organisational unit. Essentially, all human resources, financial management, and other similar service functions undertaken by the directorates reside with the Corporate Services Directorate.
- The Custodial and Community directorates focus on performance management, development of operating standards and monitoring of their respective operational activities.
- Responsibility for the majority of operational decisions will rest with the respective General Managers and Regional Directors operating within a risk management framework.

Reporting relationships:

The Deputy Director-General Correctional Operations reports to the Director-General, meeting formally with the Director-General and Deputy Director-General Correctional Strategic and Corporate Services on a weekly basis.

The Executive Directors Correctional Operations, Community Operations and Director Intelligence and Investigations report directly to the Deputy Director-General Correctional Operations.

The Deputy Director-General is supported by an Executive Adviser and an Executive Support Officer.



5.2 Intelligence and Investigations Division

The Intelligence and Investigations Division²⁸ is comprised of two units, Department of Corrective Services Intelligence Group (DCSIG) and the Corrective Services Investigation Unit (CSIU), and has a strategic intelligence focus and a coordination focus to ensure that intelligence and criminal investigation information is gathered and provided to immediate operational support areas across the Division, and to support longer-term departmental planning and performance in the areas of, for example, security, drug strategy and offender progression.

Significant changes:

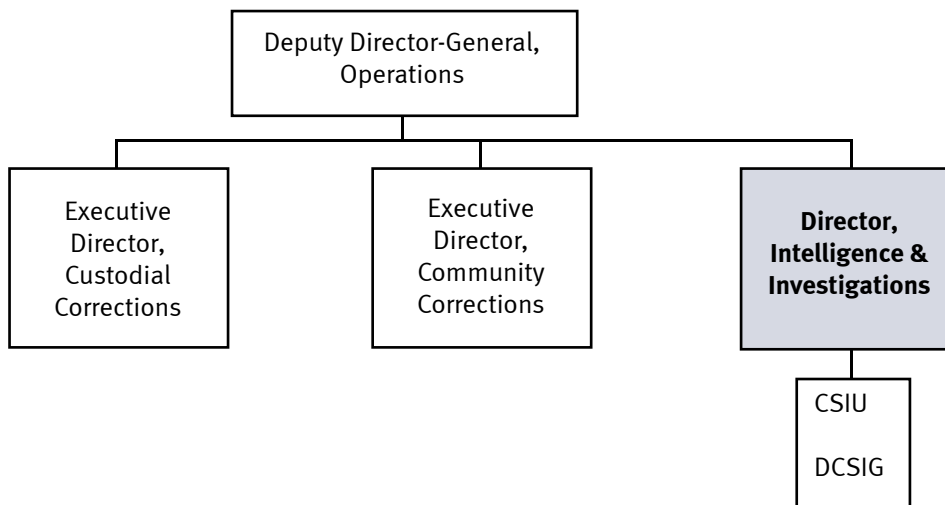
- Having both the CSIU and DCSIG reporting to the same Director will ensure a strategic focus and coordinated and unified approach to both the intelligence and criminal investigation functions.
- Closer configuration of the Department's intelligence units will mean a more effective intelligence network and increased communication and support for intelligence advisors, analysts and support staff.
- Much stronger focus on strategic intelligence and assessments on the part of DCSIG and a greater sharing of information between DCSIG and CSIU.

Functions and accountabilities:

- DCSIG provides a centralised intelligence coordination capability within the Department.
- The CSIU is a unit of the State Crime Operations Command of the Queensland Police Service, located within the Department, and is responsible for investigating instances of criminality within the corrections environment, both within and external to custodial centres and community corrections.

Reporting relationships:

Both units report to a new position of Director, Intelligence and Investigations, with this position reporting to the Deputy Director-General, Correctional Operations.



5.3 Custodial Operations Directorate

Custodial Operations directorate has the responsibility for managing the State's custodial services. The directorate includes all custodial centres and facilities (secure, open, community, public, and privately operated), operational support services and the operational monitoring of centres. The dominant dimension for all of these facilities is that all the offenders they house are in some form of custody, and it is this dimension which determines placement of the responsibility for their management and supervision.

Significant changes:

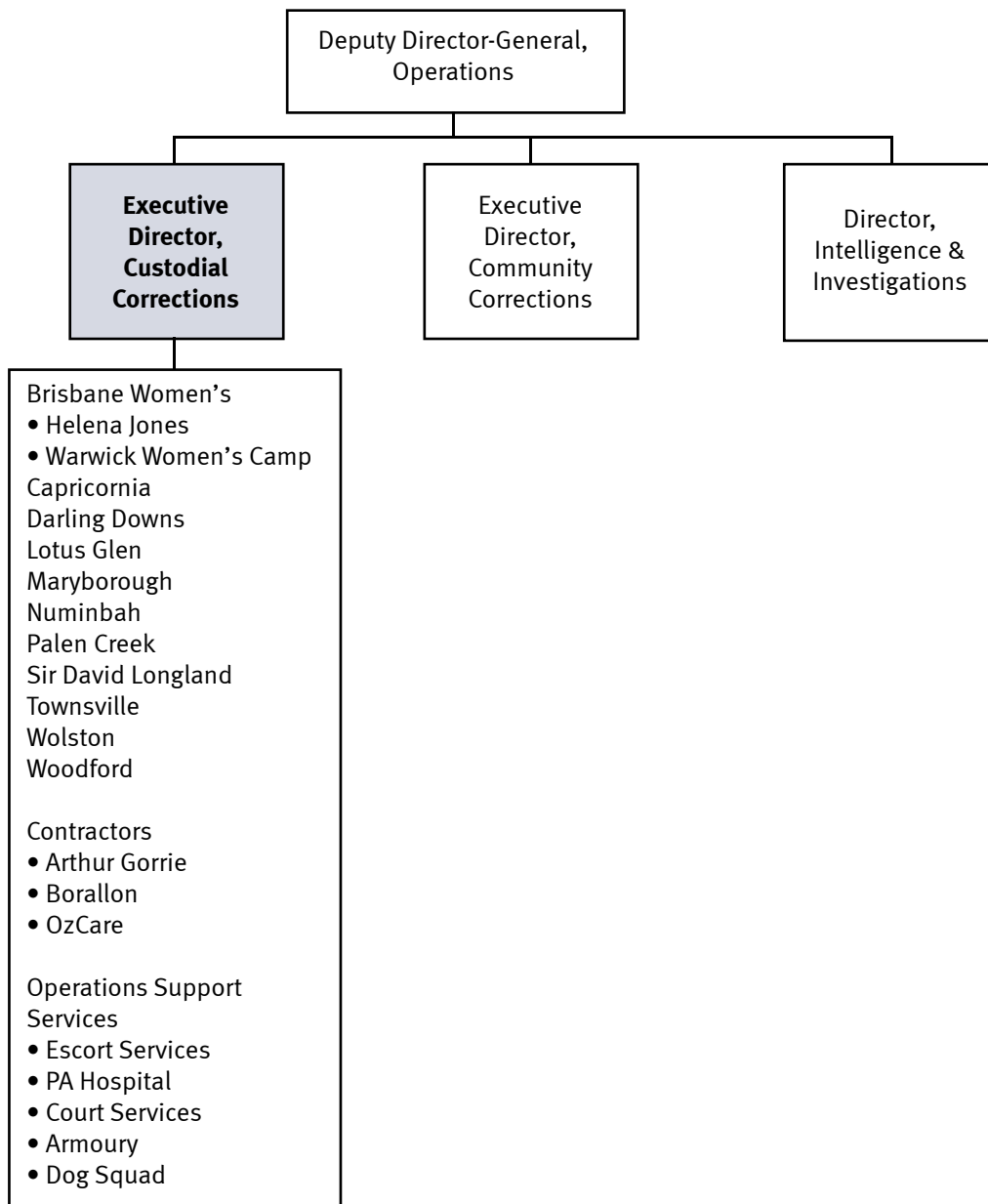
- The transfer of responsibility for all custodial centres to the Custodial Operations directorate enables both departmentally and privately run facilities to be managed, operated and monitored under a common set of performance standards and measures.²⁹

²⁸ BMR Recommendations 32-34.

²⁹ BMR Recommendation 18 and 20.

- WORC sites become the responsibility of Custodial Operations. The restructure of the WORC program will improve conditions for WORC staff - including rostering - and the efficiency and cost effectiveness of its operations.³⁰
- The strong logical links between Operational Support Services Unit (OSSU) and the custodial corrections area is reinforced with the transfer of OSSU to the Custodial Operations Directorate.³¹
- Many of the areas previously under Operational Support Services have been reassigned to Custodial Operations.
- Links between custodial centres and facilities, aided by the introduction of “multi-facility” sites, will help to deliver more seamless integrated offender management.³²
- The directorate has responsibility for approving, monitoring and auditing operational standards to ensure consistency with the generic procedures.

Reporting relationships:



³⁰ BMR Recommendations 21-24.

³¹ BMR Recommendation 35-37.

³² BMR Recommendation 29.

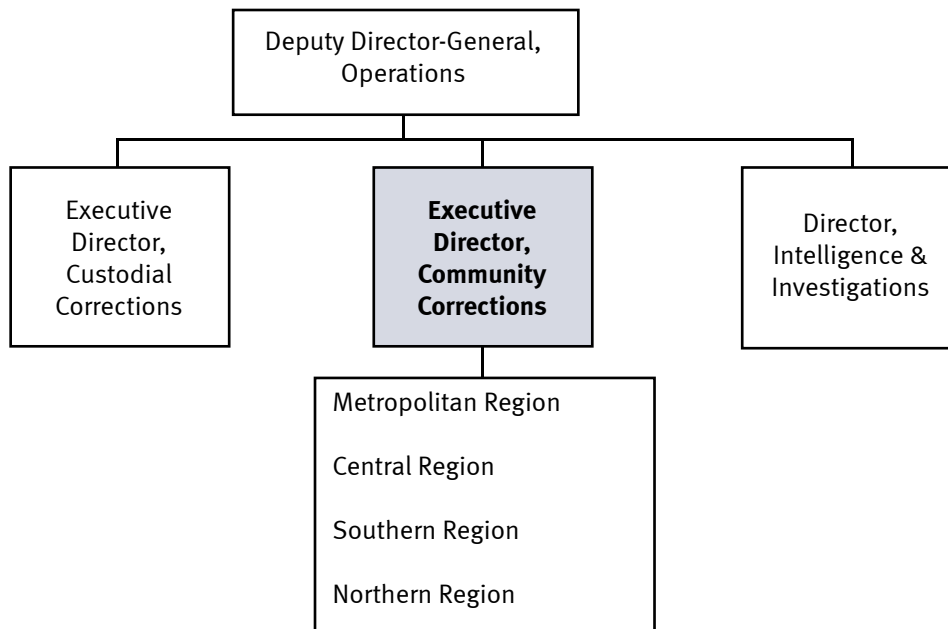
5.4 Community Operations Directorate

The Community Operations directorate is responsible for managing community operations service delivery units in the field. Through four regions and 32 area offices, the Directorate manages the supervision and rehabilitation of adult offenders on court orders, fine option orders and post-prison community based release orders³³, and provides advisory services to more than 100 Queensland courts, the Queensland Community Corrections Board and six regional community corrections boards.

Significant changes:

- The directorate strengthens its supervision and rehabilitation of adult offenders on court and post-prison community based orders.
- Responsibility for community custody centres and the WORC program is transferred to the Custodial Operations directorate.
- Responsibility for Community Corrections Board Secretariat is transferred to the Offender Assessment and Services directorate.

Reporting relationships:



³³ BMR Recommendation 19.