

Introduction

As Queensland's population of people from culturally and linguistically diverse backgrounds continues to grow, multiculturalism is becoming a way of life. Increasingly, the view is being adopted by people in Queensland that multiculturalism should not be seen as something unusual or extraordinary but as a normal aspect of life.

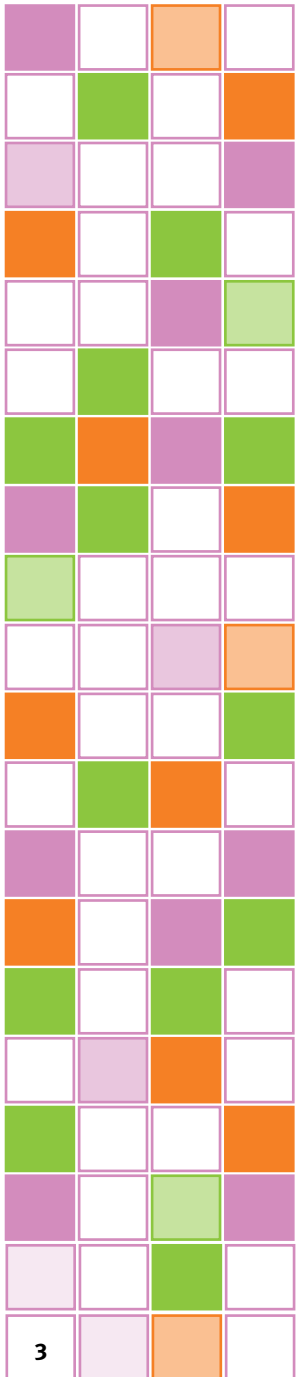
In line with this identified growth in the diversity of the community, Queensland Corrective Services (QCS) is supervising a greater number of offenders from culturally and linguistically diverse backgrounds. Importantly, the Agency recognises that as the offender population becomes more diverse QCS must actively seek to extend diversity amongst staff and stakeholders to effectively perform its core business of 'community safety and crime prevention through the humane containment, supervision and rehabilitation of offenders'. However, this must be weighed against the unique environment in which the Agency operates and the acknowledgement that rights normally available to members of the community may be limited for offenders by virtue of their incarceration or supervision requirements.

The Agency developed its first Multicultural Action Plan in 2005 to support and celebrate the whole-of-Government commitment to multiculturalism. Many initiatives supporting cultural diversity were already operating throughout the Agency, but the 2005–2006 plan provided an opportunity to develop a unified organisational position on cultural and linguistic diversity and consolidated initiatives already occurring.

In 2006, a three-year plan (2006–2009) was developed to encourage the continuation of many of these initiatives and to identify emerging issues and implement new initiatives that promote and support continuous improvement in multicultural awareness and service delivery for all Queensland Corrective Services staff, offenders and stakeholders.

Each year, the Multicultural Action Plan has been reviewed and amended accordingly to capture emerging issues and new priorities. As such, the Queensland Corrective Services 2008–2009 Multicultural Action Plan has been developed, taking into account and incorporating where relevant the following Queensland Government endorsed priorities:

- Refugee communities
- Pacific Islander communities
- Increasing responsiveness of Queensland Government-funded services.



Management principles

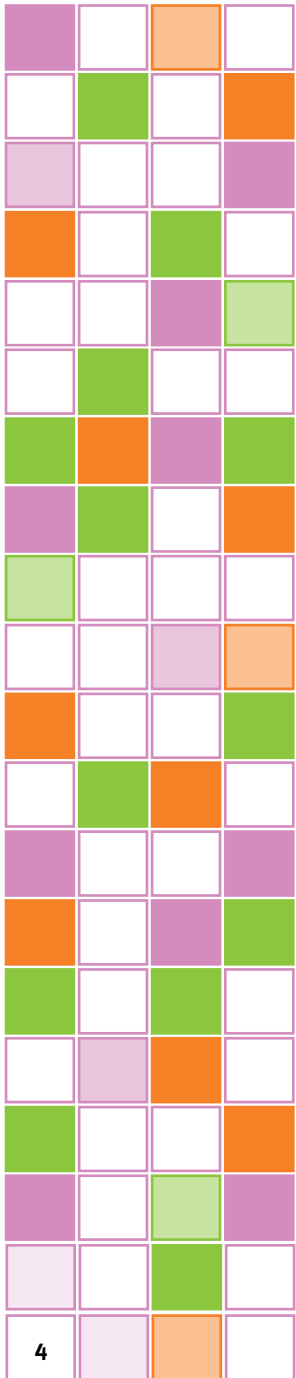
Within the confines of safety and security and resource allocation, the Agency seeks to uphold the following principles:

- cultural diversity is valued, promoted and celebrated
- diversity within cultural groups is recognised and respected
- social justice values of access, equity, equality and participation are administered
- an environment where staff and offenders do not experience harassment, discrimination or disadvantage due to their cultural or linguistic diversity is continually cultivated
- a culturally sensitive workforce is enhanced by equipping staff with theoretical and practical knowledge in respect of cultural diversity
- collaboration with government departments and community agencies is encouraged to meet the needs of offenders from CALD backgrounds
- racism, in any form, is not tolerated.

Key outcomes

The 2006–2009 Multicultural Action Plan is a whole-of-Agency mechanism that allows the Queensland Corrective Services to meet the following key outcomes:

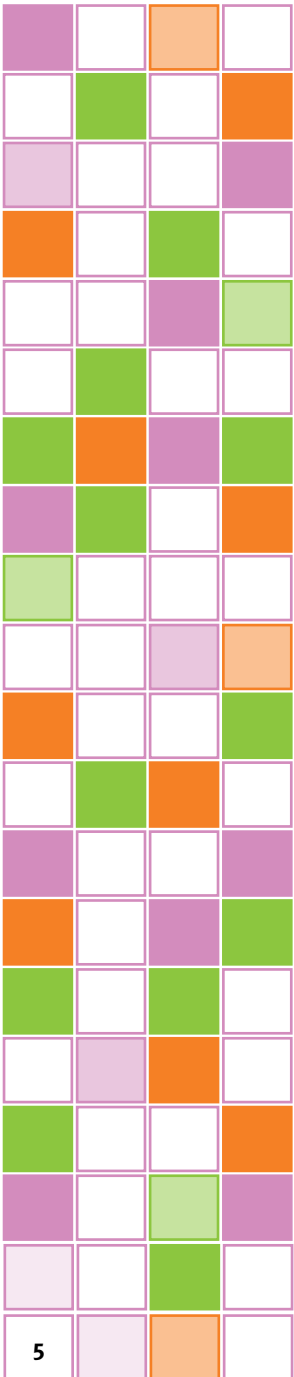
1. To foster an inclusive, cohesive and open society that values diversity.
2. That staff from CALD backgrounds have an equal opportunity to benefit from, and contribute, to the Agency.
3. That the cultural, linguistic and religious diversity of offenders is acknowledged and accommodated where practical.



Queensland Corrective Services' strategic planning framework

Consistent with the Agency's strategic planning framework, the Multicultural Action Plan 2008–2009 is aligned to the following three goals and associated strategies and outcomes:

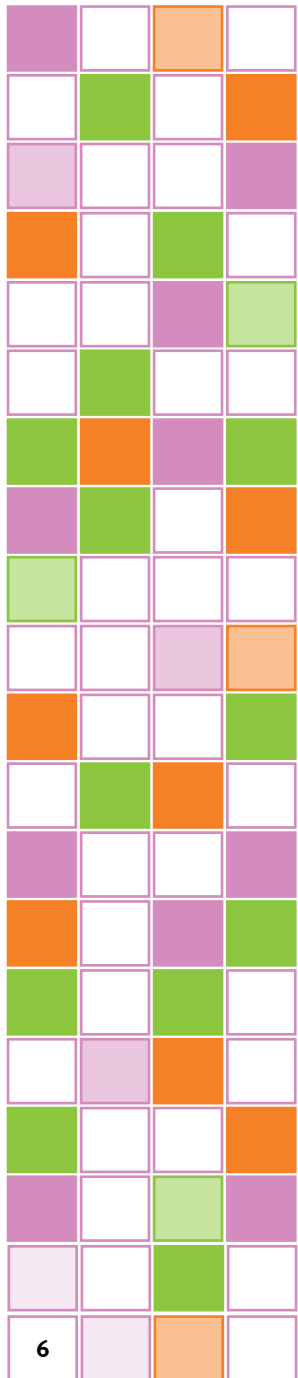
Strategic Plan 2008–2012	Multicultural Action Plan 2008–2009 Key multicultural outcomes
Strategic Plan Goal	
Community safety through the safe, secure and humane management and containment of prisoners	
Key Strategies	Key Outcomes
<ul style="list-style-type: none"> • Manage prisoners in a fair and consistent manner having regard to specific needs, including health, gender, culture and language. • Develop a highly skilled correctional workforce to support the humane containment and rehabilitation of prisoners. • Encourage stakeholder and community engagement. 	<ul style="list-style-type: none"> • The Agency encourages and promotes cultural awareness and understanding through training and fosters an inclusive, cohesive and open system that values, acknowledges and respects diversity of offenders and visitors. • The Agency increases employment opportunities for people from culturally and linguistically diverse (CALD) backgrounds, by enhancing recruitment and retention strategies and promoting the Agency's diverse culture to people from CALD backgrounds.
Strategic Plan Goal	
Community safety through the effective management and supervision of offenders in the community	
Key Strategies	Key Outcome
<ul style="list-style-type: none"> • Develop partnerships, processes and policies to enhance the management of offenders in the community. 	<ul style="list-style-type: none"> • Increase knowledge of the specific needs of cultural, linguistic and diverse offenders to tailor service delivery practices to accommodate and meet those needs.
Strategic Plan Goal	
Rehabilitation of prisoners and offenders	
Key Strategies	Key Outcome
<ul style="list-style-type: none"> • Apply a throughcare approach to offender management, assessment and intervention services to address the individual rehabilitation needs of offenders and enhance their prospects for successful reintegration. • Maintain partnerships with community organisations, service providers and other government agencies in the development and delivery of programs and services for offenders. 	<ul style="list-style-type: none"> • Practices and processes are in place to identify the responsibility needs of CALD offenders, and appropriate strategies are developed for addressing those needs, enabling the tailoring of service delivery practices to CALD offenders and participation in offender programs.



Multicultural Action Plan Key Outcome 1

The Agency encourages and promotes cultural awareness and understanding through training and fosters an inclusive, cohesive and open system that values, acknowledges and respects diversity of staff, offenders and visitors.

Multicultural policy strategy	Action	Lead responsibility	Performance measures	Timeframe
Strengthening multiculturalism in the Queensland public sector	Staff participate in culturally important events throughout the year.	Custodial Operations, Human Resources and Probation and Parole	Marketing of cultural events in internal advertising mechanism such as the intranet. Participation and feedback from offenders, staff and guests.	December 2006 – December 2009
Community relations and anti-racism	Appropriate in-house training is provided to develop cultural awareness and to ensure staff relations with visitors and offenders is courteous and respectful of cultural diversity.	Ethical Standards Branch and Human Resources	Staff attend in-house integrity training. The number of complaints received by CALD offenders and visitors in relation to staff treatment.	December 2006 – December 2009
Strengthening multiculturalism in the Queensland public sector and supporting communities	A review of the Agency's cross-cultural training package will be conducted in consultation with external cultural advisors.	Queensland Corrective Services Academy	Development and delivery of a new cross-cultural training package for all staff.	July 2008 – December 2009
Strengthening multiculturalism in the Queensland public sector	Queensland Corrective Services seeks to create a positive work environment in which diversity is embraced and people are treated with dignity and respect at all times by providing a network of Equity Contact Officers who provide support and information to QCS employees in their centre/region/office in relation to: <ul style="list-style-type: none"> • Equal employment Opportunity (EEO) • Discrimination • Sexual and Workplace Harassment. 	Human Resources	A network of trained Equity Contact Officers operates within each location. Staff have access to up-to-date information and are provided support in relation to EEO, Discrimination and Sexual and Workplace Harassment. Complaints in relation to these issues are decreased and, where appropriate, managed in a sensitive manner.	December 2006 – December 2009

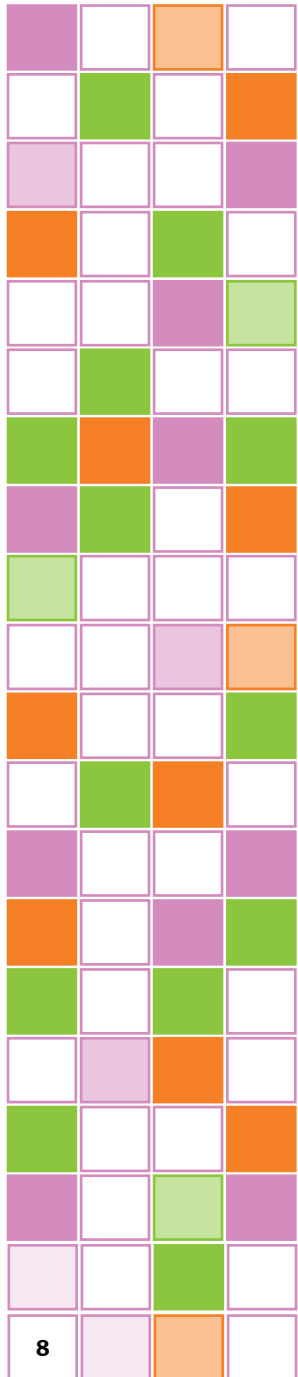


Multicultural policy strategy	Action	Lead responsibility	Performance measures	Timeframe
Supporting communities	<p>Undertake a review of correctional facility libraries to provide sufficient resource materials to CALD offenders.</p> <p>Develop and increase networks with community organisations for the provision and acquisition of culturally and linguistically diverse material.</p>	Custodial Operations (Education Officers) and Offender Programs and Services	Library audits are conducted at the centres and the number of culturally and linguistically diverse materials available to offenders are increased.	July 2008 – December 2009
Strengthening multiculturalism in the Queensland public sector	<p>Strengthen staff awareness and access to up-to-date multicultural resources by creating a link to the MAQ resource directory in the published QCS MAP.</p> <p>Create a link to the guidelines for service provision for culturally and linguistically diverse offenders in the published QCS MAP.</p>	Strategic Policy and Services, and Media and Communications	<p>The number of staff and stakeholders who access the QCS Multicultural Action Plan on the intranet and internet.</p> <p>Increase of referrals and access to CALD services.</p>	July 2008 – December 2009
Strengthening multiculturalism in the Queensland public sector	Internal mechanisms are available to promote and publicise multicultural initiatives within QCS.	Human Resources and Media and Communications	The number of internal media reports on multicultural initiatives.	July 2008 – June 2009
Strengthening multiculturalism in the Queensland public sector	Each year QCS will sponsor participant(s) of the Department of Employment and Training Migrant Work Experience Program.	Human Resources	The number of trainees engaged through the Migrant Work Experience program.	July 2008 – December 2009
Strengthening multiculturalism in the Queensland public sector	QCS's employment processes are inclusive for employing people belonging to culturally and linguistically diverse groups.	Human Resources	<p>Changes in the rate of recruitment of new staff from CALD backgrounds.</p> <p>Changes in retention rates among staff from CALD backgrounds.</p>	July 2008 – December 2009
Strengthening multiculturalism in the Queensland public sector	Increase the representation of employees from non-English speaking background.	Human Resources	The number of staff from non-English speaking background.	July 2008 – December 2009

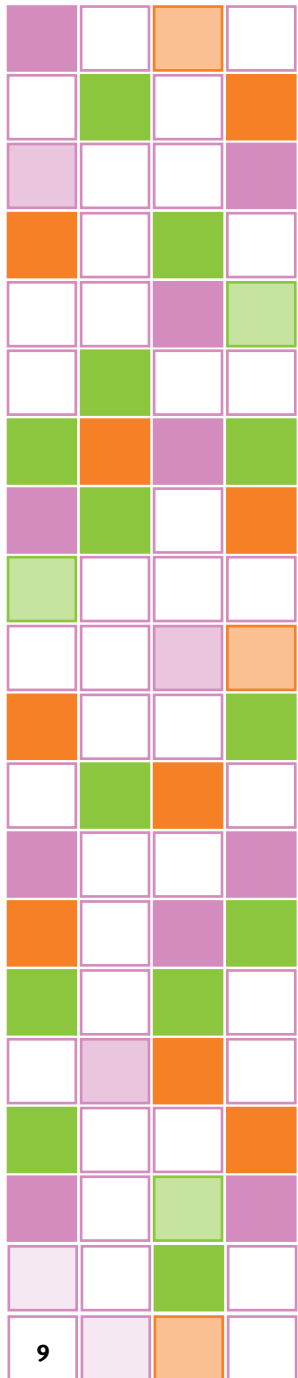
Multicultural Action Plan Key Outcome Area 3

Practices and processes are in place to identify the responsiveness to the needs of CALD offenders, and appropriate strategies are developed for addressing those needs, enabling the tailoring of service delivery practices to CALD offenders and participation in offender programs

Multicultural policy strategy	Action	Lead responsibility	Performance measures	Timeframe
Strengthening multiculturalism in the Queensland public sector	Collect data annually on the ethnicity of offenders accessing the Offender Reintegration Support Service, delivered by contracted non government organisations.	Offender Programs and Services	Data is collated annually and used to inform future service delivery.	July 2008 – June 2009
Strengthening multiculturalism in the Queensland public sector	Develop and implement a Quality Assurance Framework which includes monitoring offender assessment and management practices to ensure the needs of CALD offenders are being identified and adequately met.	Offender Assessment and Services	Service delivery includes the collection and reporting of services and referrals and assistance provided to specifically targeted CALD offenders.	July 2008 – July 2009
Strengthening multiculturalism in the Queensland public sector	Improve service delivery for offenders from diverse cultures.	Probation and Parole	CALD offender clusters are identified and specific strategies are developed to improve service delivery in each location.	July 2008 – December 2009
Strengthening multiculturalism in the Queensland public sector	<p>Monitor implementation and evaluation of the MAP.</p> <p>Develop a governance framework and terms of reference for the internal multicultural reference group.</p> <p>Coordinate Queensland Corrective Services' annual review and reporting process to Multicultural Affairs Queensland.</p>	Strategic Policy and Services and reference group members	Queensland Corrective Services annually reviews and updates the Multicultural Action Plan. Queensland Corrective Services annually submits the progress report to Multicultural Affairs Queensland.	July 2008 – December 2009



Multicultural policy strategy	Action	Lead responsibility	Performance measures	Timeframe
Strengthening multiculturalism in the Queensland public sector	<p>A review of trending in identification of CALD data is undertaken.</p> <p>A recording and reporting structure is implemented to ensure high quality data in relation to the identification of CALD offenders' ethnicity.</p>	IOMS Business Support Unit	The findings of the review will inform improvements to the way CALD data is collected and recorded.	July 2008 – December 2009
Strengthening multiculturalism in the Queensland public sector	Establish an internal working party to identify essential information for translation to reduce possible disadvantage experienced by offenders due to language barriers.	Strategic Policy and Services, Custodial Operations, Probation and Parole, and Media and Communications Essential information.	Essential information will be translated into the languages of the major ethnic groups represented in custodial and probation and parole.	July 2008 – December 2009
Strengthening multiculturalism in the Queensland public sector	A food and nutrition policy and implementation plan will be developed. Procedures supporting religious diets will be developed and implemented.	Strategic Policy and Services and Custodial Operations	Within reason, corrective services facilities are able to provide a range of dietary needs including religious and cultural needs.	July 2008 – December 2009
Strengthening multiculturalism in the Queensland public sector	Where safety and security allows, corrective services facilities allow prisoners to have religious items in their cells.	Custodial Operations	The number and diversity of religious items prisoners are allowed to have in their cells.	June 2007 – December 2009
Strengthening multiculturalism in the Queensland public sector	Culturally appropriate sites are established at new and refurbished corrective services facilities.	Custodial Operations and Facilities Management Branch	All operating correctional centres have spiritual centres on location.	December 2006 – December 2009



Multicultural policy strategy	Action	Lead responsibility	Performance measures	Timeframe
Strengthening multiculturalism in the Queensland public sector	Improve and maintain cultural identity and connection through the provision of access to media for CALD offenders in their respective languages including newspapers and books.	Custodial Operations	The number of newspapers and literature in languages other than English that are provided within corrective services facilities. The number of offenders requesting and approved access to non-English media and other literature.	Ongoing
Strengthening multiculturalism in the Queensland public sector	Develop and maintain relationships with key stakeholders to meet the needs of culturally and linguistically diverse offenders.	Custodial Operations and Probation and Parole Service	All sentenced prisoners undergo pre-release planning which incorporates linking prisoners from culturally and linguistically diverse backgrounds with relevant agencies in the community. The number of referrals made.	July 2007 – December 2009
Community relations and anti-racism	The Official Visitors investigate, and refer if necessary, any complaint regarding discrimination or disadvantage from all prisoners including those from culturally and linguistically diverse backgrounds.	Office of the Chief Inspector	The number and nature and findings of complaints will inform changes in the Agency’s response.	July 2008 – December 2009
Strengthening multiculturalism in the Queensland public sector	That the Office of the Chief Inspector, through the application of the “Healthy Prison” inspection methodology, will measure correctional centres against standards that include the appropriate management of the needs of culturally and linguistically diverse offenders.	Office of the Chief Inspector	The outcomes and recommendations of inspections will inform changes in the Agency’s policy, procedures and practice.	July 2008 – December 2009
Community relations and anti-racism	Oversee the Agency’s complaints management system to ensure that complaints are managed in accordance with Agency policy and procedure.	Ethical Standards Branch	The number and nature of complaints received. The findings of investigations will inform changes in the Agency’s policy, procedures and practices.	February 2007 – December 2009