Strategic Plan

1993-1998

February 1993
Strategic Plan 1993-1998
STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES 1993-1998

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FOREWORD

This Strategic Plan is a product of the co-operation from and contributions by staff at all levels and within all areas of the Department of Corrective Services. It provides a guide to the essential strategies, issues and outcomes necessary to facilitate the achievement of the mission and objectives set out in the Department’s Corporate Plan.

The purpose of this document is to provide the direction necessary for the preparation of Business Plans and thus ensure a properly co-ordinated and comprehensive approach to planning. Managers are to ensure the contents of this Strategic Plan, as well as other approved Departmental plans, such as Equal Employment Opportunity, Ethnic Affairs Policy Statements and the Anti-corruption plan, are appropriately reflected in their Business Plans.

In restructuring the Department, there has been a devolution of authority to the operational level and a reduction in the degree of central direction and control.

Operational managers now have the appropriate authority and control over allocated resources to exercise their responsibilities. In doing so, it is expected that managers will demonstrate leadership skills and managerial competence. They will be held accountable for institutional performance.

The difficulties associated with medium term planning for the delivery of correctional services in an environment of unprecedented change and uncertainty, particularly in the areas of resource availability and inmate numbers, are acknowledged. However, largely reactive approaches will be inadequate in such an operating environment. Both medium and long term planning is essential to ensure that the Department will be well placed to manage adverse change and to exploit opportunities as they arise.

The planning of programs, services and activities must be clearly focussed upon the needs of inmates and other major stakeholders, rather than on the convenience of providers. Such a 'consumer/customer' focus, together with the achievement of total quality standards in service effectiveness and cost efficiency, will position the Department to satisfy international norms and community expectations for correctional outcomes in New South Wales.

The outcomes and measures set out in this plan are designed to facilitate the annual reporting process and will be subjected to further refinement. The measurable and collectable performance indicators necessary for accountability across the organisation are to be provided in the Business Plans. Reports from functional managers on performance in relation to this plan will be sought on a quarterly basis and a detailed account, in a prescribed format on an annual basis, will be included in the Annual Report of the Department.

The critical role of staff at all levels in implementing this plan is stressed. Without the experience, skills and commitment of staff, and the synergy of effective teams, optimum results will not be achieved. I look to all staff to provide the necessary personal commitment.

N.R. SMETHURST
Commissioner
February 1993
VISION

To return inmates of correctional centres to the community as law abiding citizens.

MISSION

To protect the community by managing inmates of correctional centres in an environment which is safe, secure, fair and humane and to actively encourage personal development through correctional programs.

CORPORATE OBJECTIVES

INMATE MANAGEMENT
To manage inmates through an interactive management model and in accordance with prescribed requirements and minimum standards.

INMATE DEVELOPMENT
To provide development programs which are designed to prepare inmates to lead law abiding lives.

RESOURCE MANAGEMENT
To ensure that assets are planned and managed, and corporate services provided, to achieve the Corporate Objectives.

STAFF AND THE ORGANISATION
To ensure sufficient skilled and qualified staff to achieve the Corporate Objectives in a committed, responsible manner.

WORK PRACTICES
To provide equality of opportunity and a safe work environment for all staff.
GUIDING PRINCIPLES

MANAGEMENT OF INMATES

☐ To accept that the fundamental aspect of a sentence of imprisonment as punishment for a crime is the deprivation of liberty

☐ The interactive inmate management model to be characterised as follows:

- Primary security to be achieved through area and case management involving positive interaction between staff and inmates

- Physical barriers, electronic systems and response capabilities to provide secondary security

- Inmate control to be principally exercised through a system of incentives and sanctions in respect of behaviour

☐ Correctional services and programs to be provided to address the needs and problems of individual inmates

☐ Inmates to be positively encouraged to acquire appropriate skills, knowledge and attitudes relevant to reintegration into the community

☐ Management practices, programs and services to be non-discriminatory

☐ To adhere as far as possible to the Australian and Departmental minimum standard guidelines for corrections.

MANAGEMENT OF STAFF AND OTHER RESOURCES

☐ All staff to be responsible for the effective and efficient management of and accounting for resources

☐ Staff training and development activities to be directed to the achievement of the Department's corporate objectives and the needs of the individual

☐ All staff to conduct their activities in an ethical manner with honesty and integrity

☐ Authority and responsibility to be devolved to the most appropriate level with appropriate accountability

☐ Staff management practices to be consistent with the principles of equal employment opportunity

☐ Staff management practices to be participatory

☐ All staff to be responsible for creating and maintaining a work environment that provides for the individual, meets occupational health and safety standards and is conducive to high work performance.
STRATEGIC OVERVIEW

1. Pursuing corporate objectives in the environment currently being experienced, and as it might reasonably be projected to develop during the ensuing 5 years, presents a number of significant challenges and some opportunities. Success will be largely dependent upon the performance of the Department in anticipating and managing the challenges while identifying and taking advantage of opportunities. The principal challenges are seen to be as follows:

(a) The development of innovative correctional centre and inmate management models to respond to increases in correctional centre populations;
(b) the provision of recurrent funding to sustain quality and cost effective correctional programs which further Corporate objectives and enhance institutional security;
(c) competition for capital investment in the development/maintenance of the stock of institutions with implications for both program performance and pressure on recurrent and minor capital budgets; and
(d) difficulties in bringing about reforms in management practices and correctional programs due to lack of commitment by some staff and inadequate resources for training programs.

2. The present difficult national economic conditions are expected to impact on State budgets for some time to come and very likely well into the economic recovery phase. Competing priorities for limited government funds in areas such as health, education and transport will exacerbate the problem for this Department.

3. It is therefore vital that the burden on State budgets be reduced as far as possible by reducing the per capita recurrent cost of corrections and developing more cost efficient designs and delivery methods for capital works projects.

4. Private sector involvement in the delivery of correctional services, either in joint ventures or as a contractor, presents both opportunities and challenges for the Department. Private sector resources, expertise and lack of certain constraints present some useful possibilities and provides the potential for a transfer of employment opportunities from the public sector.

5. Responding to the challenges will require the following:

(a) provision of consistent and committed leadership;
(b) improving staff skills and developing a capacity to operate a fully interactive inmate management model;
(c) improving working procedures to provide total quality systems and cost efficient services;
(d) developing and consolidating institutions to provide sufficient accommodation of an acceptable standard, adequate infrastructure for programs, and facilities on a scale that enables cost efficient staffing levels;
(e) providing sufficient inmate employment, education and living skills program opportunities of a high standard; and
(f) improving the corporate image of the Department through initiatives in local communities and public relations efforts generally.

6. There are opportunities that need to be taken into account in developing strategies to improve operational performance. These include:

(a) recent low staff attrition rates due to the economic downturn provide an opportunity to develop staff through additional secondary training rather than concentrating resources upon primary training for recruits;

(b) academically well qualified and experienced people are more likely to be attracted to a career in corrections as the environment becomes more professionally orientated. Competitive salaries and relative job security are attractive features of a career in corrections. The new inmate management model also lends itself to more rewarding work which should assist in retaining many of our people and permit funds to be diverted from primary training;

(c) private sector participation in projects. Difficult market conditions provide opportunities for innovation and new industries, particularly in areas such as import substitution;

(d) an increasing awareness amongst staff at all levels of the need to review and improve traditional methods, behaviours and attitudes and try new ways. This involves an understanding and acceptance of the need for economically sustainable jobs and the abandonment of inefficient work practices; and

(e) the benefits of institutional design improvements and experience interstate and overseas with new correctional methods and programs.
STRATEGIC PRIORITIES

PRIORITY: RESTRUCTURE

To restructure the Department to improve functional performance, increase accountability and enhance support service effectiveness and efficiency.

Strategy

Negotiate and implement the restructure based upon four operational regions and a reduced Head Office.

Key issues

(i) Staff selection and the establishment of new structures.
(ii) Provision of suitable accommodation for the new structures.
(iii) Identification and resolution of the changes to administrative and other procedures required to implement and obtain maximum benefit from the new structures.

Outcomes/Measures

(i) New structures are in place and operating satisfactorily.
(ii) Accommodation has been adjusted to reflect the changed needs.
(iii) Operational and administrative systems and procedures have been adjusted to reflect the new structures.
PRIORITY: YOUNG OFFENDERS

To provide a means of intervening in the cycle of crime and imprisonment of young adult offenders to improve prospects for a successful and sustained return to the community.

Strategies

(a) Development of an integrated and comprehensive program of assessment and management of young adult offenders that addresses individual needs.

(b) Provision of dedicated facilities to house sentenced and unsentenced young offenders who meet the program criteria.

Key issues

(i) Program development.

(ii) Provision of adequate and suitable dedicated facilities for young offenders.

(iii) Staff training.

(iv) Employment opportunities for young offenders.

Outcomes/Measures

(i) Young offenders assessed as suitable are diverted into the Young Offenders Program.

(ii) Rate of compliance/success completing Young Offenders Program.

(iii) Numbers of young offenders participating in the Second Chance Program and in industries.
**PRIORITY: INMATE MANAGEMENT**

Develop and implement a model of Area Management and Case Management based upon dynamic security and control via a hierarchy of privileges and sanctions in all institutions.

**Strategies**

(a) Development of a model that is sufficiently flexible to manage all inmates in all institutions.

(b) Development of a timetable and strategy to implement the model.

**Key issues**

(i) Level of commitment to the approved model by all staff.

(ii) Provision of training and other resources to support introduction of the model.

**Outcomes/Measures**

(i) Model developed and approved.

(ii) Implementation strategy and timetable developed.

(iii) Implementation on target.
**PRIORITY: STAFF TRAINING & DEVELOPMENT**

To improve staff skill levels and work attitudes through training and development.

**Strategies**

(a) Determine staff skill, behaviour and attitude requirements best suited to newly evolving management systems.

(b) Develop training strategies and opportunities that most cost effectively meet requirements.

**Key issues**

(i) Implementation of an effective staff appraisal system.

(ii) Identification of workplace competencies to support Area Management.

(iii) Provision of resources to meet identified training needs.

(iv) Possible relocation of Correctional Services Academy.

**Outcomes/Measures**

(i) Number of training days undertaken per staff member per annum.

(ii) Development and execution of a continuum of training.
To provide sufficient, appropriate and cost efficient accommodation and facilities to house present and projected inmate populations.

Strategies
(a) Continue development and refinement of the institutional population prediction model.
(b) Research and develop more cost effective designs for institutions and more efficient project delivery systems.
(c) Seek public funding and opportunities for innovative funding via the private sector to conduct a consolidation and development program to bring the stock of institutional properties to the required standards and optimum operational performance level.

Key issues
(i) Level of capital investment provided.
(ii) Availability of maintenance funding.
(iii) Approvals for project development.
(iv) Achievement of design and project delivery systems improvements.
(v) Impact of Junee on the structure and operation of the Department.

Outcomes/Measures
(i) Improvement in the suitability, adequacy and condition of correctional centres.
(ii) Reduction in the operating costs of correctional centres.
(iii) Design and delivery improvements resulting in reduced capital cost to provide correctional centre places.
(iv) Post Junee facilities plan.
**PRIORITY: INMATE EMPLOYMENT, TRAINING AND DEVELOPMENT**

To assess individual inmate needs in vocational, educational and other skills and to provide opportunities and encouragement for inmates to address those needs.

**Strategies**

(a) Provide a system of Case Management to assess individual needs and guide program development.

(b) Provide sufficient suitable employment, educational and other developmental program places to meet the needs of the institutional populations.

**Key issues**

(i) Introduction of Case Management.

(ii) Funds/resources to provide program opportunities.

(iii) Accreditation of programs.

(iv) Education staff vacancies.

**Outcomes/Measures**

(i) Individual inmate needs and deficits are identified.

(ii) Sufficient places in an appropriate range of program opportunities are available.

(iii) Education pathways co-ordinated with Corrective Services Industries and Inmate Classification.
PRIORITY: PRIVATE SECTOR PARTICIPATION

To recognise the potential for effectively and efficiently pursuing Departmental objectives and meeting various needs through the participation of the private sector.

Strategy

Review efficiency and effectiveness of "in house" programs, services and activities and where appropriate seek expressions of interest from the private sector to contract or engage in joint ventures.

Key issues

(i) Success of private sector participation projects to date.
(ii) Constraints of conditions relating to private sector participation.
(iii) Impact of general economic circumstances on the attitudes of private business.

Outcomes/Measures

(i) Level of private sector involvement in the provision of services and facilities.
(ii) Cost efficiency and effectiveness of services and facilities provided (including performance of joint venture projects).
**PRIORITY: STRUCTURAL EFFICIENCY**

To develop an enterprise agreement and other means of improving the flexibility, cost efficiency and operational performance of staff and the Department.

**Strategies**

(a) Identification of work practices and structural arrangements that are not optimally efficient or appropriate for present day and future requirements.

(b) Develop and negotiate alternative, improved arrangements to remedy issues identified.

**Key issues**

(i) Departmental performance in developing and negotiating an enterprise agreement and changed workplace practices.

(ii) Attitude and co-operation with the process on the part of staff industrial representatives (trade unions).

(iii) Competition from the private sector.

**Outcomes/Measures**

(i) Agreements/improvements successfully implemented.

(ii) Increased productivity.
**PRIORITY: PUBLIC/COMMUNITY RELATIONS**

To improve the corporate image of the Department, public awareness of correctional issues and positive interaction between the community and correctional centres.

**Strategies**

(a) Review and revise public relations objectives and strategies to devolve much of the responsibility to the operational level.

(b) Involve operational staff, particularly those institutionally based, in public and community relations activities.

(c) Establish Community Consultative Committees to support each centre.

**Key issue**

Developing and maximising the contribution of operational staff in media and public relations.

**Outcomes/Measures**

(i) A positive corporate image/message developed and disseminated.

(ii) Favourable/balanced treatment of correctional issues and events is regularly achieved.

(iii) Items of potential media/public interest are identified and effectively placed to maximise potential for public relations benefits.

(iv) Build up a reservoir of media and public goodwill and awareness of correctional issues.
To recognise the special needs of Aboriginal inmates in providing assessment, programs and services that are culturally appropriate in addressing issues that could adversely affect either the serving of a sentence or a successful return to the community.

Strategies
(a) Ensure policies and procedures in place adequately respond to the findings of the Aboriginal Deaths in Custody Royal Commission.
(b) Training of staff to include Aboriginal cultural awareness.
(c) Links with the Aboriginal community, and agencies/organisations working with Aboriginal people, be developed and utilised for the benefit of Aboriginal inmates and programs in correctional centres.
(d) Target recruitment of greater numbers of employees identifying as Aboriginal.
(e) Effective operation of Department of Corrective Services Aboriginal Task Force.

Key issues
(i) Staff training in cultural awareness.
(ii) Effectiveness of Case Management systems.
(iii) Resources to develop and provide suitable program opportunities and services.

Outcomes/Measures
(i) Aboriginal cultural awareness included in training modules.
(ii) Initiatives relating to the Aboriginal Deaths in Custody Royal Commission in place.
(iii) Extent of development and operation of links between correctional centres, the Aboriginal community, and relevant agencies and organisations working with Aboriginal people.
(iv) Number of employees identifying as Aboriginal employed in service delivery areas.
1. INTERACTIVE INMATE MANAGEMENT MODEL

Objective
To develop and implement a flexible interactive inmate management model, integrating the concepts of Area Management, Case Management, Dynamic Security and a Structured Day, consistent with corporate objectives and suitable for implementation in all correctional centres for the management of all inmates.

Strategies
(a) Centrally develop the model for executive approval - resource implications to be a prime consideration; and
(b) develop an implementation strategy, timetable and evaluation criteria for approval - training lead times to be a consideration.

Key Issues
(i) Demonstrated executive commitment to and approval of the model is required.
(ii) Executive recognition of resource requirements, costs and training lead times is required.
(iii) Operational staff acceptance of and commitment to the model.
(iv) Cultural aversion to change.
(v) Training and development of staff.

Outcomes/Measures
(i) Correctional centres achieving implementation.
(ii) Correctional centres meeting evaluation criteria.
2. **CASE MANAGEMENT**

Objectives
To identify and assess an inmate’s needs and problem areas

*and*

to select, monitor, review and co-ordinate strategies to address these areas and prepare an inmate for release.

Strategies
(a) Develop a flexible Case Management system, with operational procedures and minimum standards, suitable for implementation in all correctional centres and for management of all inmates.

(b) Provide positions with appropriate statements of duties to allow officers to embrace a new role, and to provide adequate casework supervision.

(c) Provide assessments, reports and recommendations for classification purposes, ORB/SORC, and for internal/external authorities.

(d) Provide officers with access to appropriate support staff, services and facilities of a high standard to assist case management quality assurance.

(e) Develop an implementation strategy, timetable and evaluation criteria for approval by the Assistant Commissioner, Operations - training lead times to be a consideration.

Key Issues
(i) Demonstrated executive commitment to and approval of the model is required.

(ii) Executive recognition of resource requirements, costs and training lead times is required.

(iii) Development of job specifications and appropriate systems.

(iv) Successful industrial negotiation required to enable officers to undertake new work roles.

(v) Appropriate training for staff.

Outcomes/Measures
(i) Correctional centres achieving implementation within a specified period.

(ii) Correctional centres meeting evaluation criteria.
3. **CLASSIFICATION**

**Objective**

To prepare plans for placements and programs that assist inmates to function constructively within a correctional centre, prepare them for release into the community and take into account safety and security requirements, special needs and access to suitable development opportunities and to put into place policies and procedures that monitor and reflect changed circumstances in the structure of the organisation, the new interactive inmate management model and developing trends.

**Strategies**

(a) Provide adequate assessment using pre- and post-reception information and interviews.

(b) Develop an individual management plan to address inmates’ security, program and special needs.

(c) Monitor and regularly review inmate programs and placement via the Case Management system and local classification processes.

(d) Develop revised classification policies and procedures that reflect the changes within the organisation.

(e) Monitor trends in classification profiles, program requirements, special needs, and security breaches to facilitate policy and procedural adjustments as required.

**Key Issues**

(i) Implementation of Case Management.

(ii) Capacity to place inmates into facilities and programs appropriate to their classification and needs.

(iii) Impact upon incidence of escapes and/or institutional disorder.

(iv) Mismatch between inmate and institutional classification.

**Outcomes/Measures**

(i) Inmates have a plan for placement and programs which is regularly reviewed and integrated with education pathways and Corrective Services Industries employment.

(ii) Accommodation by security rating is adequate for numbers of inmates by security rating.

(iii) Decreasing need for protection and administrative segregation places.

(iv) Reduced instances of inmate/institutional classification mismatch.
INMATE DEVELOPMENT PROGRAMS

Objective
To provide inmate development opportunities and services for all inmates that are appropriate in terms of:
- security and good order of the correctional centre
- sound and economic institutional management
- satisfaction of inmate needs (including special needs)
- facilitation of inmate community reintegration.

Strategies
(a) Use Classification and Case Management data and evaluate to formulate and implement programs and ensure the continuing appropriateness of programs and services.
(b) Provide opportunities and incentives that ensure all inmates are able to use their time constructively.
(c) Ensure an integrated approach to inmate development by all staff.
(d) Utilise appropriate community involvement to enhance program and service delivery.

Key Issues
(i) Establishment of program needs.
(ii) Competition for program funding.
(iii) Competing priorities of inmate work, education and programs.
(iv) Programs to be appropriate to role of each correctional centre.
(v) Portability of programs between correctional centres.
(vi) Accreditation of courses, teachers and delivery rates.

Outcomes/Measures
(i) Completion of identified course/program by inmate.
(ii) Programs developed meet identified needs of inmates.
(iii) Inmate enrolment levels.
(iv) Improved correctional centre environment and security.
(v) Improved inmate/staff relationships.
5. WELFARE SERVICES

Objective
To provide welfare services which meet the reasonable needs of inmates throughout their sentences and which facilitate the maintenance of family and community links.

Strategies
(a) Provide training and support material and services to enable custodial and other unit staff to provide general welfare services, and assist inmates to adjust to imprisonment.
(b) Provide suitably trained and experienced Welfare Officers to liaise with local community agencies to establish and develop support and, where appropriate, post release services for inmates and their families and to provide consulting and specialised welfare services.
(c) Integration of welfare services with other inmate care and development programs.

Key Issues
(i) New role of custodial staff in Area and Case management.
(ii) Integration of roles of custodial and non-custodial staff.
(iii) Availability of community services.

Outcomes/Measures
(i) Inmate welfare needs, including family related matters, are being addressed.
(ii) Institutional links with the community are facilitating provision of welfare services to inmates and their dependants.
6. **CHAPLAINCY SERVICES**

**Objective**
To provide chaplaincy services to meet the spiritual needs of inmates, families of inmates and staff of the Department.

**Strategies**
(a) Arrange and conduct worship services appropriate to the range of religious beliefs.
(b) Arrange and carry out visitations to meet the spiritual needs of inmates and families of inmates across the range of religious beliefs.
(c) Provide chaplaincy services for departmental staff when requested.
(d) Integration of chaplaincy services with other inmate care and development programs.

**Key Issue**
Access to inmates, families and institutional facilities to fulfil role.

**Outcomes/Measures**
Access by chaplains to institutional facilities, inmates and families.
7. PSYCHOLOGICAL SERVICES

Objective
To provide psychological care and assessment services for inmates to promote better adaptive behaviour.

Strategies
(a) Assess inmates after reception to determine psychological care needs and contribute to the classification and case management processes.
(b) Provide psychological care services following court, staff or self referral.
(c) Provide assessments and reports required by statutory boards, and other authorities.
(d) Integration of psychological services with other inmate care and development programs.

Key Issues
(i) New role of custodial staff in area and case management.
(ii) Integration of roles of custodial and non-custodial staff.
(iii) Professional support to psychologists.

Outcomes/Measures
Expanded correctional officer role enables focus on specialised psychological care and assessment of inmates referred or presenting with need.
8. **RECREATION**

**Objective**
To provide recreational opportunities and experiences for inmates that are responsive to their needs and wishes, that have the capacity to enhance prospects of a successful return to the community, and which are suitable within the institutional setting.

**Strategies**
(a) Contribute to the institutional 'Structured Day' through organised active and passive recreation programs.
(b) Identify and make best use of locally accessible opportunities to provide recreation programs that meet inmate fitness and health needs, and teach constructive leisure skills.
(c) Provide appropriate unstructured recreation opportunities for use in free time that are responsive to inmate preferences.
(d) Integration of recreational programs with other inmate care and development programs.

**Key Issues**
(i) Competing priorities of work/education/programs/recreation.
(ii) Availability of staff and resources.
(iii) Inmate health.
(iv) Community response.
(v) Security issues.

**Outcomes/Measures**
(i) Inmates have opportunities for a range of constructive leisure time pursuits.
(ii) Levels of inmate participation.
(iii) Institutional atmosphere and security.
9. HEALTH SERVICES

Objective
To work with the Corrections Health Services to meet the health needs of inmates.

Strategies
(a) Participate, in conjunction with the Corrections Health Services and the Corrections Health Services Board, in the planning of health objectives and delivery strategies which identify, and are responsive to, the particular needs of inmates and the correctional centre community.

(b) Establish effective liaison at all levels with the Corrections Health Service.

(c) Establish procedures to identify and respond appropriately to inmate illness or injury and ensure access to proper medical care.

(d) Provide necessary support services to enable effective treatment and preventative programs.

(e) Involve institutional staff, particularly through Area and Case Management activities, in overall health service provision.

Key Issues
(i) Cooperation and information sharing between DOCS and C.H.S.

(ii) Changes to traditional role of correctional officers.

(iii) Impact of Corrections Health Services Board.

Outcomes/Measures
Provision of integrated comprehensive health services which are responsive to the particular needs of inmates.
PHYSICALLY OR INTELLECTUALLY DISABLED OR OTHER
SPECIAL NEEDS INMATES

Objective
To provide appropriate individual and group programs for those inmates
identified as having physical or intellectual disabilities or other special needs
and
to address, in particular, those physical or intellectual disabilities which may
have contributed to the commission of an offence by an inmate or which have
potential to adversely impact upon the inmate's prospects for a successful return
to the community.

Strategies
(a) Provide reception and assessment activities to identify special needs or
placement, or association risks, in order to enable suitable classification
and placement plans to be made.
(b) Meet special needs through flexible programs and services and
appropriate placements to enable inmates to remain in the mainstream
wherever possible.
(c) Provide, where necessary, separate facilities and programs for inmates
with special needs to target those needs and reflect, as far as possible,
parity of opportunity and facilities within the institutional mainstream.

Key Issues
(i) Competition for funding and resources throughout Department.
(ii) Ensuring parity of opportunity, especially for those in separate facilities.
(iii) Availability of specialised staff and resources.
(iv) Requirement for specialised staff training appropriate to special need.

Outcomes/Measures
(i) Appropriate assessment of inmates to identify special needs.
(ii) Range of programs specifically developed to meet identified needs.
(iii) Programs accessible to inmates with special needs.
11. **DRUG AND ALCOHOL SERVICES**

**Objective**
To provide programs and services for inmates of institutions directed at preventing/minimising illicit or problematical drug and alcohol use during their sentences and upon release.

**Strategies**
(a) Provide full and part time drug and alcohol workers and specialists to deliver comprehensive assessment, counselling, education and management programs.
(b) Participate in Case Management systems and use data to set standards and monitor program performance.
(c) Liaise with Departmental and external bodies and institutions to obtain required funding and other support services in the delivery of quality drug and alcohol programs.

**Key Issues**
(i) Integration of drug and alcohol programs with other inmate care and development programs.
(ii) Funding levels.
(iii) Access to inmates.
(iv) Provision of adequate professional and administrative support.

**Outcomes/Measures**
(i) Comprehensive drug and alcohol assessment program in place.
(ii) Level of participation of assessed/referred inmates in programs.
**12. H.I.V./AIDS SERVICES**

**Objective**
To provide effective H.I.V./AIDS policies, programs and services for all staff and inmates in order to minimise the transmission of H.I.V. in New South Wales correctional centres.

**Strategies**
(a) Provide and promote effective educational and preventative programs for both staff and inmates.
(b) Provide all staff and inmates with access to appropriate information and equipment in order to reduce the risk of H.I.V. transmission.
(c) Ensure treatment and services available to H.I.V. positive inmates are comparable with those available in the community.

**Key Issues**
(i) Enhanced role for Regional AIDS Co-ordinators to target correctional centre staff as well as inmates.
(ii) Development of Occupational Health and Safety budget and distribution of appropriate equipment.
(iii) Increased liaison and co-operation with the Corrections Health Service and community services.
(iv) Operation of Lifestyles Unit for H.I.V.+ inmates.

**Outcomes/Measures**
(i) Reduction in the incidence of H.I.V. risk behaviours by both staff and inmates.
(ii) Reduced risk of H.I.V. infection being transmitted within institutions.
(iii) Higher level of satisfaction with the treatment and care received by H.I.V.+ inmates.
13. NON ENGLISH SPEAKING BACKGROUND (N.E.S.B.) INMATES

Objective
To provide equality of access to programs and services for inmates of a non English speaking background.

Strategies
(a) Educate staff as to the needs of N.E.S.B. inmates and train them in the design and delivery of appropriate programs and services.
(b) Include in position accountability statements and advertised appointment opportunities, the requirement for commitment, knowledge and skills in providing equality of access to programs and services for N.E.S.B. inmates.
(c) Include N.E.S.B. inmate equality of access to programs and services in Correctional Centre Business Plans as an issue to be addressed.
(d) Correctional Centres to provide significant information for inmates in written and/or video display in English and the main community languages and arrange for interpreter services as required.
(e) Effective operation of Department of Corrective Services Ethnic Affairs Task Force.

Key issues
(i) Level of awareness and commitment achieved with staff at all levels.
(ii) Capacity to provide training and other resources to commence the initiatives currently lacking.

Outcomes/measures:
(i) Significant information is readily accessible by inmates in main community languages.
(ii) Interpreter services are utilised by those with need at appropriate times.
(iii) Programs and services provide equality of access for inmates of N.E.S.B.
14. **PAROLE SERVICES**

Objective
To provide classification, Case Management and pre-release services for inmates.

Strategies
(a) Provide a service which is an integrated part of the inmate management system, including Case Management.
(b) Provide assessments and reports required by Statutory Boards and other authorities, e.g. Pre-Release Reports.
(c) Provide essential information and assessments in the form of pre-sentence and other reports necessary to give effect to the classification process.
(d) Liaise with Community Corrections Service, particularly following inmate reception and prior to inmate release to supervision.

Key Issues
(i) Development of role of new Parole Service and parole officers within institutions.
(ii) Need for cooperation with Community Corrections Service due to interdependency and functional overlap.

Outcomes/Measures
(i) Involvement of parole officers in Case Management system.
(ii) Co-ordination between Parole Service and Community Corrections to exchange relevant information.
(iii) Number of inmates released with post release programs.
(iv) Long term inmates with an institution program developed following reception assessment.
15. INMATE EMPLOYMENT SERVICES

Objective
Provide a range of appropriate and cost effective training and employment opportunities for inmates which concentrate on the development of skills.

Strategies
(a) Capitalise upon opportunities via Corrective Services Industries and through local initiatives consistent with institutional needs and local market opportunities.
(b) Provide portability of skills training throughout the correctional system.
(c) Emphasis should be placed on skills-based rather than service-based opportunities.
(d) Evaluate industries to ensure relevance and efficiency.
(e) Integration with education and other inmate programs.

Key Issues
(i) Competition with private business and labour market.
(ii) Current economic environment; adverse business climate.
(iii) Low skills level of inmates.

Outcomes/Measures
(i) Accredited skills-based training courses available.
(ii) Opportunity to learn a range of marketable skills.
(iii) Employment positions accessible to all inmates.
(iv) Cost effectiveness of industries.
(v) Structured Day in place.
(vi) Number of Private Sector Correctional Centre Industry Business Units established.
(vii) Number of inmates employed in correctional centre industries.
1. **CORRECTIONAL CENTRE MANAGEMENT MODEL**

**Objective**
To develop and implement a cost effective, flexible Correctional Centre management model, suitable for all correctional centres.

**Strategies**
(a) Adopt at least the *Minimum Standards* that have been developed for the management of Correctional Centres.
(b) Develop and adopt a flexible model of inmate management based upon positive interaction between staff and inmates, Case Management and control via a system of incentives and sanctions.
(c) Develop an implementation plan and schedule for the new management model.
(d) Negotiate staffing deployment and threshold agreements for all correctional centres that are realistic operationally and are competitive in comparison with developments in both public and private sector correctional centre management.

**Key Issues**
(i) Demonstrated executive commitment to and approval of the model is required.
(ii) Staff and union co-operation and support.
(iii) Adequate training for staff relevant to the new role.
(iv) Sufficient capital funds (major and minor) to make institution facilities suitable for the new management model.
(v) Potential impact of technology on correctional centre security and to impact positively on recurrent costs.

**Outcomes/Measures**
(i) Correctional centres achieving implementation.
(ii) Correctional centres meeting evaluation criteria.
(iii) Operating within budget and overtime allocations that compare favourably with achievements in correctional centre management in both the public and private sectors.
2. ROLE OF FACILITY

Objective

To identify the most appropriate role for each correctional centre and to
develop medium and longer term plans to guide development of staff, physical
facilities and programs.

Strategies

(a) Centrally define short, medium and longer term roles for each
correctional centre.
(b) Prepare regional Business Plans to maximise co-ordination of
institutional activities.
(c) Prepare individual Business Plans for each correctional centre with 1 and
5 year focus to facilitate resource allocation and longer term
development.
(d) Devise establishment and workforce plans for each correctional centre
consistent with the centrally defined short, medium and longer term
roles.

Key Issues

(i) Imbalances between classification profile and place of origin of inmates
and the security rating and location of correctional centres.
(ii) Need for major capital investment to overcome deficiencies in facilities
and maintenance of correctional centres.
(iii) Programs to meet significant needs identified, developed and evaluated.

Outcomes/Measures

(i) Resource allocation, capital works and programs conform to the
identified role of the correctional centre.
(ii) Correctional Centre Business Plans are implemented and maximise
performance of staff and assets in pursuing corporate objectives.
COMMUNITY RELATIONS

Objective
To develop and maintain a productive relationship between the local community and the correctional centre, consistent with a positive corporate image.

Strategies
(a) Encourage suitable involvement of the local community in the activities of the correctional centre.
(b) Utilise Community Consultative Committees.
(c) Identify opportunities for the correctional centre to be productively involved with the local community.

Key Issues
(i) Challenge to establish strong community relations in metropolitan areas.
(ii) Countering existing negative perceptions about the Department and its work.

Outcomes/Measures
(i) Community Consultative Committees in all correctional centres operating according to charter.
(ii) Involvement of the correctional centre in community activities and the community in the day to day activities of the correctional centre.
(iii) More frequent and positive local media interest.
4. **CAPITAL WORKS**

**Objective**
To provide and properly maintain capital assets so as to support the operation and programs of the correctional centre.

**Strategies**
(a) To maximise the opportunity for maintenance and development utilising inmate labour and staff supervision.
(b) Ensure physical facilities are consistent with the required purpose and are cost effective in capital and recurrent terms.
(c) Institute a planned maintenance program to ensure capital assets are properly maintained.

**Key Issues**
(i) Limited funding in immediate future.
(ii) Existing backlog of work.
(iii) Need for innovative use of existing assets to meet needs.

**Outcomes/Measures**
(i) Operating performance, cost efficiency and condition of capital assets.
(ii) Efficiency of management of capital and maintenance funding provided.
(iii) Minor Capital Works Program identifying priorities.
5. CANTEEN SERVICES

Objective
To provide cost effective inmate canteen services for purchase of approved items of food, clothing, toiletries, sporting and hobby equipment.

Strategies
(a) Arrange contracts for the supply of canteen items in accordance with established policy.
(b) Arrange purchasing and distribution systems that are appropriately secure and that minimise Departmental expense and staff time.
(c) Ensure equitable inmate access to canteen services and equitable treatment for both the contractor and inmates purchasing goods.

Key Issues
(i) Minimising cost and use of Departmental resources while providing an appropriate level of service.
(ii) Security and integrity of systems and contracts.

Outcomes/Measures
(i) Systems and practices comply with established policy and procedure guidelines.
(ii) Cost efficiency, while maintaining an appropriate service, is at least competitive with comparable institutions.
STAFF

1. RANK/GRADE STRUCTURE AND JOB CLASSIFICATION

Objective
To provide rank, grading and job classification structures that are appropriate to departmental needs and enable proper accountability, responsibility and authority.

Strategies
(a) Revise rank and grading structure and job classifications.
(b) Provide opportunities for a statewide career path and lateral movement for all staff.
(c) Provide appropriate schedules of delegation to enable staff to meet the requirements of their positions.

Key Issues
(i) Obtaining staff and union acceptance/support for improved structures and procedures.
(ii) Providing training, development and administrative support for revised arrangements being put in place.

Outcomes/Measures
(i) Ranking and grading structures efficiently meeting Departmental operational and support needs.
(ii) Accountability at all levels appropriate in terms of operational requirements.
2. ENTRY AND PROGRESSION

Objective
Encourage application by, and selection of, the highest standard of applicant relevant to the subject position, and create a pool of skilled staff within the organisation to meet the needs of the Department.

Strategies
(a) Introduce direct marketing to all recruitment activities with support through the development of appropriate promotional materials and methods.
(b) Ensure the competence of selection panels.
(c) Develop and implement programs for the encouragement of job rotation to provide experience in the various classifications and environments.
(d) Develop and implement staff development opportunities such as higher duty placements, secondments and temporary appointments.
(e) Identify the essential skills, knowledge and attitudes required for each position.

Key Issues
(i) Capacity to attract and retain higher quality employment applicants.
(ii) Ability to resource and support the various training and development activities.
(iii) Managing staff attrition rates in a recovering economy.
(iv) Staff confidence in the selection and promotion process.

Outcomes/Measures
(i) Qualifications and suitability of base level entrants.
(ii) Staff attrition rate management.
(iii) Staff successfully completing training and development programs.
(iv) Staff confidence in the objectivity of the selection and promotion process.
3. **TRAINING AND DEVELOPMENT**

Objective

To provide a standard and direction of pre-service and in-service training and support for external development programs adequate to equip staff with the skills, knowledge and attitudes required to meet the present and projected needs of the Department.

Strategies

(a) Identify the present and projected skills required by the Department.

(b) Identify and prioritise the training and development needs of officers on the basis of a staff appraisal system.

(c) Develop training programs consistent with departmental and staff needs ensuring their delivery by the most appropriate mode.

(d) Evaluate all training programs on a regular basis to ensure that both relevance and high standards are maintained consistent with accepted educational practice.

(e) Develop internal and recognise external training programs consistent with departmental and staff needs.

(f) Progress towards the accreditation of all internal training courses and meet the requirements of the Commonwealth Training Guarantee Act 1980.

Key Issues

(i) Departmental priority for training and development.

(ii) Capacity to make staff available to attend training and development programs.

(iii) Linking of promotion to education and skills acquisition.

Outcomes/Measures

(i) Number of staff undertaking/completed tertiary studies.

(ii) Percentage of staff subjected to formal performance appraisal.

(iii) Number of training days accredited in terms of the Training Guarantee Act undertaken per staff member per annum individually calculated.

(iv) Continuum of training from entry to exit.
4. **INDUSTRIAL RELATIONS**

**Objective**
To provide within the Department a productive industrial climate.

**Strategies**
(a) Provide appropriate policy advice and direction on industrial issues affecting operational and support areas.
(b) Provide an effective consultancy service to senior management for industrial relations practices and procedures.
(c) Provide informed advocacy and specialised negotiation services.
(d) Review and develop comprehensive industrial awards and agreements covering the Department’s staff, with an emphasis on the creation of an enterprise agreement and the implementation of structural efficiency strategies.

**Key Issues**
(i) Need for demonstrated commitment and co-operation between management and staff to improve efficiency and productivity at the workplace level.
(ii) Acceptance by the parties of more direct responsibility for industrial relations outcomes.

**Outcomes/Measures**
(i) Successful development and implementation of structural efficiency principles, resulting in the establishment of an enterprise based industrial agreement to cover all staff.
(ii) Days lost due to industrial disputes.
(iii) Enhanced staff attendance and productivity.
(iv) Improved industrial environment.
OPERATIONS

1. SECURITY

Objective
To provide a safe and secure environment for staff and inmates, consistent with relevant security classifications,
and
to prevent corrupt and criminal activities among officers, inmates and institutional visitors.

Strategies
(a) Provide a range of security and response services, on an institutional and central basis, to meet all routine, emergency and specialist security requirements.
(b) Identify potential areas open to corruption or criminality, investigate suspected incidents and act upon recommendations.
(c) Provide and promote anti-corruption plans and training material.

Key Issues
(i) Security procedures to be effective and appropriate to the risks involved.
(ii) Institutions to have the capacity to prevent and contain security incidents and disorder.
(iii) Institutional and central anti-corruption activities to be pro-active and appropriate to the potential risks involved.
(iv) Anti-corruption plans to be in operation at all institutions.

Outcomes/Measures
(i) Security incidents and disorder prevented or contained.
(ii) Local institutional resources effective in preventing and containing disorder.
(iii) Central response capability maintained at an appropriate level.
2. **ESCORTS**

**Objective**
To provide efficient, safe and secure movement of inmates between correctional centres, to courts and for other purposes.

**Strategies**
(a) Develop a systematic approach, which maximises the effectiveness of staff and resources, by co-ordination and communication with correctional centres and destinations, and is responsive to classification requirements.

**Key Issues**
(i) Capacity to co-ordinate escorts and resource availability.
(ii) Staff training and effectiveness.
(iii) Vehicle suitability.

**Outcomes/Measures**
(i) Escort requirements are co-ordinated to meet all needs.
(ii) Services are cost efficient.
(iii) Security and safety is maintained.
(iv) Operation of a cost effective security vehicle fleet.
ADMINISTRATIVE AND SUPPORT SERVICES

1. SENIOR EXECUTIVE SERVICE

Objective
To direct the Department's achievement of the corporate mission and provide sound and economical management of resources measured against established performance criteria.

Strategies
(a) Develop organisational structures and communications most suitable for operations and support services.
(b) Ensure that staff, as the Department's primary resource, are adequately and suitably skilled to perform their allocated tasks.
(c) Ensure work systems, practices and controls are adequate in terms of government and community expectations and legislative requirements.
(d) Enable maximum effectiveness of the use of facilities and resources.
(e) Provide effective communication and liaison with the Minister, the agencies of government and the broader community.
(f) Consider the operating environment and longer term issues with a view to ensure the Department is positioned to successfully achieve its mission well into the future.
(g) Implement performance agreements for all Senior Executive Service positions and examine feasibility of a similar approach with other positions.

Key Issues
(i) Senior Executive Service performance contracts.
(ii) Political and managerial stability.
(iii) Funding environment.

Outcomes/Measures
(i) Fulfilment of individual performance contracts.
(ii) Implementation of the Corporate Plan.
(iii) Successful financial management.
(iv) Provision of a positive environment to encourage change, maximise staff potential, and foster cooperation and cohesion within the Department.
2. \textit{EXECUTIVE SUPPORT}

\textbf{Objective}

To provide efficient and reliable information and support services to Executive Officers, and meet Ministerial requirements.

\textbf{Strategies}

(a) Co-ordinate the flow of information to and from Senior Executive Officers.

(b) Facilitate flow of information between Senior Executive Officers and the Minister.

(c) Provide administrative support to Senior Executive Officers.

(d) Provide responses to Ministerial questions and briefings on departmental initiatives and other issues.

\textbf{Key Issues}

(i) Skills and knowledge of staff.

(ii) Effectiveness of formal and informal communication and liaison networks.

(iii) Standard Operating Procedures developed and executed.

\textbf{Outcomes/Measures}

(i) Minister and Senior Executive Officers satisfied with the service provided.

(ii) Achievement of key outcomes of Strategic Plan.
3. POLICY

Objective
To develop and co-ordinate policy that is effective in supporting corporate objectives and strategies.

Strategies
(a) Policy to be developed in operational areas to best reflect actual needs.
(b) The co-ordination of policy function to be carried out centrally.

Key Issues
(i) Existence of capability within the Divisions and Branches to develop sound policy.
(ii) Effectiveness of the central policy co-ordination function.

Outcomes/Measures:
(i) Policy is effective and appropriate in terms of corporate objectives, strategies, and legislative requirements.
(ii) Policy is properly co-ordinated across the Department.
4. LEGISLATION

Objective
Prepare and co-ordinate a departmental legislative program.

Strategy
Centrally co-ordinate preparation of legislative proposals, briefings, Cabinet Minutes, Second Reading Speeches etc. in consultation with Operations and Legal Services.

Key Issues
(i) Government legislative strategies and priorities.
(ii) Ministerial agenda.

Outcomes/Measures
(i) Successful passage of Cabinet Minutes to approval.
(ii) Successful passage of legislation through Parliament.
5. **PLANNING, EVALUATION AND REPORTING**

**Objective**
To develop corporate, strategic and business planning processes and activities that effectively pursue the corporate mission, evaluate performance and provide timely, accurate and relevant reporting information, and to monitor and review specific departmental programs in the meeting of targets and performance standards.

**Strategies**
(a) Develop Corporate Strategic and Business plans to provide objectives and strategies to pursue the identified mission of the Department.
(b) Integrate the activities of all sections of the Department to meet corporate objectives.
(c) Develop an annual program and a methodology for evaluation which facilitates enhanced management practice and supports reporting requirements.

**Key Issues**
(i) Strategic analysis capabilities of executives and senior managers.
(ii) Linking of resource allocation to planning processes.
(iii) Linking evaluation and reporting obligations to the planning process.

**Outcomes/Measures**
(i) Plans are developed and revised as per the time schedule.
(ii) Resources are allocated in accordance with the plans.
(iii) Corporate objectives are being addressed/met.
6. **AUDIT**

**Objective**
To independently review financial and operational systems, as well as controls within the systems, report to the Commissioner on their adequacy and make recommendations for improvement.

**Strategies**
(a) Review systems to ensure compliance with policies, plans, procedures and legislation.
(b) Review operations to ensure results are consistent with established goals and they are being carried out as planned.
(c) Review the reliability and integrity of financial and operational information.
(d) Appraise the economy and efficiency with which resources are employed.
(e) Highlight potential risk exposure.
(f) Conduct special investigations into malpractice.

**Key Issues**
(i) Materiality of the audit program.
(ii) Capacity to respond appropriately and promptly to audit findings.
(iii) Balance between compliance and sound management.

**Outcomes/Measures**
(i) An audit program in place that is appropriate in terms of risks and materiality.
(ii) Audit Committee satisfaction with audits conducted and responses to issues raised.
7. **FINANCE**

**Objective**
To administer departmental finances in accordance with legislative requirements and Departmental needs.

**Strategies**
(a) Develop and maintain appropriate budgeting and financial systems.
(b) Allocate finance to meet corporate needs and in accordance with established priorities and monitor expenditure.
(c) Ensure sound administration and the provision of appropriate advice to the Executive and managers.

**Key Issues**
(i) Proper linking of funding allocations to corporate/strategic planning processes.
(ii) Maintaining flexibility to meet emergent unplanned needs for funds.
(iii) Reporting systems to enable proper accountability and control of spending.

**Outcomes/Measures**
(i) Funding provided for all core business and priority activities.
(ii) Appropriate and timely financial advice and reports provided for executive and managerial decision making.
(iii) Financial reporting and controls meet statutory and related obligations.
8. SUPPLY AND ADMINISTRATIVE SERVICES

Objective
To provide timely and suitable goods and services in a cost effective manner to meet operational and operational support needs.

Strategies
(a) Develop policy, procedures and systems for supply of goods and services that ensure the following:
   - suitability
   - timeliness
   - cost efficiency
   - minimum stocks on hand
   - proper security, controls, and records
   - probity

Key Issues
(i) Purchase, storage and distribution cost efficiency (particularly minimisation of capital involvement).
(ii) Effectiveness and flexibility of service.
(iii) Compliance with statutory and policy requirements.

Outcomes/Measures
(i) Service meets operational needs.
(ii) Systems and practices are cost efficient.
(iii) Compliance with statutory policy requirements for controls, accountability and probity.
9. CATERING SERVICES

Objective
To provide cost effective catering services that supply meals to inmates that are acceptable in terms of nutritional advice on balanced dietary requirements, inmate preference and recognition of varying cultural and other influences.

Strategies
(a) Develop institutional ration plans that meet balanced nutritional requirements, are generally acceptable to inmates and recognise differing cultural and other dietary requirements.
(b) Provide special meals to meet medical requirements as necessary.
(c) Ensure food purchasing, storage, preparation and serving facilities and practices meet appropriate hygiene and nutritional standards and are cost effective.
(d) Contribute to institutional programs for inmates by providing employment and training in the provision of catering services and using institutionally produced goods as far as practicable.
(e) Provide technical support to Governors on catering services by providing appropriate advice on maintaining and developing catering standards.

Key Issues
(i) Balancing nutritional requirements with inmate preferences and institutional good order.
(ii) Providing a quality service at an acceptable cost.

Outcomes/Measures
(i) Menu is satisfactory in terms of professional dietary advice.
(ii) Institutional catering standards meet, as a minimum, health regulations and Departmental standards.
(iii) Service is cost efficient.
Objective
To provide the policies, procedures, structures and systems to meet personnel and staffing needs of the Department and to provide personnel services to the staff.

Strategies
(a) Identify present and projected departmental staffing requirements.
(b) Co-ordinate and oversight the maintenance of the staffing structure.
(c) Adhere to all relevant legislation.
(d) Develop systems and procedures to ensure delivery of efficient, effective and accountable services.
(e) Acknowledge and meet the reasonable needs of individual staff members including access to Employee Assistance Programs and other personal or trauma counselling services.
(f) Implement and maintain an E.E.O. Management Plan that provides equity for the staff and meets the needs of the organisation.
(g) Contribute to an industrial climate that achieves in a co-operative manner the reasonable aspirations of both the organisation and its employees.
(h) Ensure, by co-operation between staff and Department, compliance with the Occupational Health and Safety legislation and other legal requirements to promote a safe and hazard-free working environment.
(i) Identify attrition trends/reasons and coordinate strategies aimed at retaining staff and reducing early separations.

Key Issues
(i) Decentralisation and restructure.
(ii) Staff attrition rate.
(iii) Economic climate.
(iv) Legislative requirements.

Outcomes/Measures
(i) Centralised development of personnel policy and procedures.
(ii) Development and implementation of performance appraisal and grievance systems.
(iii) Implementation of EEO Management Plan.
(iv) Cost effective, timely and decentralised provision of personnel services to meet the needs of staff and the Department.
(v) Adherence to legislative requirements.
11. **BUILDINGS AND ACCOMMODATION**

Objective
To provide physical facilities that support operational requirements in the most cost effective manner.

Strategies
(a) To develop and maintain a 10 year Capital Works Strategic Plan.
(b) To institute processes and procedures that ensure capital development projects accord with departmental needs and priorities and are cost efficient in capital and recurrent terms.
(c) Develop and maintain an asset appraisal system and planned maintenance programs.
(d) Acquire physical assets to support operational requirements through capital or recurrent funding sources or through realising on underperforming assets as opportunities present.
(e) Provide advice and technical support with electronic security and communications systems.
(f) Lease premises where Departmental ownership is not practicable or economically rational.

Key Issues
(i) Level of capital investment on physical assets.
(ii) Recurrent funding available for maintenance.
(iii) Government project approval and local government development approval processes.
(iv) Strategic priorities.

Outcomes/Measures
(i) Suitability, adequacy and condition of building assets and accommodation leased.
(ii) Cost efficiency of building operating performance.
(iii) Capital cost to provide new and re-developed building assets.
12. RESEARCH AND STATISTICS

Objective
To provide statistical and research services to the Department.

Strategies
(a) Maintain basic statistics and produce regular statistical reports on specific subject areas.
(b) Undertake empirical research studies into those areas of the Department’s operations where routine statistical collections are not kept.
(c) Maintain a cross-indexed set of articles on key issues, liaise with other research bodies and disseminate reports of the Department’s own work.
(d) Provide support for, and co-ordination of, statistical and research activities throughout the Department.
(e) Provide a research and statistics consultancy service.

Key Issues
(i) Availability of information.
(ii) Anticipation of departmental and external research and statistical requirements and priorities.
(iii) Funding.

Outcomes/Measures
(i) Timely and accurate information, and statistical analysis.
(ii) Analyse and disseminate information from external sources.
(iii) Provision of coordinated research service.
(iv) Research programs furthering the Corporate mission and objectives.
13. RECORDS

Objective
To securely manage the Department's records function for access to records, including archival, FOI, subpoena and heritage requirements, in an efficient and timely manner

and

to provide mail services to the Department.

Strategies
(a) Provide systems for information identification, storage and retrieval of records.
(b) Provide accessible indexing and cross-referencing of information held in records.
(c) Provide systems for internal and external mail collection and distribution.

Key Issues
(i) Fluctuation of requirement for records service.
(ii) Storage, retrieval and security.
(iii) Bulk of records to be managed.
(iv) Staff confidence in and compliance with records system procedures.

Outcomes/Measures
(i) Implementation of a user-friendly system.
(ii) Provision of a timely, secure, efficient record management system.
(iii) Provision of a prompt and efficient mail service.
14. **LEGAL SERVICES**

Objective
To meet the needs of the Department for legal services and advice.

Strategies
(a) Provide in-house and contract legal services and advice according to circumstances and cost implications.
(b) Provide legal advice in the preparation of the legislative program.
(c) Provide advice and services to the sentence administration and staff disciplinary processes.
(d) Identify any legislative deficiencies or legal difficulties involved in Departmental policies or practices and suggest solutions.

Key Issues
(i) Competing Departmental priorities.
(ii) Legislative or court imposed time frames.

Outcomes/Measures
(i) Provision of timely, accurate and sound legal advice.
(ii) Provision of cost effective legal services to the Department.
15. PUBLIC RELATIONS

Objective
To promote a corporate image of a competent and professional organisation, achieving worthwhile goals and acting in the interest of the community.

Strategies
(a) Provide suitable information about Departmental policies, activities, and initiatives.
(b) Promote more informed community discussion about correctional issues.
(c) Respond in a timely and appropriate manner to public comment.
(d) Capitalise upon opportunities to publicise positive events within the correctional system.
(e) Administer the Freedom of Information legislation on behalf of the Department.

Key Issues
(i) Provision of central co-ordination of media and public relations activities.
(ii) Develop and fully utilise capabilities of operational staff in media and public relations.
(iii) Define and disseminate a corporate image/message.

Outcomes/Measures
(i) An appropriate profile developed and maintained for the Department.
(ii) Favourable/balanced media treatment of correctional situations or events.
(iii) Suitable and timely responses to Freedom of Information applications.
(iv) Institutional and regional office public relations staff operational and confident in their dealings with the media.
16. **COMPUTER SERVICES**

**Objective**
To maximise the potential of information technology to support the operation and management of the Department.

**Strategies**
(a) Respond to and identify information needs and opportunities by developing systems and appropriate back-up support.
(b) Ensure safety, integrity and maintenance of equipment and systems.
(c) Advise on and co-ordinate purchase of Departmental hardware and software requirements.
(d) Production of Information Technology Strategic Plan supported by Tactical and Business Plan.

**Key Issues**
(i) Capacity of current systems to handle DOCS support requirements.
(ii) Identification and setting priorities in relation to information technology needs and opportunities.
(iii) Skills and resources to address needs.
(iv) Interdepartmental data and networking requirements.

**Outcomes/Measures**
(i) Systems meet organisation needs and are cost efficient.
(ii) Systems are adequately maintained and have integrity.
(iii) Information technology development plans are in place that are comprehensive and address opportunities and needs.
17. **ANTI-CORRUPTION**

**Objective**
To identify areas potentially open to corruption and take preventative action, and to identify instances of corruption by staff and take required action.

**Strategies**
(a) Develop and implement anti-corruption plans.
(b) Ensure all staff are aware of their responsibilities in preventing and reporting incidents.
(c) Ensure all staff are aware of and abide by the Department’s Code of Conduct.

**Key Issues**
(i) Successful devolvement of major responsibility and accountability for anti-corruption activities to the operational level.
(ii) Development and maintenance of central pro-active and specialised anti-corruption capabilities.

**Outcomes/Measures**
(i) Development and publication of Departmental Code of Conduct.
(ii) Development of an Anti-Corruption Plan and integration of anti-corruption objectives and strategies into Business Plans.
18. SENTENCE ADMINISTRATION

Objective
To administer inmates’ sentences ensuring accuracy of interpretation of sentence details and calculation of release dates.

Strategies
(a) Develop, implement, maintain and review systems to ensure compliance of sentence data with legislative requirements.
(b) Provide a formal, organised program of specialised training.
(c) Provide a planned monitoring and evaluation program of institutional procedures.
(d) Identify and put in place processes to promptly correct any errors in sentencing.
(e) Provide advice on and monitor accuracy of inmates’ sentences.

Key Issues
(i) Legislative framework and case decisions.
(ii) Integrity of data input and record systems relating to sentences.

Outcomes/Measures
(i) Sentence data and calculations are accurate.
(ii) Specialised advice on sentencing is available and is accurate.
STAFF DISCIPLINE AND APPEALS

Objective
To ensure that staff disciplinary and appeal matters are dealt with promptly, fairly and in accordance with relevant legislation.

Strategies
(a) Advise Departmental officers at all levels on correct procedures for dealing with disciplinary matters.
(b) Provide legal advice on reports and submissions which relate to the disciplinary process.
(c) Provide skilled advocates to represent the Department before G.R.E.A.T., the Industrial Relations Commission, the Industrial Court and other relevant tribunals.
(d) Provide training to Departmental officers in order to raise staff awareness of professional responsibility and ethical conduct.

Key Issues
(i) Legislative and administrative time frames.
(ii) Competing departmental priorities.

Outcomes/Measures
(i) Accurate and timely provision of services relating to staff conduct and complex appeals.
OFFENDERS REVIEW BOARD  
AND SERIOUS OFFENDERS  
REVIEW COUNCIL

Objective
To provide suitable administrative support to the Offenders Review Board and the Serious Offenders Review Council.

Strategies
(a) Provide sufficient staff and other resources to facilitate the work of the Board and Council.
(b) Ensure departmental liaison and systems are complementary to the requirements of the Board and Council.

Key Issue
Quality and timeliness of information supplied by the Department.

Outcomes/Measures
(i) Accurate and timely advice provided to facilitate Board and Council deliberations.
(ii) Board and Council satisfaction with administrative support services.