

Corrections Victoria Strategic Plan 2015–2018

Delivering Effective Correctional Services
for a Safe Community

Department of Justice and Regulation

Acknowledgements

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Corrections Victoria

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Minister's Statement



As Minister for Corrections I am pleased to be working with the Commissioner, Corrections Victoria to strengthen its contribution to a safer Victoria.

The number of prisoners in Victoria increased by an unprecedented 40.5 per cent between 2009 and 2014, the third highest growth in Australia, with most of this growth occurring in 2013 and 2014.

This rapid growth has been challenging and the Andrews Labor Government is responding to stabilise, support and strengthen a corrections system under significant pressure. Since coming to office the government has allocated an additional \$453 million for corrections projects and programs.

The Corrections Victoria Strategic Plan 2015–2018 is an important part of the government's approach to community safety.

The plan seeks to strengthen security and safety alongside prisoner and offender rehabilitation. Delivering an effective correctional service for a safe community will include investing where we must in critical infrastructure improvements and the provision of rehabilitation and reintegration programs and services, including health and mental health care.

The government is supporting Corrections Victoria as it plans and implements improvements in the efficiency and capability of Victoria's Community Correctional Services, as it responds to the considerable growth in people sentenced to Community Correction Orders.

Corrections Victoria will also deliver new initiatives to focus on the needs of specific groups of prisoners and offenders – women, young adults, the ageing, those with disabilities, Aboriginal and Torres Strait Islanders – and improve and bolster our response to the risks of serious violent offenders and sex offenders.

I am determined that corrections in Victoria will make its contribution to a safer Victoria. This strategic plan provides the means to do so.

Hon Wade Noonan MP
Minister for Corrections

Commissioner's Statement



Corrections Victoria is given a serious responsibility by the Victorian public to make a difference to the lives of prisoners and offenders. The management of correctional services holds prisoners and offenders to account and contributes to public trust in the

criminal justice system. Our rehabilitative work with prisoners and offenders reduces reoffending, leading to a safer community.

This Strategic Plan sets out our vision for our staff, partners and the community, outlining five key priorities and a range of initiatives to provide a blueprint for corrections in Victoria for the next four years.

Our five key priorities are:

- Building a Sustainable System
- Reducing Reoffending
- Managing Risk – Safety and Security
- Delivering Public Value
- Engaging the Community.

These key priorities have been developed in recognition of a range of challenges facing the corrections system including:

- increased prisoner numbers
- embedding reforms to the parole system
- increasing demand for Community Correction Orders (CCOs), electronic monitoring and the management of high-risk offenders
- delivering value-for-money and innovative correctional service solutions
- prisoners and offenders presenting with increasingly complex behaviours
- securing appropriate long-term accommodation for ex-prisoners and offenders
- ensuring that changes to criminal justice policy considers implications on demand for correctional services
- building and maintaining the confidence of the community in light of the risk posed by serious offenders.

Corrections Victoria is well placed to meet these challenges through continuous innovation and improvement, forward thinking, and dedication to meeting our priorities. Our success in achieving our priorities depends upon all of Corrections Victoria's people and our work together. I am confident that by the end of this period we will be able to reflect on the significant progress made.

Jan Shuard PSM
Commissioner, Corrections Victoria

Background

The Strategic Plan provides direction to the dedicated people who deliver services to prisoners and offenders in Victoria and outlines Corrections Victoria's plan to enhance community safety through reduced rates of reoffending.

The development of the Strategic Plan follows a review of strategic planning approaches of correctional and police services across Australasia, and workshops with the Corrections Victoria Executive Committee (CVEC) and senior staff who formed six specific topic working groups to further develop the key strategies to achieve these priorities.

Five strategic priorities outline the key areas of focus for Corrections Victoria over the next four years in order to continue to fulfil our critical role in the criminal justice system. Our contribution to a safer community draws on the staff and partnerships across the criminal justice system to ensure that the work addresses a range of complex issues, from addressing the overrepresentation of Aboriginal and Torres Strait Islander¹ people to managing the high level of substance abuse in the offender population. In developing this Strategic Plan, Corrections Victoria is committed to delivering outcomes that are effective, efficient and accountable.

Our Purpose

Delivering effective correctional services for a safe community.

¹ For the remainder of the document, the term 'Aboriginal' will be used to refer to Aboriginal and Torres Strait Islander people.

Who We Are

Corrections Victoria is a business unit within the Department of Justice and Regulation. Through staff at more than 50 Community Correctional Services (CCS) locations across Victoria, 11 public prisons and one transition centre, as well as overseeing two privately operated prisons, Corrections Victoria is responsible for the direction, management and operation of Victoria's adult correctional system. In doing so, Corrections Victoria delivers a safe and secure corrections system that actively engages offenders and the community to promote positive behaviour change.

Corrections Victoria is responsible for developing statewide correctional service requirements and monitoring service delivery in accordance with these requirements. Statewide services delivered centrally include: sentence management, intelligence and the Security and Emergency Services Group (SESG), prisoner records, Aboriginal programs, and Sex Offender Management.

Corrections Victoria sets the standards, policy and strategy for the management of prisoners and offenders in our care. In delivering services to prisoners and offenders, Corrections Victoria works closely with other business units in the Department of Justice and Regulation including:

Department of Justice and Regulation Regional Services Network which delivers regionally based justice services including prisons and Community Correctional Services.

Justice Health which plans and coordinates forensic health services across prisons and Community Correctional Services.

Our Responsibilities

Corrections Victoria is responsible for:

- the safe and secure operations of the state's prisons, the prisoner transport system, and supervision of offenders on parole and other community based dispositions
- the provision of statewide operations, including security and intelligence services; assessment, classification and placement of prisoners; offending behaviour programs; education and industry skills training for prisoners; transitional and housing support; and post-sentence supervision and detention of serious sex offenders
- responding to corrections system pressures, emergencies, systemic risks and statutory reviews
- setting standards and monitoring the performance of the correctional system including services delivered through the department's regional structure and contracted to the private and non-government sector
- the development and delivery of correctional strategy, legislation, research and evaluation, policy, programs, system planning, infrastructure and design
- delivering a safer Victorian community with our key Justice partners in the Courts, the Adult Parole Board, Victoria Police, and community agencies.

Our Approach

The following approach guides our work and outlines what the community can expect from Corrections Victoria:

People	Our people are fundamental to our success
Partnership	We are committed to improving community safety with our partners in the criminal justice system
Respect	Everyone within the correctional environment has the right to feel safe and to be treated with respect
Rehabilitation	We believe that all individuals have the capacity for positive behaviour change
Victims	Our work acknowledges and respects the rights of victims
Excellence	It is essential to be future-focussed and to strive for innovation, best practice and excellence
Public Value	We strive to deliver public value through a modern, efficient and effective correctional system

Guiding Principles

The five guiding principles below articulate the policy reasoning underpinning Corrections Victoria's work now and into the future:

Principle 1	Corrections Victoria will provide sufficient capacity to meet demand and maintain a safe and secure prison system
Why?	<p>The Victorian public have the right to safety in the community and must have confidence that Corrections Victoria will maintain a high-standard prison system that is safe and secure.</p> <p>Our people have the right to feel safe and secure in the workplace and must have confidence that Corrections Victoria will uphold this right.</p> <p>Prisoners have the right to reside in a prison that is safe and secure and expect that Corrections Victoria will uphold this standard at each prison location.</p> <p>While the rate of growth in the prison population is stabilising, Corrections Victoria must operate a prison system that is flexible enough to meet future demand and meet the needs of a changing prisoner population.</p>
Principle 2	Corrections Victoria will deliver programs and services that effect positive behaviour change to reduce reoffending and further harm to the community
Why?	<p>All prisoners and offenders have a right to access programs and services that will help them to achieve positive behaviour change and reduce their risk of reoffending and potential for further harm to the community.</p> <p>Behaviour change is more likely to be achieved when the intervention is designed around the specific needs of prisoners and offenders. Therefore, in committing to this principle Corrections Victoria acknowledges the requirement to deliver programs and services that are targeted to specific cohorts, including Aboriginal prisoners and offenders, women, and those who are young, have a disability, or are ageing.</p> <p>A correctional system that is serious about reducing reoffending and the impact of crime on the community must commit to the delivery of programs and services that will effect the right change in our prisoners and offenders.</p> <p>Strengthening the supervision and response to serious sex offenders after their release from prison is necessary in order to provide further protection to the community. This includes ensuring adherence to monitoring and reporting conditions, compliance with curfews, and participation in treatment and rehabilitation programs.</p>
Principle 3	Corrections Victoria will administer a parole system that has community safety as the paramount consideration
Why?	<p>The Victorian public must have confidence that our parole system is administered in a way that upholds community safety as the overriding consideration in decision-making in relation to parolees.</p> <p>While parole is integral to a prisoner's overall rehabilitation, a robust risk management framework must be in place to guide decision making so that prisoners' access to parole is secondary to the safety of the community.</p> <p>To uphold community safety Corrections Victoria must be committed to administering a parole system that targets the greatest intensity of supervision, monitoring and case management towards those parolees who represent the greatest risk to the community and ensures that the Adult Parole Board has the right information and guidance to perform their critical role. This includes Corrections Victoria having a strong focus on the management and supervision of serious sex offenders.</p>

Principle 4	Corrections Victoria will build the capacity of Community Correctional Services to support the Community Correction Order and community work program to reduce recidivism and enhance rehabilitation
Why?	<p>Corrections Victoria has a critical role as a provider of correctional services to ensure the compliance of offenders in the community.</p> <p>Corrections Victoria seeks to reduce reoffending, through implementing evidence-based interventions with offenders in the community.</p> <p>When sentencing offenders the judiciary must have confidence that the Community Correction Order presents a viable alternative to imprisonment. This is reliant on a high-performing Community Correctional Service.</p> <p>Dedicated and experienced Community Correctional Services staff are essential to the provision of effective and efficient correctional services. Corrections Victoria is committed to providing a work environment that promotes health and safety and fosters professional development.</p>
Principle 5	Corrections Victoria is committed to maintaining a fiscally responsible approach to the delivery of correctional services, including exploring alternative models to reduce the cost of crime to our community
Why?	<p>The Victorian public and government must have confidence that our correctional services are operating in a way that represents value for money.</p> <p>Corrections Victoria is serious about its role as provider of correctional services across the state and its responsibility to do this in a way that continuously delivers public value.</p> <p>To maintain a fiscally responsible approach, Corrections Victoria recognises the necessity for sustainable and responsive practices across the breadth of our service delivery, including our operations, contracted services, and resources.</p> <p>A fiscally responsible approach will reduce wastage. Therefore, Corrections Victoria is committed to working with state and commonwealth funded services to ensure there is no duplication of service delivery.</p>

Our Partners

Corrections Victoria works with our key partners to manage prisoners and offenders and address their offending behaviour:

Adult Parole Board

- The Adult Parole Board makes independent decisions in relation to the release of prisoners on parole orders, administration of the post-sentence detention and supervision order scheme, and cancellation of orders and return of offenders to prison custody.
- Corrections Victoria provides advice to assist the Board's determinations and supervises and monitors parolees and offenders subject to supervision orders in the community in accordance with orders of the Adult Parole Board.

Victoria Police

- Victoria Police manages prisoners in police cells and is responsible for coordinating prisoners from police and court cells to the prison system.
- Corrections Victoria manages the transport of prisoners for court hearings and across the prison system and police cells, and supervises and monitors parolees in the community.
- Corrections Victoria and Victoria Police share intelligence to reduce the risk of reoffending and promote community safety.

Courts

- Victoria's courts interpret and apply the law, and sentence or impose penalties on those who have broken the law.
- Corrections Victoria provides services to each of the three main courts operating in Victoria: the Supreme Court, the County Court, and Magistrates' Court through secure transportation and containment of prisoners and provision of court advice.

Justice Health

- Corrections Victoria works closely with Justice Health, which is responsible for the planning and coordination of health services across the prison system. These services include general health, mental health and alcohol and drug treatment.
- Justice Health manages the contract with Forensicare (Victorian Institute of Forensic Mental Health) which provides secondary mental health services at all public prisons, including the management and provision of services within the Acute Assessment Unit at the Melbourne Assessment Prison and the Marmak Unit at the Dame Phyllis Frost Centre.

Department of Health and Human Services

- The Department of Health and Human Services (DHHS) is responsible for planning, policy development, funding and regulation of health services and activities in Victoria.
- Corrections Victoria works collaboratively with DHHS to coordinate responses to offenders in such areas as health, mental health, housing, disability and alcohol and drug treatment services in the community.

Community agencies

- Community based agencies deliver a range of interventions to prisoners and offenders including alcohol and other drug services, legal services, mental health services, housing, and pre and post-release support to assist in the rehabilitation of offenders.
- Corrections Victoria works collaboratively with community agencies to support the rehabilitation of offenders and reduce recidivism.

Accountability

As a business unit of the Department of Justice and Regulation, Corrections Victoria develops and implements infrastructure, policies, programs and services that meet statutory obligations.

The Victorian corrections system is based on a hierarchy of standards and guidelines:

- Legislation
- International obligations
- Standard Guidelines for Corrections in Australia
- Correctional Management Standards
- Commissioner's Requirements
- Deputy Commissioner's Instructions
- Local Operating Procedures

Legislation

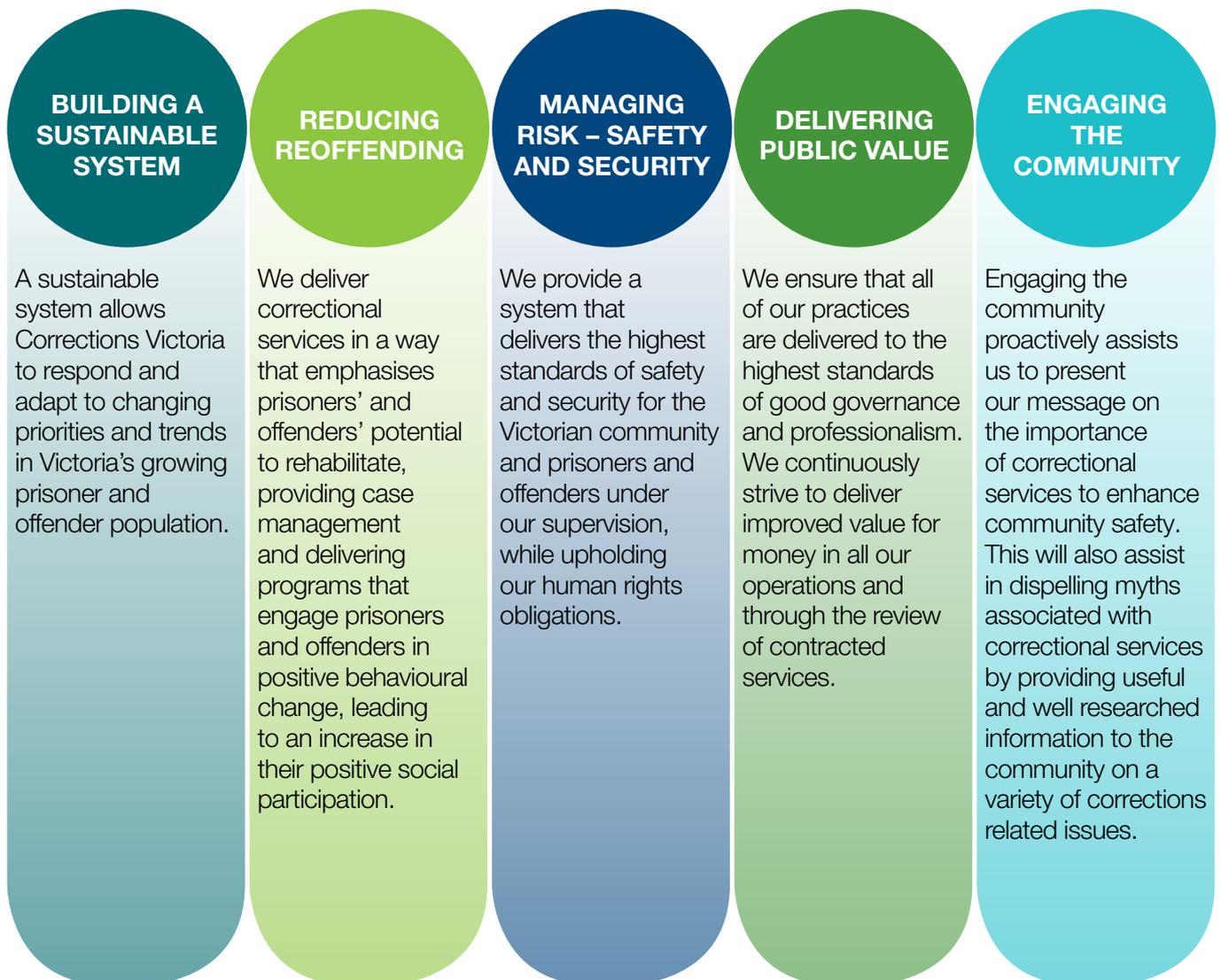
- *Corrections Act 1986*
- *Corrections Regulations 2009*
- *Sentencing Act 1991*
- *Serious Sex Offenders (Detention and Supervision) Act 2009*
- *Mental Health Act 2014*
- *Disability Act 2006*
- *Charter of Human Rights and Responsibilities Act 2006*

Corrections Victoria's statutory responsibilities are monitored by the Office of Correctional Services Review and a variety of independent statutory authorities including the Victorian Ombudsman, and Victorian Auditor-General's Office.

Our Strategic Priorities

The Strategic Plan provides long term direction and ensures coherency and consistency in the development and implementation of short-term plans and initiatives. Corrections Victoria has identified five key priorities that will be the focus of our efforts during this period.

In order to achieve our vision of Delivering Effective Correctional Services for a Safe Community, the key strategic priorities for 2015 to 2018 are:



Strategic Priority 1: Building a Sustainable System

Managing demand while continuing to provide for the secure and humane management and containment of prisoners and offenders

Managing prison infrastructure	While numbers in the prison system are currently stabilising, some further growth may be expected over the next four years. It is essential for community, staff and offender safety that adequate infrastructure is in place to enable the safe and humane containment of prisoners.
Initiatives:	<ul style="list-style-type: none"> • Deliver infrastructure developments across the male and female prison systems, including strengthening infrastructure at front-end prisons to ensure their safe and efficient operation. • Deliver the 1,000-bed Ravenhall Prison by the end of 2017. • Provide essential infrastructure to deliver programs and services aimed at reducing reoffending. • Continue planning for the prison system including regular review and updating of annual prisoner projections.
What this will achieve:	<ul style="list-style-type: none"> • A safe and secure prison system with sufficient capacity and flexibility. • Improved flow of prisoners from police cells. • Reduced reoffending through provision of infrastructure that supports delivery of essential programs and services. • Reduction of unnecessary prisoner movements. • Implementation of the recommendations of the Victorian Auditor-General's Office (VAGO) – Prison Capacity Planning Review.

Managing the growth in the prisoner population	Recent growth in the prisoner and offender populations creates challenges, pressures and demands in the corrections operating environment. The sentence management/ classification framework places prisoners based on a range of factors including risk, need, security and good order to ensure effective management of prisoners. These placement practices will be reviewed in the context of a growing prisoner population to maximise opportunities for prisoners to change their behaviour.
Initiatives:	<ul style="list-style-type: none"> • Review and streamline the sentence management / classification framework. • Develop a plan and investment strategy prioritising approaches to reducing reoffending and managing future demand in the corrections system. • Implement demand management initiatives to reduce pressure on the prison system.
What this will achieve:	<ul style="list-style-type: none"> • An efficient and responsive prison system that makes best use of available capacity and minimises risk to the community.

Expansion of the women's prison system to meet demand	The number of women prisoners has grown rapidly in recent years, placing significant pressure on the women's prison system. Implementation of women's prison infrastructure will ensure the most efficient and effective operational model at Dame Phyllis Frost Centre and the minimum-security Tarrengower prison and maximise opportunities for women prisoners to reduce recidivism and enhance rehabilitation.
Initiatives:	<ul style="list-style-type: none"> • Complete design and construction of a dedicated mental health unit at Dame Phyllis Frost Centre, expected to open in mid 2017. • Complete construction of 132 mainstream beds at Dame Phyllis Frost Centre and an 18-bed unit at Tarrengower Prison. • Update the Targeted Women's Correctional Response to provide a contemporary policy framework for the management of women prisoners and offenders.
What this will achieve:	<ul style="list-style-type: none"> • A safe and secure women's prison system that effectively targets the specific needs of women prisoners. • Sufficient capacity in the women's prison system to meet demand, including the provision of specialised beds and mental health treatment.

Strategic Priority 1: Building a Sustainable System (cont.)

Managing demand while continuing to provide for the secure and humane management and containment of prisoners and offenders

Meeting the demand for rehabilitation programs	<p>Many prisoners and offenders have multiple and complex needs such as intellectual disabilities, cognitive impairments, mental health issues, psychological disorders, physical infirmities and issues resulting from substance and alcohol abuse. As the prisoner and offender population changes, we will respond to the diverse needs of the prisoner and offender population, while maintaining our focus on safety and security.</p>
Initiatives:	<ul style="list-style-type: none"> • Adapt the service delivery model for rehabilitation programs as required to deliver programs where they are most needed and expand provision of programs for offenders in the community. • Strengthen targeted drug and alcohol and mental health treatment programs.
What this will achieve:	<ul style="list-style-type: none"> • Delivery of the most relevant, appropriate and effective rehabilitation programs. • Delivery of relevant evidence-based programs to prisoners and offenders deemed the highest risk.
Implementing and embedding reforms to the parole system	<p>The successful reintegration of parolees is integral to community safety and reducing reoffending. The continuing supervision and support of offenders on parole promotes community safety and reintegration of offenders into the community.</p>
Initiatives:	<ul style="list-style-type: none"> • Continue to strengthen the supervision of parolees and the support we provide to the Adult Parole Board.
What this will achieve:	<ul style="list-style-type: none"> • High-quality supervision delivered according to offenders' level of risk to the community. • Improved and more responsive service to the Adult Parole Board. • An integrated risk management framework to ensure that community safety is integral to our decision-making on parolees.
Implementing a new approach to the Community Correctional Services (CCS) service model	<p>It is vital that we are able to respond to the rapidly increasing demand on the community corrections system. CCS plays a vital role in community safety by rehabilitating offenders in the community setting and assisting offenders to access services that will be enduring beyond their court order. Key to the success of CCS is judicial confidence that community-based sanctions are an appropriate alternative to imprisonment. Delivering value-for-money, innovative correctional service solutions will contribute to creating a more streamlined and efficient service.</p>
Initiatives:	<ul style="list-style-type: none"> • Review and build the capacity of CCS to reduce recidivism rates and enhance rehabilitation. • Review the CCS service delivery model to ensure the most efficient model is in place to manage demand, and aligns with the changing offender profile. • Identify, develop and implement innovative technology-based and other practices to enhance service delivery.
What this will achieve:	<ul style="list-style-type: none"> • Delivery of the most relevant and effective services to complement reforms to the parole system. • Improved uptake and completion rates of Community Correction Orders (CCOs) to contribute to reducing the number of offenders who return to the corrections system.

Strategic Priority 2: Reducing Reoffending

Delivering integrated rehabilitation and reintegration programs that reduce the likelihood of reoffending and support community safety

Implementing integrated offender management	Rehabilitation programs are strengthened through the ‘whole of sentence’ management of prisoners and offenders, the multi-disciplinary management of offenders with complex needs, and maintaining the continuity of case management of offenders from custody to the community. This integrated approach supports the goal of reduced reoffending by addressing the safety, security, health and welfare needs of prisoners and offenders in a coordinated and effective manner.
Initiatives:	<ul style="list-style-type: none"> • Strengthen the case management approach at an early stage for the rehabilitation of prisoners and offenders, with a particular focus on short-term prisoners. • Implement a targeted case management approach focused on provision of services based on the type of order and the attached conditions.
What this will achieve:	<ul style="list-style-type: none"> • A reduced likelihood of reoffending through addressing the individual needs of prisoners and offenders.
Improving reintegration programs	Enhancing transitional services including support for accommodation, and programs to assist with education and employment, and increased assistance to reconnect with family and support networks will help to reduce the likelihood of reoffending following release and improve community safety.
Initiatives:	<ul style="list-style-type: none"> • Embed a new integrated service delivery model to deliver quality pre and post-release services. • Improve housing and accommodation support for offenders leaving prison and in the community. • Deliver the restricted-minimum annexe at Marngoneet Correctional Centre with a focus on reintegration of prisoners.
What this will achieve:	<ul style="list-style-type: none"> • Improved reintegration of offenders into the community through more integrated, better targeted pre and post-release services.
Improving outcomes for short-term sentenced prisoners and unsentenced prisoners	<p>More than 75 per cent of prison receptions are for prisoners sentenced to less than 12 months imprisonment. Access and availability of services for these prisoners will be strengthened across the corrections system to improve the level of support for short-term prisoners and enhance prospects for their successful reintegration into the community.</p> <p>With significant increases in unsentenced (remand) prisoners in recent years, specific programs and interventions will increase access to bail and reduce the likelihood of these prisoners returning to custody.</p>
Initiatives:	<ul style="list-style-type: none"> • Increase availability and access to programs for short-term sentenced prisoners and unsentenced prisoners.
What this will achieve:	<ul style="list-style-type: none"> • Improved access to pre and post-release support for short-term sentenced prisoners. • A reduction in the likelihood of return to custody for these prisoners. • Improved access to programs and services for unsentenced prisoners, maximising their opportunity for bail and reducing likelihood of return to custody.
Addressing family violence	We will seek to decrease the number of offenders returning to the corrections system as a result of offences of violence committed against women and children.
Initiatives:	<ul style="list-style-type: none"> • Implement family violence programs for prisoners and offenders and early identification of offenders at risk of committing family violence.
What this will achieve:	<ul style="list-style-type: none"> • Reduction in the incidence of family violence among prisoners and offenders and reduced harm to women and children. • Working with criminal justice partners to share information to reduce the risk of further incidents of family violence.

Strategic Priority 2: Reducing Reoffending (cont.)

Delivering integrated rehabilitation and reintegration programs that reduce the likelihood of reoffending and support community safety

Improving education, training and employment	<p>One of the most effective ways of improving community safety is through enabling prisoners and offenders to gain the skills they need for participation in the workforce. An integrated approach to learning and employability will enhance effective engagement with employers and offenders to provide real work prospects for job ready prisoners on release.</p>
Initiatives:	<ul style="list-style-type: none"> • Embed a new strategic framework which integrates education, employment and training programs in prisons. • Enhance the rehabilitation potential of community work through regional negotiation of local partnerships with training providers and social enterprises.
We will work to achieve:	<ul style="list-style-type: none"> • Improved employment outcomes for offenders on release to the community.
Aboriginal Justice Agreement Phase 3 (AJA3)	<p>AJA3 continues the partnerships and builds on the work of the first two phases, to address disadvantage and inequity, reduce Koori contact with the criminal justice system, and improve justice outcomes for Koories.</p> <p>It represents the mid-point of a long-term (generational) strategy, with a target to close the gap in the rate of Aboriginal and non-Aboriginal people under youth and adult supervision by 2031 – set by the Victorian Government under the Victorian Aboriginal Affairs Framework – the first of its kind in Australia.</p>
Initiatives:	<ul style="list-style-type: none"> • Contribute to Phase 3 of the Aboriginal Justice Agreement as part of the whole of Department of Justice and Regulation response. • Improve access, participation and increase the effectiveness of programs and services to Aboriginal prisoners and offenders.
We will work to achieve:	<ul style="list-style-type: none"> • Working with the department’s Koori Justice Unit and regions to improve access, participation and effectiveness of justice correctional programs and services to Koories in order to deliver improved outcomes to the Victorian Koori community.
Addressing needs of specific cohorts	<p>Corrections Victoria is committed to providing targeted services that promote reduced likelihood of reoffending for specific cohorts. This targeted approach allows programs and services to be tailored to the specific circumstances of prisoners and offenders to enhance prospects for rehabilitation.</p>
Initiatives:	<ul style="list-style-type: none"> • Review and strengthen the approach to managing serious sex offenders. • Develop and implement strategic frameworks designed to deliver tailored programs and services for: <ul style="list-style-type: none"> – women offenders – young adult offenders – ageing offenders. • Develop and implement strategies and effective service models for diverting young people and low-risk offenders from the prison system. • Redesign service delivery of Acquired Brain Injury (ABI) and disability services for prisoners with an ABI and / or disability.
What this will achieve:	<ul style="list-style-type: none"> • Enhanced community safety from better targeted management of serious sex offenders. • Targeted programs that address the rehabilitation and reintegration needs of specific cohorts: women, young adult offenders, offenders and prisoners who are ageing, and prisoners with an ABI and / or disability.

Strategic Priority 3: Managing Risk – Safety and Security

Delivering to the highest standards for the safe and secure management of prisoners and offenders

Improving staff and prisoner health and safety	The dedicated and experienced staff in the corrections system often work under the most challenging and difficult circumstances. Corrections Victoria is committed to doing everything it can to ensure the health and safety of our people and offenders in the corrections environment. This includes providing a healthier and safer workplace for prison staff by supporting smoke free prisons.
Initiatives:	<ul style="list-style-type: none"> • Embed the department's Health and Safety Strategy 2015–2018 in correctional workplaces with a focus on zero tolerance to occupational violence. • Develop occupational health and safety processes, support and training to ensure the safety of our people. • Embed the Corrections Victoria Alcohol and Drug Strategy to reduce the prevalence of alcohol and drug abuse among prisoners and offenders.
What this will achieve:	<ul style="list-style-type: none"> • Best practice on safety in the corrections environment. • Continued support for smoke-free prisons. • A coordinated and robust strategy to reduce the prevalence of alcohol and drug abuse among prisoners and offenders.

Improving security across the system	Effective security in corrections relies on a range of factors, from high technology barrier controls, robust procedures and positive interactions between staff and offenders. We will develop the framework to standardise approaches to security across custodial and Community Correctional Services locations. The framework will go beyond the physical and procedural aspects of security to examining the best approach for corrections staff to develop, manage and sustain complex relationships with offenders, including those on CCOs and serious sex offenders.
Initiatives:	<ul style="list-style-type: none"> • Develop and implement a comprehensive and robust security framework for the corrections system. • Strengthen the monitoring of sex offenders under court supervision orders through the use of innovative technologies and security approaches.
What this will achieve:	<ul style="list-style-type: none"> • The highest standards of physical and procedural security are in place with strengthened positive interactions between staff and offenders.

Embedding the Intelligence Framework	<p>Valuable intelligence can come from our own people, offenders and justice partners. Developing our people's intelligence skills is crucial to identifying escalating risks and predicting and responding to potential incidents.</p> <p>We will continue to strengthen our intelligence capabilities to ensure that we proactively monitor and manage an increasingly complex offender population, including outlaw motorcycle gangs, organised crime groups and violent offenders.</p>
Initiatives:	<ul style="list-style-type: none"> • Strengthen our intelligence capabilities to inform operational planning and strategic decision making. • Embed and implement intelligence capacity in Community Correctional Services.
What this will achieve:	<ul style="list-style-type: none"> • An intelligence system that provides high-quality and timely information to inform operational and strategic activities.

Strategic Priority 4: Delivering Public Value

Delivering correctional services that are efficient, effective and accountable

Encouraging and supporting a continuous improvement culture	<p>Corrections Victoria is committed to an organisational culture that supports positive service outcomes and value for money. We will ensure that our business processes are continuously reviewed to improve our efficiency and effectiveness. Corrections Victoria is committed to an organisational culture that is able to adapt to new organisational priorities while remaining focused on achieving positive outcomes.</p>
Initiatives:	<ul style="list-style-type: none"> • Review and adjust our business processes to ensure continuous improvement. • Actively encourage our people to identify opportunities for improvement in business practices.
What this will achieve:	<ul style="list-style-type: none"> • Improved efficiency and outcomes through increased emphasis on continuous improvement.
Developing a Corrections Victoria Information Technology Strategy	<p>Information technology provides our people with a 'tool box' to support them in undertaking their varied and complex work. Information technology can provide access to vital information, and support intelligence and case management functions. It assists planning activities by gathering and collating information to inform case management decisions and the setting of operational priorities. We will develop an information technology strategy for the effective management of prisoners and offenders, and public resources.</p>
Initiatives:	<ul style="list-style-type: none"> • Develop and implement integrated IT systems for offender management, rehabilitation and reintegration services. • Develop and implement a data gathering strategy to inform future IT upgrades.
What this will achieve:	<ul style="list-style-type: none"> • Responsive and sustainable IT services to facilitate information sharing and improved decision making.
Delivering value for money prison services	<p>Corrections Victoria is committed to delivering value for money correctional services, freeing up resources where we can, and improving our service outcomes. We will continuously strive to deliver improved value for money in all of our operations and through the regular review of our contracted services. Corrections Victoria will review and adjust our operations and contracted prison services to continue to deliver a cost-effective corrections system.</p>
Initiatives:	<ul style="list-style-type: none"> • Modernised private prison and other services contracts. • Improved staff rostering. • Centralised sourcing of prison supplies. • Increase the use of technology systems to provide information, analysis, and business intelligence.
What this will achieve:	<ul style="list-style-type: none"> • Improved value for money across the correctional system.

Strategic Priority 4: Delivering Public Value (cont.)

Delivering correctional services that are efficient, effective and accountable

Improving staff development	Corrections Victoria's people are expected to set an example to prisoners and offenders of the behaviours that the community expects from them. We will focus on attracting and retaining high-quality staff, shaping workplace culture and improving rewards and recognition.
Initiatives:	<ul style="list-style-type: none"> • Training, career opportunities and rewards and recognition to improve staff skills and staff retention. • Implement a long-term recruitment strategy to ensure sufficient staff are available to respond to future demand.
What this will achieve:	<ul style="list-style-type: none"> • A workforce with the right skills is developed and retained. • A highly skilled workforce focused on reducing reoffending and improving community safety.
Streamlining access to state and commonwealth funded services	In order to improve outcomes for prisoners and offenders, Corrections Victoria aims to ensure that prisoners and offenders have access to appropriate services. We will work more closely with other departments to streamline access to services and share information to minimise duplication of service delivery.
Initiatives:	<ul style="list-style-type: none"> • Work with the Commonwealth and Victorian Government departments to support the implementation of the National Disability Insurance Scheme (NDIS) to assist prisoners and offenders to access government-funded services for persons with a disability. • Support the delivery of integrated and coordinated services for vulnerable and disadvantaged Victorians. • Work across the department and with our partners to implement place-based approaches to reducing reoffending in high-need communities.
What this will achieve:	<ul style="list-style-type: none"> • Streamlined access for prisoners and offenders to a range of human services, including disability, housing, family, mental health, and alcohol and drug treatment. • Reduced duplication of service delivery.

Strategic Priority 5: Engaging the Community

Delivering a communications strategy that ensures our key messages and information are shared effectively with prisoners, offenders, partners and the community

Engaging the community	More proactive engagement with the community increases positive attitudes towards correctional services and improves understanding of the correctional system and its role in promoting community safety. It also increases the community's willingness to support the rehabilitation of prisoners and offenders, including employers providing opportunities for prisoners transitioning back into the community.
Initiatives:	<ul style="list-style-type: none"> • Develop and implement a communication strategy to provide positive communication on the delivery of correctional services. • Implement community consultation where appropriate.
What this will achieve:	<ul style="list-style-type: none"> • Improved community understanding of the Victorian correctional system and its role in promoting community safety.
Engaging the judiciary	Corrections Victoria seeks to provide information to inform the judiciary on key trends in correctional services, strengthening the coordination of service delivery to the courts and encouraging regular dialogue between the judiciary and Corrections Victoria's senior management. Providing up to date information on relevant legislative, policy and procedural changes also ensures a positive relationship between Corrections Victoria and the judiciary.
Initiatives:	<ul style="list-style-type: none"> • Continue to strengthen engagement with the judiciary on common issues of concern.
What this will achieve:	<ul style="list-style-type: none"> • Improved linkages between the courts and Corrections Victoria.
Engaging our partners	Collaboration with our partners in the criminal justice system and the community is central to achieving the goal of reducing reoffending. We must work in partnership with communities, non-government organisations, and other government services to provide coordinated access to family support, quality health and medical care, education and training services, employment opportunities and supported housing.
Initiatives:	<ul style="list-style-type: none"> • Continue to strengthen our collaboration with our partners in developing appropriate policies and services.
What this will achieve:	<ul style="list-style-type: none"> • Stronger partnerships producing improved coordination of offender services and reduced likelihood of reoffending.
Improving our research and evidence base	Conducting and promoting research into correctional practice will drive continuous improvement and inform the achievement of wider strategic outcomes. Communicating the outcomes to the community also promotes greater understanding.
Initiatives:	<ul style="list-style-type: none"> • Introduce a regular lecture series and research papers on corrections related issues. • Implement the Corrections Victoria Evaluation Framework. • Sponsor or produce research aimed at improving correctional practice.
What this will achieve:	<ul style="list-style-type: none"> • A community which is better informed about corrections-related issues to inform public debate. • Enhanced research capacity to improve discussion about corrections-related issues that contribute to achieving our strategic outcomes.

Corrections Victoria Strategic Plan 2015–2018

Our Purpose

Delivering Effective Correctional Services for a Safe Community

Our Principles

Corrections Victoria will provide sufficient capacity to meet demand and maintain a safe and secure prison system

Corrections Victoria will deliver programs and services that effect positive behaviour change to reduce reoffending and further harm to the community

Corrections Victoria will administer a parole system that has community safety as the paramount consideration

Corrections Victoria will build the capacity of Community Correctional Services to support the Community Correction Order and community work program to reduce recidivism and enhance rehabilitation

Corrections Victoria is committed to maintaining a fiscally responsible approach to the delivery of correctional services, including exploring alternative models to reduce the cost of crime to our community

Our Strategic Priorities

Building a Sustainable System
Managing demand while continuing to provide for the secure and humane management and containment of prisoners and offenders.

Strategic Initiatives

- managing prison infrastructure
- managing the growth in the prisoner population
- expansion of the women's prison system to meet demand
- meeting demand for rehabilitation programs
- implementing and embedding reforms to the parole system
- implementing a new approach to the Community Correctional Services (CCS) service model.

Reducing Reoffending
Delivering integrated rehabilitation and reintegration programs that reduce the likelihood of reoffending and support community safety.

Strategic Initiatives

- implementing integrated offender management
- improving reintegration programs
- improving outcomes for short-term sentenced prisoners, unsentenced prisoners and specific cohorts
- addressing family violence
- improving education, training and employment
- implementing Aboriginal Justice Agreement 3.

Managing Risk – Safety and Security

Delivering to the highest standards, the safe and secure management of prisoners and offenders.

Strategic Initiatives

- improving staff and prisoner health and safety
- improving security across the system
- embedding the intelligence framework
- using innovative technologies and security approaches to strengthen the monitoring of sex offenders.

Delivering Public Value

Delivering correctional services that are efficient, effective and accountable.

Strategic Initiatives

- encouraging and supporting a continuous improvement culture
- developing a Corrections Victoria Information Technology Strategy
- delivering value for money prison services
- improving staff development
- streamlining access to state and commonwealth funded services.

Engaging the Community

Delivering a communications strategy that ensures our key messages and information are shared effectively with offenders, partners and the community.

Strategic Initiatives

- engaging the community
- engaging the judiciary
- engaging our partners
- improving our research and evidence base.

Our Partners

Community Agencies

Courts

Adult Parole Board

Justice Health

Other Victorian Departments



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