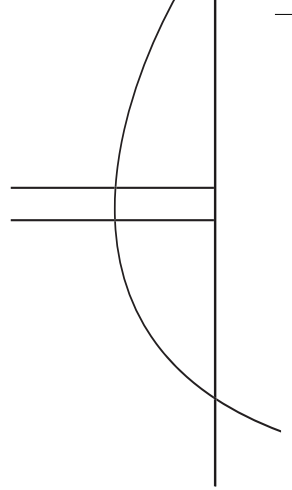


# 03-07

## Department of Corrective Services

STRATEGIC PLAN 2003-2007



LEADERS IN CORRECTIONS: PARTNERS IN CRIMINAL AND SOCIAL JUSTICE



**Queensland Government**  
Department of **Corrective Services**

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This strategic plan has been prepared by the Department of Corrective Services in accordance with provisions of the *Financial Management Standard 1997* and in accordance with the department's strategic management cycle. It covers the period 2003-2007 and provides an overall guidance for more specific departmental planning.

This document is also available on the Department of Corrective Services website at <http://www.dcs.qld.gov.au>

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# Message from the Minister

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The *Department of Corrective Services Strategic Plan 2003-2007* builds on the government's unwavering commitment to being "tough on crime, tough on the causes of crime". It also demonstrates a fundamental shift in the delivery of government services in Queensland.

The focus is a more integrated approach to service delivery and partnership with other agencies in achieving the government's objectives. I welcome this approach and I am excited by the possibilities.

In addition, the core strategies around security and supervision provide the foundation for strengthening the Government's contribution to the prevention of further crime through the rehabilitation of offenders.

In supervising offenders in the community, the government will ensure that the community's welfare is the priority.

Innovation in rehabilitation programs, making them more effective, is one of the keys to breaking the cycle of crime. More widely, addressing socio-economic disadvantage will also impact upon reducing crime.

However these things cannot be addressed by corrective services on its own. That is why partnership arrangements with other agencies are so prominent in this plan.

As Minister for Police and Corrective Services, I look forward to leading the staff of the Department of Corrective Services as they continue to contribute to "safer and more supportive communities".

**The Honourable Tony McGrady MP**  
**Minister for Police and Corrective Services**  
**and Minister Assisting the Premier on the Carpentaria Minerals Province**

# Introduction

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The *Department of Corrective Services Strategic Plan 2003-2007* has been developed to reflect our awareness of the changing environment which emphasises a more integrated approach to service delivery and partnership with other government agencies in meeting whole-of-government outcomes.

It has been developed collaboratively by a large number of employees, managers and executives in the department, working under the banner of Vision 2005. Vision 2005 is an initiative of the department's Executive Management Group which laid the foundation for the department's strategic direction.

This inclusive process has allowed staff from areas of the department to contribute to the development of a new vision for corrective services in Queensland.

Our vision of "Leaders in Corrections: Partners in Criminal and Social Justice" provides a focus for the repositioning of the Department of Corrective Services.

This future will be built around consolidation of our current achievements in sound correctional practice by continuing to "look in" for further improvement in our operations; accepting the challenge of "looking out" to embrace the realities of working collaboratively with government and non-government agencies to meet the service demands of an increasingly diverse offender population; and "looking forward" to the possibilities of contributing more effectively as a partner in the achievement of the government priority of "safer and more supportive communities".

The plan sets out the department's goals, performance measures and strategies and is the principal guidance available for the department's strategic direction.

Our challenge now is to ensure that implementation is sound and our correctional outputs and outcomes are achieved. I commend the plan to all readers.

**Peter Rule**  
**Acting Director-General**  
**Department of Corrective Services**

# Purpose

As a strategic partner in criminal and social justice for the Queensland Government, our purpose is:

*Community safety and crime prevention through an integrated correctional services system delivering humane containment, supervision and interventions for offenders.*

The department's role in fulfilling this purpose is to provide corrective services to the State of Queensland in accordance with the *Corrective Services Act 2000*, the *Corrective Services Regulation 2001* and related legislation.

## Community safety and crime prevention

The department contributes to the State's law, justice and crime prevention strategies along with the Queensland Police Service, the Department of Justice and Attorney-General, the Department of Emergency Services, the Department of Families and other agencies, organisations and community groups.

Although some community safety and crime prevention activities are delivered by a single agency, the achievement of the whole-of-government outcome "safe and secure communities" requires the department, other agencies and key stakeholders to work together.

The focus on crime prevention and community safety outcomes not only requires the department to establish partnerships with other agencies, but also requires the department to adopt an integrated services system. This new focus is driven by the shift towards integrated governance within the public sector and the acknowledgement that many issues such as community safety, health and education require many different partners to work together more effectively.

Understanding, managing and monitoring the success of the collaborative efforts of these partnerships is challenging. Where community safety and crime prevention strategies are delivered by an individual agency, their direct contribution can be easily monitored and measured. For example, the department measures its performance in relation to the delivery of offender rehabilitation programs, however, system-wide measures such as recidivism (a measure of re-offending) must be used to monitor the department's contribution and the collective effort of other agencies.

While there are many factors outside the statutory control of the department that lead to re-offending, the strategic intent of the department is to monitor cross-agency information and returns to corrections data in order to better understand its performance and to look for ways to collaborate with other agencies on improving community safety and crime prevention outcomes.

# Values

The department's values have been enhanced to promote behaviours that will best achieve its vision.

Integrity	We seek to act ethically, honestly, impartially and in the best interest of the community
Accountability	We are prepared to be held publicly accountable for our actions
Working together	We value working in collaboration with our colleagues, stakeholders and the community
Learning	We value creativity, innovation, flexibility and continual improvement in the pursuit of excellence
Diversity	We treat all people with respect and value differences

# Vision

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## Leaders in Corrections: Partners in Criminal and Social Justice

The strategic intent of the department is to become the leader in our business and a partner in criminal and social justice. This vision was identified through the combined efforts of staff and management through a process of looking into the organisation to identify current strengths and areas for improvement; looking out of the organisation at what is happening socially, economically, environmentally and globally; and looking forward to the future of corrections.

### Looking in

Since 1999, the vision of the department has been to be a world-class correctional system. This vision has ensured that the department provides an efficient and effective correctional system which is well regarded nationally and internationally, but the department remains relatively insular in the criminal justice system. The department requires a vision to drive the organisation to be more outward looking and forward focused. The next step beyond a “world-class correctional system” is to be “Leaders in Corrections: Partners in Criminal and Social Justice”. This plan will position the department for this next step.

### Looking out

The department is also striving to adapt to the changing business environment within which it operates. The shift towards a whole-of-government approach is characterised by more integrated and collaborative service delivery and public administration, and greater engagement with stakeholders and communities. These changes require the department to work more closely with other agencies, stakeholders and our communities.

### Looking forward

Looking forward has helped us formulate a new vision for the department where appropriate emphasis is placed on consolidating internal correctional management practices whilst at the same time driving the department to achieve better outcomes, more efficiently, through internal service integration and externally through collaboration with other agencies.

### What it means

#### To us, being a leader in corrections means that we are:

- building on established and sound correctional practices
- actively driving the policy agenda to set the future direction of corrective services
- establishing innovative and effective intervention strategies and programs

#### To us, being a partner in criminal and social justice means that we will:

- share our knowledge
- influence positive change
- be responsive to community priorities
- establish participative and collaborative networks

# Issues and challenges

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The environment in which we work and the issues and challenges the department must address have been identified through a process of looking in, looking out and looking forward. An analysis of these findings assists the department in determining its strategic direction.

## Strategic environment

The government's Crime Prevention Strategy highlights its commitment to be "tough on crime, tough on the causes of crime". Issues identified in the Crime Prevention Strategy which are significant for corrections and other agencies relate to illicit drug use, education and socio-economic disadvantages, and disadvantages experienced by Indigenous people. In relation to these issues, research shows:

- about half of the male offender population have reported that illicit drug use is a major factor in their offending
- the proportion of female offenders using illicit drugs has been identified as being greater than that of male offenders
- offenders suffer from educational disadvantage (a department survey found that less than 3 per cent of offenders had post secondary training and 78 per cent had completed Year 10 or below as their highest education level)
- educational disadvantage can be expected to limit employment opportunities for offenders on return to the community
- Indigenous people are unemployed to a greater extent than non-Indigenous people for reasons including geographical location and lack of opportunities
- other social and economic factors such as poverty, family breakdown and minimal participation in community life can impact on individuals coming into corrections

## Operational factors

In addition to the above, research indicates that the department must consider the following factors:

- an increasing prisoner population over the long-term
- a more diverse offender population with specific needs
- a trend towards the ageing of the prisoner population
- the over-representation of Indigenous people in the corrections system
- the special needs of intellectually disabled people
- a comparative reduction in the number of community supervision orders over the short-term predominantly because of the introduction of the State Penalties Enforcement Register (SPER)
- more demanding conditions set independently by courts, and by the statutory community corrections boards, for offenders to undertake particular program interventions as conditions of sentences and orders imposed on them

## Business positioning

Over recent years, the department has successfully designed, built, maintained and operated safe, healthy and secure facilities. These achievements have been made in both custodial and community-based correctional environments through the implementation of state-of-the-art technologies, recruitment and training of professional staff, implementation of efficient work practices, and legislative amendments that support humane correctional practices. This is the foundation for all future departmental activities.

The challenge for the department is to now concentrate its effort to meet the expectations of the government and community in strengthening the department's contribution to the prevention of further crime through the rehabilitation of offenders.

The department acknowledges that the rehabilitation of offenders is not an outcome that will be achieved in isolation from other government and non-government services. Research indicates that offenders are more likely to live pro-social and independent lives in the community, and are less likely to return to crime, if they have access to employment, accommodation, family and community support. To meet these basic needs, the department must work in partnership with other Commonwealth, State and Local government services, community-based agencies and communities to provide coordinated access to family support, quality health and medical care, education and training services, employment opportunities and supported housing.

A further issue facing the department is the impact of the whole-of-government Community Engagement Improvement Strategy. While the department is currently engaged with the community, there are opportunities for improvement in the scope and quality of these relationships. Developing a culture that is outward looking and values engagement is essential in building and strengthening the department's effort in this area.

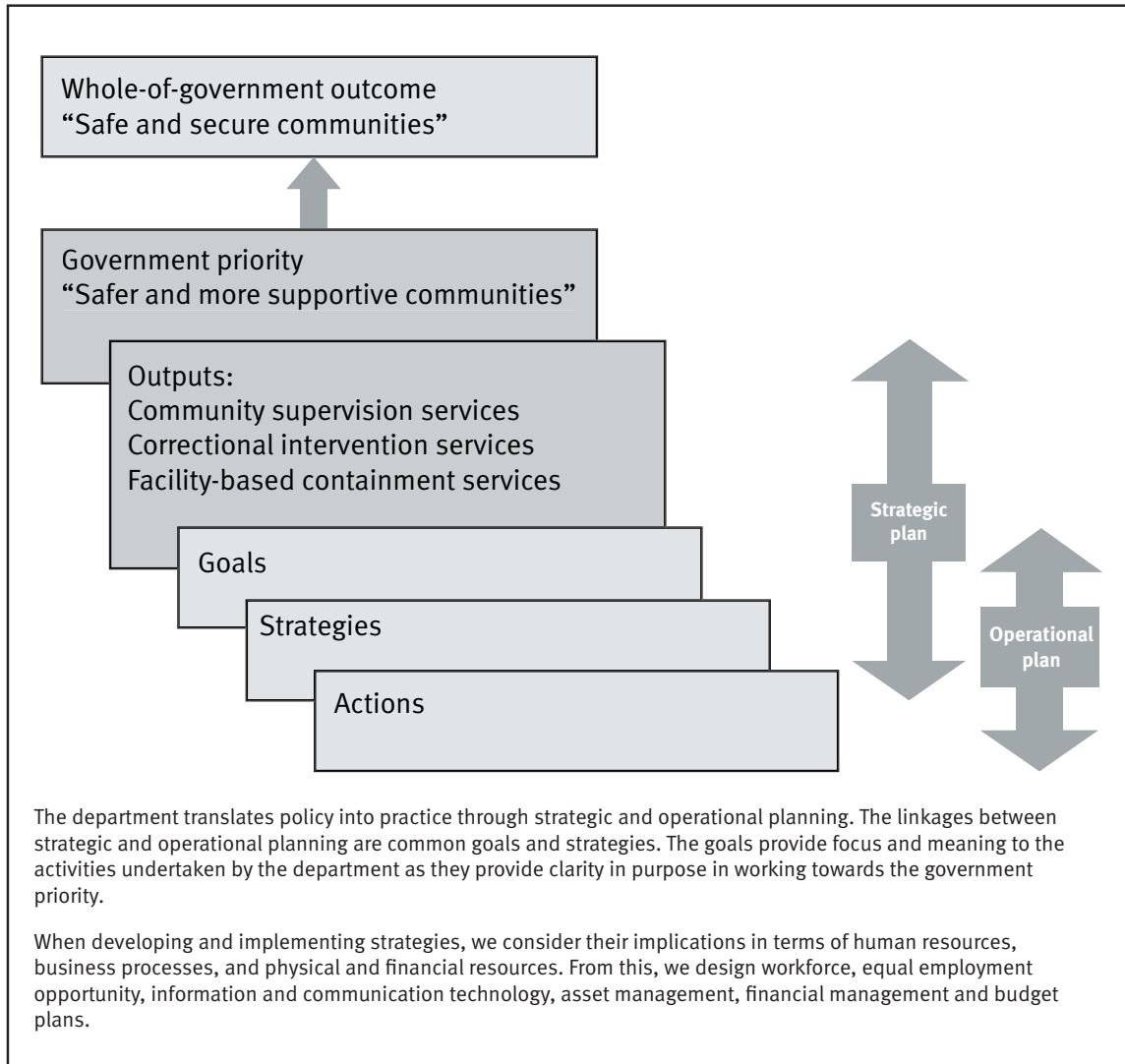
### **Our strategic focus**

In addressing these issues and challenges, the department has a strategic direction which is focused on:

- maintaining its position as an efficient and effective provider of correctional services
- developing a policy framework that will position the department in contributing to crime prevention and community safety
- working collaboratively and in partnership with other agencies to deliver integrated and sustainable intervention services
- integrating service delivery through the development and implementation of revised business processes and a supporting information system
- continuing to manage costs to ensure it provides value-for-money outputs that compare favourably with other Australian jurisdictions
- participating in whole-of-government committees and cross-agency initiatives including, but not limited to, the Cape York Justice Study (Meeting Challenges, Making Choices), the Queensland Aboriginal and Torres Strait Islander Justice Agreement, the Drug Court Trial, the State Penalties Enforcement Registry (SPER), and the development of the Integrated Justice Information Strategy (IJIS)
- implementing robust governance arrangements to support agency business

To emphasise the integration of services across the department, the term "offender" is applied throughout this plan. The term "offender" is an inclusive reference to a prisoner and a person who is subject to a community-based order, a conditional release order and a post-prison community-based release order. The term "prisoner" is restrictive as it refers only to a person who is in custody, an offender at a corrective services facility, or a person who is subject to a post-prison community-based release order.

# From policy to planning and practice



The department aligns its policy direction and services with the government policy priority of “safer and more supportive communities” which in turn leads to the whole-of-government outcome of “safe and secure communities”.

The department’s contribution is made through the delivery of the following outputs:

- community supervision services
- correctional intervention services
- facility-based containment services

Community supervision services and facility-based containment services impact directly and immediately on community safety. Facility-based containment services keep prisoners in custody and out of society, and community supervision services regulate offenders in the community. Correctional intervention services increase the likelihood of offenders re-integrating successfully into the community and reducing the chance that they will re-offend.

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The community supervision services output includes:

- service delivery at 33 area offices across the State (supervision, restricted movement and reparation orders)
- advisory and support services for courts and Community Corrections Boards

The correctional intervention services output includes:

- development and delivery, and referral to, interventions designed to address offending behaviour
- counselling and psychological services
- prison industries
- education
- reparation in response to conditions of non-custodial orders
- research and evaluation services

The facility-based containment services output includes:

- publicly- and privately-managed secure custody correctional centres; a secure hospital unit; and open custody correctional centres
- community custody facilities including Work Outreach Camps (WORC), community corrections centres (public and privately managed), Indigenous community placement centres, and the Women's Community Custody Program
- health and medical services
- operational support services