Creating Value Through Performance

Strategic Plan 2015 – 2018

Our Focus
- Integrity
- Respect
- Accountability
- Excellence
- Learning

Protect, Rehabilitate & Serve

Government of Western Australia
Department of Corrective Services
Minister’s Statement

As Minister for Corrective Services, I am pleased to be working with the Commissioner to implement the Corrections Reform Agenda. The Department works with other government agencies and statutory bodies to provide a safer community. These include the Auditor General, the Office of the Inspector of Custodial Services, the Corruption and Crime Commission, the Office of the State Coroner, as well as the Prisoner Review Board and the Supervised Release Review Board. Every single one of us has a vested interest in an enlightened approach to reducing reoffending. We can’t just keep recycling people through the prison system. The Department’s ‘Creating Value through Performance’ is an important step in stopping the reoffending cycle.

Hon. Joe Francis MLA
Minister for Emergency Services, Fisheries, Corrective Services, Veterans

Commissioner’s Statement

This Department exists for community safety, and this informs every aspect of what we do. We may comprise several business areas, but our purpose is the same. Working across divisions and directorates with officers in facilities and community centres is vital so that we can address the complexities of the corrections environment.

This Plan outlines how we will achieve our vision. With this Plan I reaffirm our culture of leadership and excellence at all levels, a culture where we review actions, make improvements and continuously learn.

While our mission is to contribute to a safer community, we cannot achieve this alone.

So we collaborate, work and partner with other government agencies, community groups and service providers, business and commercial organisations – with the wider community. We will create value by finding new solutions to offender management and community safety and security. We will enhance value by maximising the effectiveness of our services, optimising our infrastructure and targeting our programs.

Through delivery of this Plan and our focus on security, safety and rehabilitation we create value for all.

James McMahon DSC DSM
Commissioner
Department of Corrective Services
Our **Vision**
Where we are going
The Department is a leading world class corrective services organisation that:
- is a place where people want to work
- continuously learns and innovates
- delivers results, value and excellence in all of its activities.

We will achieve Our **Vision** by delivering the 8 strategic Platforms

Our **Mission**
What we do every day
Our mission is to ensure a safer community by focusing on:
- security of detainees and prisoners in correctional facilities and offenders on community based orders and parole
- safety of our people
- safety of offenders, detainees and prisoners
- rehabilitation.

Our **Values**
How we live it every day
Our **Values** are critical to achieving Our **Vision** and Our **Mission**.
Our **Values** are:
- **Integrity**
  Being ethical and inspiring trust by saying what we mean, matching our behaviours to our words and taking responsibility for our actions
- **Respect**
  Treating all with dignity, fairness and courtesy
- **Accountability**
  Being willing, able to explain and justify the appropriateness of actions and decisions
- **Excellence**
  Always doing what we say we will and striving for quality in everything we do
- **Learning**
  Undertaking continuous improvement and developing our own skills and knowledge.
### Deliverables

1. **Change Program**
   - Implement a new Departmental structure that is aligned with the Department's vision, mission and values.

2. **Secrates Program**
   - De-couple the Department’s corporate support services from the Department of the Attorney General and establish a stand-alone corporate support function that focuses on the Department’s needs.

3. **Human Resources**
   - Develop workforce planning and management strategies that ensure the Department has the right number of work-ready staff now, and in the future.

4. **Banksville Hill Detention Centre Transformation**
   - Implement an operational model at Banksville Hill Detention Centre that enables young people to lead law abiding lives.

5. **Youth Justice**
   - Ensure programs are tailored to meet the unique needs of young offenders.

6. **Operational Optimisation**
   - Revise, implement and evaluate the effectiveness and efficacy of Adult Justice Service operations to ensure operational excellence in all policy, processes and procedures.

7. **Legislative Reform**
   - Administer, review and develop legislation to ensure the effective administration of corrective services.

8. **Offender Management**
   - Research, review and develop an integrated and individualised approach to the case management of offenders, focusing on safety, rehabilitation, reintegration and reduction in reoffending.

9. **Integrity of Departmental Data**
   - Ensure that the Department is able to deliver accurate and timely data, information, records and analysis to support Departmental decision making.

10. **Enhancing Performance and Mitigating Risk**
    - Develop and implement a framework that enables the Department to manage risks, especially those that threaten the achievement of its vision, mission and key deliverables.

11. **Security & Safety Framework**
    - Develop and implement an intelligence function across Departmental divisions and the justice portfolios, and renew focus on the safety and security of staff and offenders in alignment with the management of Departmental risks.

### Strategic Platform

#### Right Structure, Right People – Trained Right

To implement an integrated organisational structure and human resources system that focuses on recruitment, succession planning, retention, training and leadership development at all levels.

#### Operational Focus

Reviewing and integrating the Department’s operations, policies, processes and practices.

#### Risk Management

- Effectively identifying, forecasting, evaluating and mitigating risk.
- Embedding a lessons learnt culture.
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<td>12. Leadership at all Levels</td>
<td>Develop stronger leadership within the Department and a culture of collaboration and learning embedded in work practices.</td>
<td>• Coordinate, collate and oversee the implementation of lessons learnt into day to day operations and the future planning of the Department. • Deliver and evaluate the effectiveness of workplace training on leadership and team effectiveness. • Develop an operational readiness plan, which will include training and assessment packages to assess readiness and the implementation of an operational readiness badge. • Examine and revise the Training Academy’s model of training delivery to ensure that it aligns with the Department’s vision, mission and key deliverables.</td>
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<td>13. Developing Stronger Partnerships</td>
<td>Develop stronger partnerships with government agencies, the Judiciary, the for-purpose sector, the community services sector, victims of crime and communities.</td>
<td>• Enhance external partnerships, networks and agreements to improve service delivery. • Establish a stakeholder relationship strategy and an engagement plan. • Develop and implement a communication engagement strategy. • Embed processes and opportunities for external research engagement focused on Departmental priorities. • Advance and implement mechanisms and agreements for sharing Departmental data and information.</td>
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<td>14. Engaging with Aboriginal People</td>
<td>Work with Aboriginal organisations and individuals to develop a state-wide network of services through cooperation.</td>
<td>• Develop and implement a reconciliation action plan focused on reducing over representation of Aboriginal people. • Engage Aboriginal people to help develop targeted initiatives that produce better outcomes for Aboriginal offenders. • Develop and deliver an Aboriginal workforce development strategy.</td>
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| Engagement | | |
| Effective engagement with relevant internal and external stakeholders. | |

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<td>15. Court Security and Custodial Services Contract</td>
<td>Examine the Department’s existing Court Security and Custodial Services Contract to ensure it is delivering the required service and achieving value for money.</td>
<td>• Conduct a Mid-Term evaluation of the Court Security and Custodial Services Contract. • Identify options to ensure the cost effective, safe and secure transport of prisoners and detainees.</td>
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<td>16. Program Evaluation</td>
<td>Investigate existing service delivery methods and develop options for future delivery which focus on need and value for money.</td>
<td>• Evaluate Adult Justice Services to establish data, performance information and baselines to improve value for money and long term planning. • Conduct a Mid-Term evaluation of the Young Adults Facility Contract. • Evaluate service delivery options for Offender Health Services. • Conduct Mid-Term evaluation of the Acacia Prison Services Agreement.</td>
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<td>17. Performance Programs</td>
<td>Research, develop and implement new program and service delivery models that meet needs and provide rehabilitation results.</td>
<td>• Identify new program delivery models with the for-purpose sector, particularly payment by results models. • Investigate existing service delivery models at the macro and micro levels for efficiency and effectiveness. • Use benchmarks and service standards to assess performance.</td>
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<td>20. Optimising Investment in Technology</td>
<td>Ensure technology supports monitoring of offenders, reduction of prisoner movements, improvement of security and delivery of programs in an effective and accountable manner.</td>
<td>• Develop and implement an Information and Communications Technology strategy to facilitate the achievement of Departmental priorities. • Increase electronic monitoring for specific offender cohorts in the community. • Expand the use of audio visual technologies to facilitate communication, security, safety of our people and safety of offenders. • Use innovative technologies to lower costs and improve accountability, operations and service delivery. • Identify currency and fitness for purpose of current Departmental systems, and develop and implement migration to new systems. • Develop, implement and maintain a Technology Replacement Strategy.</td>
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<td>18. Strategic Asset Plan</td>
<td>Develop a strategic asset framework that encompasses current needs and projects, and informs future asset requirements.</td>
<td>• Update strategic asset plans annually to address the needs of specific prisoner cohorts and to inform future asset requirements. • Develop and deliver a Kimberley Custodial Plan, including the transition of Broome Regional Prison.</td>
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<td>19. Meeting Projected Growth</td>
<td>Deliver a capital works program that meets projected growth for detainees, prisoner and offender numbers.</td>
<td>• Construct a new prison in the Eastern Goldfields to accommodate 350 prisoners with an effective operational framework. • Expand Acacia Prison to accommodate an additional 587 prisoners, encompassing a maintenance and replacement schedule. • Formulate, implement and evaluate a population management plan for Acacia Prison. • Maintain a balanced budget using innovation, cost management and resourcing initiatives. • Develop short, medium and long term options to address population pressures in the women’s estate, particularly in relation to women on remand.</td>
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“Safety and security don’t just happen, they are the result of collective consensus and public investment. We owe our children, the most vulnerable citizens in our society, a life free of violence and fear.”

Nelson Mandela
Former President South Africa.

“With rights go responsibilities, and all those in a position of duty of care, whether officers of the Court, police, correctional service officers, youth detention centre officers, or parents or other carers and teachers, should be required to meet a standard of accountability.”

Professor Marcia Langton AM
Foundation Chair in Australian Indigenous Studies, University of Melbourne

“The Children’s Court when sentencing a young offender always considers the nature, circumstances and seriousness of the offence and the circumstances of the young offender when deciding the relative weightings to be given to rehabilitation, deterrence and punishment in the particular case.”

His Honour Judge Denis Reynolds
President Children’s Court of Western Australia