



Queensland Corrective Services

Business Plan 2020-21

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1. Purpose

The Queensland Corrective Services (QCS) Business Plan 2020-21 outlines the objectives, strategies and operational priorities that will be undertaken during 2020-21 to support the Strategic Plan 2020-24. The Plan reinforces QCS' commitment to the Queensland Government's objectives to keep communities safe, keep Queenslanders healthy and create jobs in a strong economy.

2. Background

This Business Plan is informed by the QCS Strategic Plan 2020-24, Government Election Commitments, Ministerial Charter Letter and Corrections 2030.

2.1 OUR VISION

Enhance the safety of Queenslanders through modern, sustainable and evidence-based corrective services to maximise rehabilitation and reduce recidivism.

2.2 OUR PURPOSE

To provide safe, modern, and responsive correctional services which rehabilitate prisoners and offenders and prevent crime, making Queensland safer.

2.3 OUR VALUES

Professionalism: we are a responsive criminal justice agency providing the highest standards of service delivery through diligence, efficiency, collaboration, sharing of knowledge and supporting our co-workers, stakeholders, the community, prisoners and offenders.

Integrity: we inspire trust by acting ethically at all times, acting with honesty and truthfulness and treating prisoners and offenders with dignity and respect.

Accountability: we are publicly accountable for the provision of community safety through our actions and preparedness to justify our decisions.

Innovation: we seek to continually improve through innovation, evidence-based best practice and research to improve correctional services.

2.4 OUR PEOPLE

Capable and professional people delivering responsive services; our greatest strength is the diversity, talent and dedication of our people and our commitment to supporting them.

2.5 CORRECTIONS 2030

Keeping our community safe: Queensland Corrective Services 2030 is our commitment to contributing to a safer Queensland through innovation and effective corrective services. Our priorities are promoting safety, partnering and collaboration, stopping crime, empowering a professional workforce and driving innovation.

2.6 OUR FUTURE STATE – ADVANCING QUEENSLAND'S PRIORITIES

QCS contributes to the Advancing Queensland's Priorities: Keep communities safe, Keep Queenslanders healthy and Create jobs in a strong economy. Advancing these objectives is part of the government's long-term vision for the future of the state, guided by the Queensland Plan. We deliver on these priorities through:

- working closely with the Queensland Police Service, Department of Justice and Attorney-General (DJAG), Department of Youth Justice and Department of Child Safety, Youth and Women to ensure safer communities for Queensland



- working with Queensland Health to improve prisoners' and offenders' health, mental health and wellbeing
- providing more than 5,500 direct jobs through the operation of correctional centres and community corrections offices across Queensland, and indirect jobs through local businesses supplying goods and services.



2.7 OUR STRATEGIC OBJECTIVES

The QCS Strategic Plan 2020-24 outlines the following strategic objectives:

- Safer correctional environments
- Humane management of prisoners and offenders
- Partnering and community collaboration
- Reduce crime.

2.8 PERFORMANCE INDICATORS

The achievement of QCS objectives will be measured against the Report on Government Services 2020, the service standards articulated in the Service Delivery Statement 2020-21 (when released) and performance measures articulated in the QCS Strategic Plan 2020-24:

Safer correctional environments

- Increased agency engagement (Working for Queensland survey measure)
- Assault rates
- Lost time injuries
- Workplace attendance
- Publicly available anti-corruption measures
- Successful completion of the transition of Arthur Gorrie and Southern Queensland correctional centres
- Deliver infrastructure plan (including progressing Stage 2 of the Southern Queensland Correctional Precinct).

Humane management of prisoners and offenders

- Deaths from apparent unnatural causes
- Self-harm incidents (rate)
- Time out of cells
- Meaningful activity
- Facility utilisation (per cent)



- Workforce who identify as Aboriginal and Torres Strait Islander (per cent)
- Complaints received by Queensland Corrective Services regarding offender and prisoner treatment (number).

Reduce crime

- Prisoners returning to corrective services with a new correctional sanction within two years (per cent)
- Offenders discharged from community corrections orders who returned with a new correctional sanction within two years (per cent)
- Successful completion of orders (per cent)
- Program completion rate, pre and post-release re-entry support and prisoners participating in education or employment (per cent).

Partnering and community collaboration

- Financial value of work performed in the community by prisoners and offenders under Queensland Corrective Services' supervision
- In-prison and post-release re-entry support
- Number of registrations with the Queensland Corrective Services Victims Register
- Community awareness of Queensland Corrective Services and what we do
- Partnerships with universities and non-government organisations.

2.9 STRATEGIC OPPORTUNITIES AND RISKS 2020-21

Becoming a stand-alone department provides significant opportunities and reflects the importance of the work we do. It also allows us to better focus on the current needs of the correctional system and how we can shape it into the future. In 2020-21 the department will embrace strategic opportunities and mitigate strategic risks by working to:

1. Build a high performing culture where leadership, capability and systems increase our ability to share knowledge and information as 'one QCS'.
2. Continue implementing recommendations from the Queensland Parole System Review (Sofronoff Review).
3. Develop a strategy to improve delivery of correctional services to women prisoners and offenders.
4. Continue implementing recommendations from Taskforce Flaxton to build and maintain a mature, ethical and client-focused workforce.
5. Embrace diversity and promote inclusion and cultural safety in practices, processes and training.
6. Work collaboratively with other criminal justice agencies to implement agile and innovative responses to manage the increasing demand on the criminal justice system.
7. Engage staff and stakeholders to deliver quality services that reduce recidivism.
8. Invest in the market to grow new services to enhance the efficiency and effectiveness of the business.
9. Review operational practices and use evaluations to enhance staff, prisoner and offender safety.
10. Enhance our contingency planning and preparation for unexpected emergencies and events.

2.10 OPERATIONAL PRIORITIES 2020-21

In 2020-21 QCS will focus on the following operational priorities:

- Provide leadership, training and professional development to promote safe, healthy and supportive workplaces.
- Continue to align the departmental structure to ensure capacity and capability exists to implement the strategic reforms.
- Ensure prisoner behaviour management policies support safer correctional environments.
- Work collaboratively with key stakeholders to build and maintain a mature, corruption resistant culture.



- Optimise the investment of resources in world-class equipment, technology and facilities to meet current and future challenges within the correctional system.
- Provide correctional environments that promote the humane containment of prisoners and supervision of offenders.
- Recognise, value and embed Aboriginal and Torres Strait islander peoples' perspectives across our business.
- Foster collaborative relationships with government agencies and non-government organisations to promote efficient service delivery and coordinated approaches to rehabilitation and reintegration.
- Promote the value of QCS and improve community awareness of our services, including services for victims and families.
- Partner with non-government and community organisations to increase reparation opportunities to the community.
- Reduce recidivism through prisoner and offender centred assessment, end-to end case management and program delivery.
- Disrupt crime through strong, collaborative partnerships and information sharing with other criminal justice agencies.
- Improve responses to prisoners and offenders who are vulnerable or overrepresented in the criminal justice system, with a focus on Aboriginal and Torres Strait Islander offenders and prisoners.

3. QCS Business Plan 2020-21

The QCS Business Plan 2020-21 outlines the operational priorities that will be progressed during the 2020-21 financial year by responsible business areas in support of the Government's objectives and QCS' objectives and strategies. Executive Leaders will be held accountable for the delivery of these operational priorities by their respective Deputy Commissioners through their Senior Executive Officer Performance Agreements.

The progress of these operational priorities will also be monitored through the Quarterly Performance Report provided to the Commissioner.



What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
Safer correctional environments					
Undertake a review of the Escort and Security Branch including equipment and vehicles.	<ul style="list-style-type: none"> • Custodial Operations • Organisational Capability 	Deputy Commissioner, Custodial Operations	<ul style="list-style-type: none"> • Review completed and recommendations made for service improvements. 	June 2021	6,8,9
Respond to supported recommendations arising from the Queensland Sentencing Advisory Council's (QSAC) Review of community based sentencing orders, imprisonment and parole options.	<ul style="list-style-type: none"> • Organisational Capability • Community Corrections and Specialist Operations • Organisational Capability 	Assistant Commissioner, Ministerial Communications and Executive Services	<ul style="list-style-type: none"> • Completion of initial analysis and high-level cost estimates by end of 2020. • Government consideration and decision to proceed to detailed implementation planning, including preparation of legislation amendments by early 2021. 	June 2021	6,7
Continue Operation Certitude: private prisons transition.	<ul style="list-style-type: none"> • Organisational Capability • Community Corrections and Specialist Operations • Custodial Operations 	Deputy Commissioner, Organisational Capability	<ul style="list-style-type: none"> • Arthur Gorrie Correctional Centre transitioned back to public operation. • Southern Queensland Correctional Centre transitioned back to public operation. 	July 2020 June 2021	1,6,7,8,9
Increase opportunities for leadership development including continued implementation of succession planning initiatives.	<ul style="list-style-type: none"> • Organisational Capability 	Assistant Commissioner People Capability	<ul style="list-style-type: none"> • QCS will have a state-wide direction for secondment opportunities. • QCS will have adopted a multi-layered, performance-based approach to building capability in leaders. • Additional leadership courses are available at the QCS Academy. • Increase in the number of staff undertaking developmental programs. 	June 2021	1,4,7,8,10
Continue to implement recommendations of the Crime and Corruption Commission's (CCC) Taskforce Flaxton.	<ul style="list-style-type: none"> • Organisational Capability • Community Corrections and Specialist Operations • Custodial Operations 	Deputy Commissioner, Organisational Capability	<ul style="list-style-type: none"> • Work continues on supported recommendations. 	June 2021	4

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
Develop and implement a new Community Corrections training model through the QCS Academy.	<ul style="list-style-type: none"> • Organisational Capability • Community Corrections and Specialist Operations (QPSR) 	Assistant Commissioner People Capability	<ul style="list-style-type: none"> • Community Corrections training model developed. • Workforce planning and recruitment processes complete. • New Community Corrections training model implemented. 	June 2021	1,2,4,8
Develop and implement a contemporary QCS Workforce Strategy that responds to agency priorities to become a top-tier public safety agency and aligns to <i>Corrections 2030</i> principles.	<ul style="list-style-type: none"> • Organisational Capability 	Assistant Commissioner, People Capability	<ul style="list-style-type: none"> • Implementation of the new QCS Workforce Strategy is supported by a measurable action plan. • Key performance indicators are aligned to each strategy. • Evaluation of the QCS Workforce Strategy is conducted to inform impact and effectiveness. 	June 2021	1,4
Implement a new Work Health Safety and Wellbeing Framework and Strategy.	<ul style="list-style-type: none"> • Organisational Capability • Community Corrections and Specialist Operations • Custodial Operations 	Assistant Commissioner, People Capability	<ul style="list-style-type: none"> • Implementation of the new Work Health Safety and Wellbeing Framework and Strategy, including safety culture as a core component. 	June 2021	1,9
Establish a QCS Cultural Change Program inclusive of a Cultural Change Framework with reporting requirements and executive oversight.	<ul style="list-style-type: none"> • Organisational Capability 	Assistant Commissioner, People Capability	<ul style="list-style-type: none"> • QCS Cultural Change Program and QCS Cultural Change Framework established. • Cultural change indicators in the <i>Working for Queensland</i> survey identified and reported on as part of this program. 	June 2021	1,4,9
Develop a QCS Fraud and Corruption Framework Policy and Plan.	<ul style="list-style-type: none"> • Organisational Capability 	Assistant Commissioner, Professional Standards and Governance	<ul style="list-style-type: none"> • QCS Fraud and Corruption Framework Policy and Plan developed. 	June 2021	1,4
Conduct a review to determine the adequacy and robustness of internal controls to appropriately identify, assess and manage fraud risks.	<ul style="list-style-type: none"> • Organisational Capability 	Assistant Commissioner, Professional Standards and Governance	<ul style="list-style-type: none"> • Opportunities identified and implemented to improve fraud prevention processes including learnings from the COVID-19 response and recovery. 	June 2021	1,4,10

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
Develop and implement projects relating to improving ethical standards within QCS.	<ul style="list-style-type: none"> Organisational Capability 	Assistant Commissioner, Professional Standards and Governance	<ul style="list-style-type: none"> Established a Discipline Reform Working Group. Implemented a New Discipline Model. 	June 2021	1,4
Expand corrections infrastructure by continuing to progress Stage 2 - Southern Queensland Correctional Centre Precinct.	<ul style="list-style-type: none"> Organisational Capability Custodial Operations 	Assistant Commissioner, Infrastructure, Technology and Asset Services	<ul style="list-style-type: none"> Managing Contractor appointed. Early works on site commenced. Construction on site commenced. 	July 2020 September 2020 March 2021	7,8
Continue work on drone detection technology.	<ul style="list-style-type: none"> Organisational Capability Custodial Operations 	Assistant Commissioner Strategic Futures	<ul style="list-style-type: none"> Conduct an evaluation of additional technologies in a prison environment to make Queensland prisons safer, including the use of drone detection technologies. 	June 2021	8
Complete initial planning to conduct program of research work around the mental health of Custodial Officers.	<ul style="list-style-type: none"> Organisational Capability 	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> Continuing collaboration across correctional jurisdictions in Australia for a national body of work in this area (part of a commitment of the Corrective Services Administrators Council (CSAC) Research Working Group). Initial planning of program of work presented to CSAC. Planning of work confirmed with People Capability Command aligning with QCS Workforce Strategy. 	June 2021	1,5,9
Review Safety Orders and Individual Management Plans.	<ul style="list-style-type: none"> Custodial Operations 	Assistant Commissioner, Women and Safety Custody	<ul style="list-style-type: none"> Review undertaken of all individual offender management plan templates to ensure compliance with the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment obligations and the <i>Humans Rights Act 2019</i>. 	June 2021	1,3,5,7,9

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
			<ul style="list-style-type: none"> Creation of a holistic package of prisoner centric, incentivised templates and supporting processes (including Maximum Security Unit Re-Integration Plans, Safe Engagement Strategy Plans, Individual Management Plans and Safety Orders) to constructively achieve behavioural modification and change. 		
Expand corrections infrastructure - commission Capricornia Correctional Centre.	<ul style="list-style-type: none"> Organisational Capability Custodial Operations 	Assistant Commissioner, Infrastructure, Technology and Asset Services	<ul style="list-style-type: none"> Additional capacity commissioned. 	June 2021	8
Humane management of prisoners and offenders					
Ensure that projects delivered as part of the Queensland Parole System Review (QPSR) are fit for purpose and meet the intent of the Final Report.	<ul style="list-style-type: none"> Community Corrections and Specialist Operations (QPSR) Organisational Capability Custodial Operations 	Deputy Commissioner, Community Corrections and Specialist Operations	<ul style="list-style-type: none"> Benefits delivered as defined in the QPSR portfolio plan. Relevant recommendations are closed in line with the 'definitions of done'. 	June 2021	2
Review and update QCS' Cultural Awareness program, including the development of an e-learning format, for future inclusion on QCS Learning Management System.	<ul style="list-style-type: none"> Organisational Capability 	Assistant Commissioner People Capability	<ul style="list-style-type: none"> Program embedded within entry level training. Positive feedback from program participants. Program ready to be rolled out across QCS. 	June 2021	1,4,7,8
Implement the organisational performance management framework.	<ul style="list-style-type: none"> Organisational Capability 	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> Operational Performance Reviews conducted across Custodial Operations and commenced for Community Corrections and Specialist Operations and Organisational Capability divisions. 	June 2021	1,4

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
Develop a Community Corrections workforce demand and funding model.	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations • Organisational Capability 	Assistant Commissioner, Community Corrections	<ul style="list-style-type: none"> • Review of Community Corrections core business, role and functions and implementation of any changes. • Completion of a large-scale time in motion study of Community Corrections activities and functions. • Development of a Community Corrections funding model. • Development of a demand assessment and resource allocation tool to support re-alignment and future allocation of resources. 	June 2021	2,7,8
Develop a Disability and Mental Illness Strategy.	<ul style="list-style-type: none"> • Organisational Capability • Community Corrections and Specialist Operations • Custodial Operations 	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> • New Disability and Mental Illness Strategy developed. 	March 2021	4,6,7
Evaluate the Aurukun Prisoner Reintegration Program.	<ul style="list-style-type: none"> • Organisational Capability • Community Corrections and Specialist Operations • Custodial Operations 	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> • Evaluation complete. 	June 2021	1,6,7
Undertake research into Predictive Factors in Attempted and Completed Suicides in Queensland Correctional Facilities.	<ul style="list-style-type: none"> • Organisational Capability • Custodial Operations 	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> • Complete research and disseminate to staff via research paper. 	June 2021	9
Implement an enhanced Earned Incentive Scheme.	<ul style="list-style-type: none"> • Custodial Operations 	Assistant Commissioner, Security and Male Custody	<ul style="list-style-type: none"> • Review current state-wide Earned Incentive Schemes. • Develop and implement a consistent, enhanced Earned Incentive Scheme which considers prisoner profile, centre role and function, infrastructure constraints and progression opportunities. 	June 2021	1,4,9

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
Partnering and community collaboration					
Collaborate with Queensland Health to improve delivery options in Phase 1 sites for the Opioid Substitution Treatment program (OST) and commence planning for Phase 2.	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations (QPSR) • Custodial Operations • Organisational Capability 	Deputy Commissioner, Community Corrections and Specialist Operations	<ul style="list-style-type: none"> • Oversight and implementation of long acting injectables into all Phase 1 sites. • Continued monitoring of Phase 1 and planning for Phase 2. 	June 2021	2,3,6,7,9
Establish an Information Exchange Agreement with Griffith Criminology Institute to enable regular transfer of data sets into the Social Analytics Laboratory.	<ul style="list-style-type: none"> • Organisational Capability 	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> • Information Exchange Agreement negotiated and signed. 	June 2021	7,8
Implement relevant recommendations from the Public Service Representative (PSR) Review.	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations 	Deputy Commissioner, Community Corrections and Specialist Operations	<ul style="list-style-type: none"> • Implementation of the supported recommendations from the PSR review. 	June 2021	1,2
Reduce crime					
Progress implementation of end-to-end case management across QCS.	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations • Custodial Operations • Organisational Capability 	Deputy Commissioner, Community Corrections and Specialist Operations	<ul style="list-style-type: none"> • Establishment of the first Case Management Unit in Townsville Correctional Complex (TCC). • Implementation of new offender pathways, validated assessment tools and new engagement plan for utilisation in the TCC Case Management Unit. • Implementation of the Parole Suitability Assessment for Parole Board Queensland. 	June 2021	1,2,4,7,8

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
			<ul style="list-style-type: none"> Post-implementation review of the CMU undertaken in conjunction with QCS Research and Evaluation Group. 		
Develop a Domestic and Family Violence Strategy.	<ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations Custodial Operations 	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> New Domestic and Family Violence Strategy developed. 	June 2021	3,6,7
Enhance Domestic and Family Violence (DFV) information sharing practices.	<ul style="list-style-type: none"> Community Corrections and Specialist Operations (QPSR) Custodial Operations Organisational Capability 	Assistant Commissioner, Specialist Operations, Assistant Commissioner, Community Corrections Assistant Commissioner, Women and Safer Custody Assistant Commissioner – Infrastructure, Technology and Asset Services	<ul style="list-style-type: none"> Information sharing processes are in place between the Queensland Police Service (QPS), Parole Board Queensland and QCS for information regarding victims and perpetrators of DFV. Explore an Integrated Offender Management System (IOMS) automated technical solution for populating all relevant DVO information. Develop IOMS enhancements to mitigate risk associated with compliance with DFV order conditions in custody. Practice frameworks/policies developed to support implementation of information sharing solutions. 	June 2021	1,2,6,7
Implement recommendations from the Intelligence Review Report.	<ul style="list-style-type: none"> Community Corrections and Specialist Operations 	Deputy Commissioner, Community Corrections and Specialist Operations	<ul style="list-style-type: none"> Successful implementation of endorsed recommendations arising from the report. 	June 2021	4,8,9

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
Continue to deliver enhanced services for people with disability and mental illness in contact with QCS.	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations • Custodial Operations • Organisational Capability 	Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> • Eligible prisoners / offenders gain access to the National Disability Insurance Scheme (NDIS). • Development and implementation of a sustainable, state-wide model for psychological and disability services. • Continued collaboration with the National Disability Insurance Agency (NDIA) and other government and non-government stakeholders to improve services for prisoners and offenders with disability. 	June 2021	6,7,8
Improve delivery of sexual offending programs.	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations 	Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> • Re-development of the inclusion program in partnership with Forensic Disability Services. 	June 2021	2,6,7,8
Improve the range and access to rehabilitation programs designed for Aboriginal and Torres Strait Islander people, by Aboriginal and Torres Strait Islander people.	<ul style="list-style-type: none"> • Community Corrections and Specialist Operations • Organisational Capability 	Assistant Commissioner, Specialist Operations	<ul style="list-style-type: none"> • Redevelopment of the existing Aboriginal and Torres Strait Islander Sexual Offender Program in partnership with the University of Sunshine Coast, Murridhagun Cultural Centre and stakeholders including community Elders. • Aboriginal and Torres Strait Islander specific Alcohol and Other Drugs programs are in place. 	June 2021	5,6,7,8
Evaluate the effectiveness of programs as per the Evaluation Schedule.	<ul style="list-style-type: none"> • Organisational Capability 	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> • Evaluations completed. 	June 2021	7,9
Develop and Implement a QCS First Nations Strategy.	<ul style="list-style-type: none"> • Organisational Capability 	Assistant Commissioner, Strategic Futures	<ul style="list-style-type: none"> • First Nations Strategy complete. 	June 2021	1,2,3,5,6,7

What we will do: Action	Business Area/s responsible	Responsible Officer	How will we know if we have succeeded?	Timeframe	Relevant opportunities and risks
Community Based Sentences (Interstate Transfer) Regulation.	<ul style="list-style-type: none"> Organisational Capability Community Corrections and Specialist Operations 	Assistant Commissioner, Ministerial Communications and Executive Services	<ul style="list-style-type: none"> Regulation endorsed by Governor in Council. Bill proclaimed. Preparation of draft QCS policies and procedures to operationalise the national framework. 	End of February 2021 June 2021	6,7
Corrective Services Amendment Regulation*** (** working title only).	<ul style="list-style-type: none"> Organisational Capability 	Assistant Commissioner, Ministerial Communications and Executive Services	<ul style="list-style-type: none"> Regulation endorsed by Governor in Council. 	June 2021	4,6
Progress the Corrective Services (Transparency and Community Safety**) Bill (** working title only).	<ul style="list-style-type: none"> Organisational Capability 	Assistant Commissioner, Ministerial Communications and Executive Services	<ul style="list-style-type: none"> Policy drafting completed. 	June 2021	4,6,10