

Creating Value Through Performance

Strategic Plan 2015 – 2018



- ▷ *Integrity*
- ▷ *Respect*
- ▷ *Accountability*
- ▷ *Excellence*
- ▷ *Learning*





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 Mission Values

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.

Projects

Deliverables

Strategic Platform

- Align the Department's structure with its strategic platforms.
- Develop effective corporate governance mechanisms for the new Departmental structure, including operational, financial and human resources delegations.
- Develop and implement processes for tracking Ministerial correspondence, deliverables and producing reports on status, timeliness and interdependencies.
- Optimise mechanisms and controls to centralise legal processes, including legal applications, summons, subpoenas and applications made under *Freedom of Information Act 1992*.
- Develop and implement a framework for the delivery of contemporary investigation services aligned to Departmental priorities.
- Develop and implement an internal communications strategy.
- Revise the Departmental Handbook.

1. Change Program

Implement a new Departmental structure that is aligned with the Department's vision, mission and values.

2. Socrates 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. Banksia Hill Detention Centre Transformation

Implement an operational model at Banksia 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 efficiency 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.

- Dismantle the Shared Services arrangement between the Department and the Department of the Attorney General and establish standalone corporate services for:
 - » Information and Communications Technology » Human Resources
 - » Finance » Library Services

- Establish Workforce Plans for Prison Officers, Youth Custodial Officers, Adult Community Correction Officers and Youth Justice Officers.
- Develop a Departmental recruitment strategy, specifically focussing on women and Aboriginal staff.
- Implement succession plans.
- Revise individual performance reports (PADS).
- Develop and deliver a worker's compensation strategy.

- Introduce measures to transform the culture and operations of Banksia Hill Detention Centre.
- Review and transform services delivered at Banksia Hill Detention Centre.

- Pilot and implement new programs for diversion of youth from the justice system, including life skills and mentoring programs.
- Develop program evaluation tools and models for service delivery to meet the individual needs of young people.

- Update and consolidate existing Policy Directives and Adult Custodial Rules to provide a clear and unambiguous set of guiding principles for staff.
- Develop an Operational Model that includes a staffing model, for both the custodial and community corrections environments.
- Implement population management for the corrective services estate.
- Revise and formalise the structure of Pre-Sentence Reports to ensure they are consistent and meet Court requirements.
- Improve the effectiveness of Prison Industries.
- Develop and implement a smoking reduction policy for prisons.
- Revise the model for service delivery to victims of crime.

- Ensure policy objectives align with legislative requirements, including the *Dangerous Sexual Offenders Act 2006*, the *Sentencing Act 1995*, and the *Bail Act 1982*.
- Progress and manage the implementation of the *Custodial Legislation (Officers Discipline) Amendment Bill 2013*.
- Review and develop amendments to the *Young Offenders Act 1994*.

- Develop a data framework for integrated and individualised case management/offender management.
- Revise and introduce an assessment framework in community and custody.
- Review classification systems, tools and policies in community and custody.

- Formalise data administration and ownership and develop common definitions and data policies, including information security classifications.
- Centralise data reporting.
- Establish an information management strategy and enterprise data model.
- Ensure the availability of Departmental reports, information and records through appropriate channels.

- Develop and implement a risk management framework for the Department that links with the Department's strategic risk profile, and includes the development of a Performance, Assurance, Risk, and Audit Committee.
- Develop and implement an assurance framework for the Department.
- Streamline the existing recommendation framework to link recommendations with the Department's strategic risks, to enable corporate focus on priority risks to the Department.
- Undertake independent assurance reviews to improve the Department's risk management controls.

- Develop and implement an overarching intelligence function that spans all divisions and justice portfolios.
- Formulate, implement and evaluate a strategy for increased security/safety of staff and prisoners.
- Develop and implement contingency plans and emergency management procedures to ensure continuity of the key operations of the Department in the event of an emergency.

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.

1

Operational Focus

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

2

Risk Management

- Effectively identifying, forecasting, evaluating and mitigating risk.
- Embedding a lessons learnt culture.

3

“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

