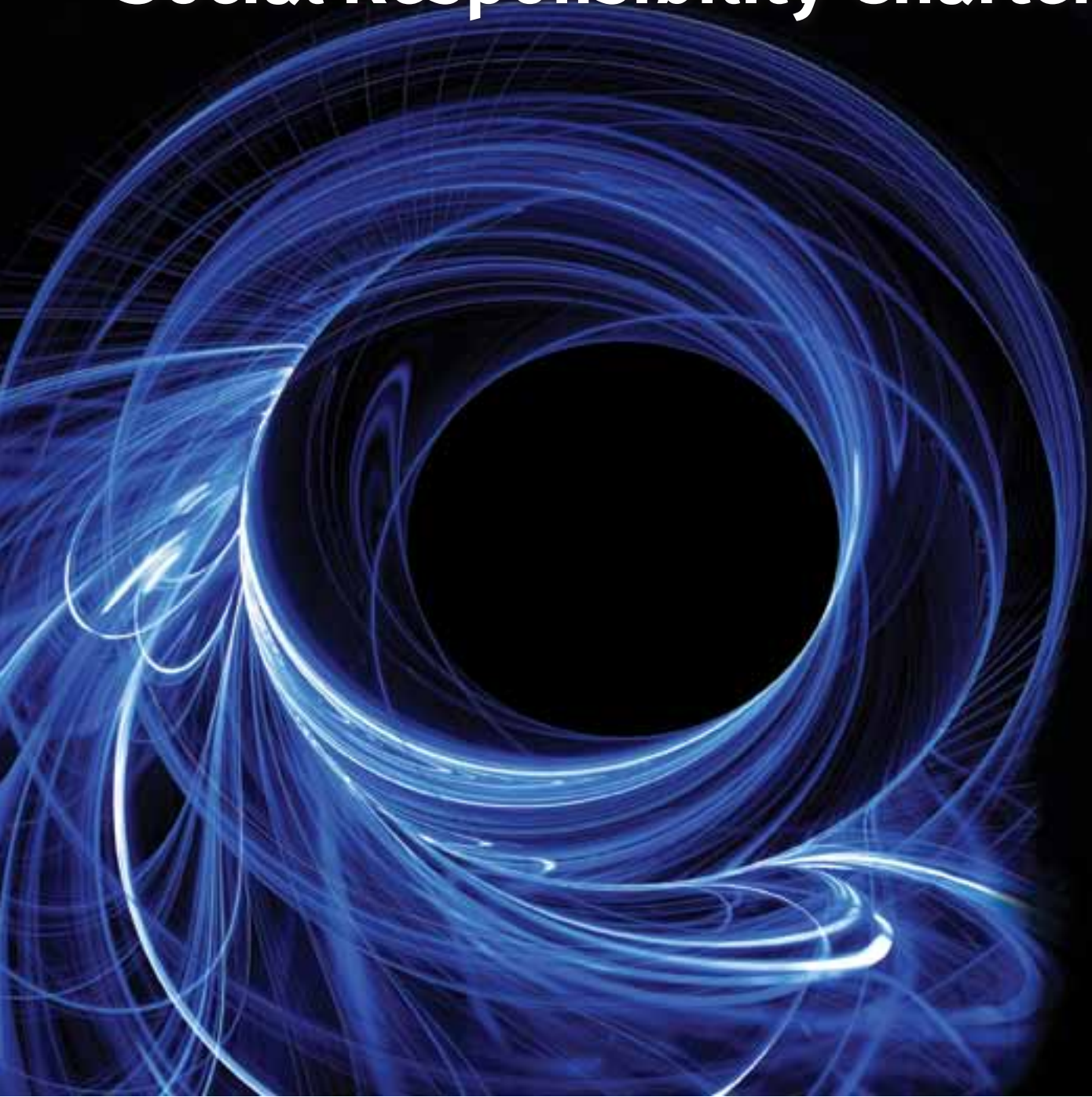


# Social Responsibility Charter



*Queensland Corrective Services*



## Commissioner's Foreword

**Q**ueensland Corrective Services' Social Responsibility Charter is a central element of our strategy for becoming the leading provider of corrections in Australia, set out in Delivering Justice – Improving Corrections.

Like any large organisation, our operations have a significant impact on the community, in terms of our impact on people and not least our own staff, our impact on the environment, our use of public resources, and the ways in which we hold ourselves accountable for our actions.

For corrective services, these impacts are more pronounced. We are managing offenders who have harmed society. We spend significant amounts of public monies operating prisons and supervising offenders in the community. Indeed, our prisons are like small towns, consuming significant amounts of energy and producing waste and emissions. Parliament has entrusted us with some of the most coercive powers available in a democratic society. These powers must be used responsibly and transparently.

This Social Responsibility Charter sets out the standards of behaviour the community expects of a modern corrective services agency. It states the values that we, as an agency, will uphold. Most importantly, the Charter makes clear that our central focus must be on encouraging offenders to meet their social responsibilities, become productive citizens and break the cycle of crime.

The Social Responsibility Charter has been developed over the past year in close consultation with staff at all levels of Queensland Corrective Services. I thank all staff who have contributed their thoughts and views.

I encourage all corrective services staff to become familiar with the Social Responsibility Charter, and to consider how you can apply its principles in your role.

A stylized signature of Kelvin Anderson, consisting of a series of loops and a horizontal line extending to the right.

**KELVIN ANDERSON**  
Commissioner





## Queensland Corrective Services' Profile

Queensland Corrective Services' purpose is to break the cycle of re-offending, effectively and consistently enforce the orders of the courts and increase community safety and their confidence in our work. Our goal is to become the best corrective services agency in Australia.

To enable Queensland Corrective Services to contain, supervise and rehabilitate offenders, the Agency has been entrusted with a range of powers, including coercive powers restricting offenders' liberty, to protect the community and enforce justice. These powers are delegated, through the parliament and judiciary, on the condition they are used legitimately for the purpose of protecting the community, and not indiscriminately or disproportionately.

Our powers are defined and limited by legislation, including the *Corrective Services Act 2006* and the *Corrective Services Regulation 2006* and our use of these powers is subject to public scrutiny. Our system of responsible government means we are accountable for how we use the powers granted to us.

## Our Commitment to Social Responsibility

The Queensland Corrective Services Social Responsibility Charter underpins our commitment to social responsibility and sustainable practice.

Queensland Corrective Services attempts to rehabilitate offenders in the belief that their contribution to the community in the future will reduce the impact of their offending in the past and reduce their chances of re-offending. Our approach to rehabilitation reflects our belief that all individuals have the potential for growth and learning, and have the autonomy to make choices about their actions and way of life.

Rehabilitation is not limited to the use of therapeutic programs, rather it is the combined effect of all elements of the corrective program. Social responsibility involves providing additional support to those who require it so that they may reach their full potential.

Aboriginal and Torres Strait Islander offenders are tragically over-represented within the correctional system and have often experienced the lowest standards of health, education, employment and housing. In addition, many Aboriginal and Torres Strait Islander people have been displaced from their traditional land which has contributed to cultural and social dislocation. Accordingly, we will ensure rehabilitation takes into account the social, cultural and learning needs of Aboriginal and Torres Strait Islander offenders in order to achieve rehabilitation success rates comparable to other offenders. Cultural awareness training is provided for staff to increase knowledge of Aboriginal and Torres Strait Islander issues and promote cultural diversity throughout the Agency.

Queensland Corrective Services strives to strengthen relationships with Aboriginal and Torres Strait Islander communities throughout Queensland. This has specific implications for Aboriginal and Torres Strait Islander staff and we recognise the unique role these staff play within the Agency in addressing over-representation and breaking the cycle of re-offending within Aboriginal and Torres Strait Islander communities.

In order to be socially responsible, we also need to consider our sustainability. Organisations that are sustainable focus on both current and future needs, and the resources that are and will be available to meet those needs. Queensland Corrective Services should be focused on developing practices that minimise the negative impacts of our operations while maximising the positive impacts. To achieve this, we need to integrate the concepts of environmental protection, social advancement, good governance and efficiency into everyday processes and actions.



## Our Values

Queensland Corrective Services' commitment to social responsibility is driven by values in four key areas: social, environment, financial and governance.

## Social

Our socially focused values apply to the prisoners and offenders under our supervision, their victims, our employees and the broader community.

## Victims

We believe in assisting and supporting victims.

Queensland Corrective Services has a responsibility to members of the community affected by crime. The Victims Register provides victims of violent or sexual offences with information about a prisoner who has been sentenced to a term of imprisonment for offences committed against them.

Registered victims may be provided with information about a prisoner's eligibility dates for release, the correctional centre in which a prisoner is accommodated, the results of applications for parole and any exceptional events relating to an offender, such as escape or death. Registered victims are also able to provide a written submission to the Parole Board in relation to a prisoner's potential release to parole.

We believe in:

- Recognising the importance of victims of crime within the correctional system
- Providing support and information to assist victims
- Protecting the confidentiality of victim details
- Protecting the safety of victims when releasing offenders from custody.

## Offenders

We believe we can help offenders to become responsible, law-abiding citizens.

Our responsibility to the community is to correct offenders' behaviour and assist them in their personal development. Correcting offending behaviour involves promoting social responsibility and ensuring the individual can recognise their mistakes, understand why society believes their offending behaviour is wrong and the impact of their actions on their victims and society.

Personal development focuses on improving the life skills of the person and assisting them to be a functioning member of the community. This may include education and training, communication, employability, health awareness and recreation. Some offenders require more support than others and it is important they are able to access appropriate assistance.

For a small minority of individuals, our rehabilitation efforts will not be enough, and we will need to ensure the safety of others through stringent supervision or continuing detention.

We believe in:

- Enforcing the orders of the courts and parole boards
- Holding all offenders accountable for their actions
- Treating all offenders with respect, preserving their dignity and valuing differences
- Offenders learning to become responsible citizens while they are under our supervision
- Providing a safe and consistent environment for offenders
- Ensuring prisoners are purposefully occupied and engaged in trying to improve themselves
- Helping prisoners to strengthen links with their families and prepare themselves for release.

## Community

We believe that working with the community is central to reducing re-offending.

Our purpose as a criminal justice agency is to break the cycle of re-offending, implement the orders of the courts, and improve community safety and community confidence in our services. Relationships with the community are central to achieving this goal. For reintegration to be successful, prisoners need to be seen to be making a positive contribution to their community. Also, prisoners will have a better chance of reintegration if the community provides opportunities and support.

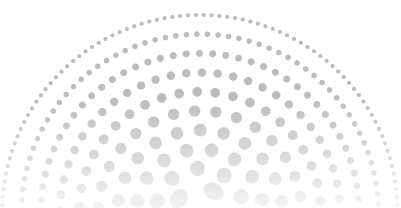
We believe in:

- Acting ethically, honestly, impartially and in the best interest of the community
- Working collaboratively with other government and non-government agencies to enhance rehabilitation and reintegration outcomes for offenders
- Offenders having the opportunity to make reparation to the community
- Supporting local communities through prison industry and community service projects.

## Staff

We believe in behaving in the ways we want offenders to behave – being honest, showing integrity and respecting the law.

Our employees are fundamental in ensuring we become the leading corrective services agency in Australia. Every member of Queensland Corrective Services has a role to play in contributing to our social responsibilities and we must provide the guidance and resources necessary for them to fulfil their potential.



Above all we must act in the public interest. We work in accordance with the law and policy intentions of the elected government, under the direction of the Minister, to achieve outcomes for the wider community over private, personal or sectional interests. Queensland Corrective Services' staff exercise sound judgement in discharging their obligations, obey lawful instructions and appropriately use the powers and resources available to them to act in accordance with the law and in the public interest. Our judgements about what is in the public interest are subject to open and public justification.

The community expects that we will do our utmost to rehabilitate offenders wherever possible. This entails much more than simply facilitating compliance with court orders or following procedures. We are expected to set an example to offenders of the behaviour that the community expects from them.

Every interaction with an offender is an opportunity for us to demonstrate and model what the community expects from people who have offended and what they need to achieve to be rehabilitated. This includes recognising people's inherent dignity and value, and modelling integrity and respect for the law and democratic principles. Every member of Queensland Corrective Services has an obligation to assist offenders to become productive and law-abiding members of society.

We believe in:

- The traditional public service values of respect for the law and the system of government, respect for persons, integrity, diligence, economy and efficiency
- The central role of ministers and Cabinet in setting policy
- Providing our employees with a safe and fair work environment
- Promoting a staff culture of learning and inquiry
- Open, fair and equitable recruitment processes for all employees
- Providing all our staff with the support, training and tools needed to perform an effective correcting and encouraging role
- Our staff being role models for offenders and prisoners by actively demonstrating socially responsible behaviour
- Treating all staff with respect and valuing differences
- Being committed to equity and cultural diversity
- Valuing creativity, innovation, flexibility and continual improvement in the pursuit of excellence.

## Environment

We believe in improving the condition of our planet.

Our responsibility to the community also includes managing and reducing our impact on the environment. Climate change is one of the most significant environmental challenges and tackling climate change is a long-term priority for the Queensland government. We must play our part in addressing climate change and help our employees and suppliers do the same.

Global consensus is that significant cuts in greenhouse gas emissions are required to stabilise the atmosphere and mitigate climate change impacts. Government has a role in Queensland's response to climate change by demonstrating leadership in emissions reduction and dealing with future climate change impacts. Reducing Queensland Corrective Services' carbon footprint will be a priority over the coming years. We will strive to achieve yearly reductions in emissions before ultimately becoming a carbon neutral agency.

We believe in:

- Not being a drain on community resources
- Reducing our ecological footprint and striving to become carbon neutral
- Implementing strategies to conserve water and energy
- Reducing our waste and increasing recycling
- Using renewable products wherever possible
- Sustainable building practices for new constructions
- Offsetting carbon emissions and improving air quality through vegetation initiatives
- Protecting the biodiversity of Queensland
- Raising awareness and educating people about environmental concerns
- Assisting communities with their environmental initiatives.





## Financial

We believe in delivering value for money to Queensland taxpayers.

As a government agency, Queensland Corrective Services receives funding for the outputs it delivers principally through parliamentary appropriations. Our Agency needs to be financially sustainable, using our resources efficiently to benefit the community that we serve.

Queensland Corrective Services has always maintained a focus on value for money, however now more than ever it is vital for us to be constantly re-evaluating our use of resources and achieving efficiencies wherever possible. The challenge for Queensland Corrective Services lies in identifying and implementing strategies that will improve our current level of service delivery despite financial constraints. In meeting this challenge, we will be fulfilling our responsibility to the people of Queensland to use our resources in the most effective way to improve community safety.

We believe in:

- Providing value to the taxpayers of Queensland
- Using our financial resources effectively to improve service delivery and enhance community safety
- Delivering cost effective infrastructure for managing offenders
- Targeting rehabilitation to the risks and needs of offenders – providing access to the right programs at the right times for the right offenders
- Examining our long-term needs and developing options to best meet these needs
- An integrated system of resource management and planning.

## Governance

We believe in accountability and openness.

Queensland Corrective Services is entrusted by the public, under ministerial direction, to deliver corrective services on their behalf. The community, through parliament, has made laws and allocated scarce resources for this purpose. Public sector governance has a very broad coverage, including how an organisation is managed, its corporate and other structures, its culture, its policies and strategies, and the way it deals with its various stakeholders.

Good governance generally focuses on two main requirements of organisations:

- **Performance** – governance arrangements are used to contribute to the overall performance of the organisation and the delivery of goods, services or programs; and
- **Compliance** – governance arrangements are used to ensure an organisation meets the requirements of the law, regulations, published standards and community expectations of integrity, accountability and openness.

We believe in:

- Being transparent and open about our decisions and actions
- Developing and maintaining respectful, robust and positive relationships with our stakeholders
- Publishing reports on our performance and progress toward identified sustainability and social responsibility obligations
- Continuously measuring and improving our services
- Strengthening accountability at all levels of the agency
- All staff having a clear understanding of their roles and responsibilities
- Developing and supporting leaders across the agency
- Being responsible stewards of the resources we hold and use on behalf of the community
- Maintaining high personal standards and professionalism in decision making
- Identifying and eliminating unnecessary duplication of roles.

## Moving forward

This Social Responsibility Charter sets out the values that Queensland Correctives Services will uphold into the future. Our values in the four key areas of social, environment, financial and governance, will underpin the work we will do to become the leading provider of corrections in Australia, as set out in *Delivering Justice – Improving Corrections*.

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