

Corrective Services NSW Strategic Plan: Towards 2030

October 2022



Acknowledgement of Country

Corrective Services NSW acknowledge Aboriginal people as the First Nations Peoples of NSW and pay our respects to Elders past, present and emerging. We acknowledge the ongoing connection Aboriginal people have to this land and recognise Aboriginal people as the original custodians of this land.

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OUR VISION

To provide a world class correctional service that contributes to making the community safer and enables people to change their lives for the better.

OUR MISSION



Continue to administer court orders effectively and with decency



Build on the current strengths of the system, including the safety and security of our staff and people under our supervision in custody and community



Invest in our leaders and energise our people



Improve infrastructure, services and technology



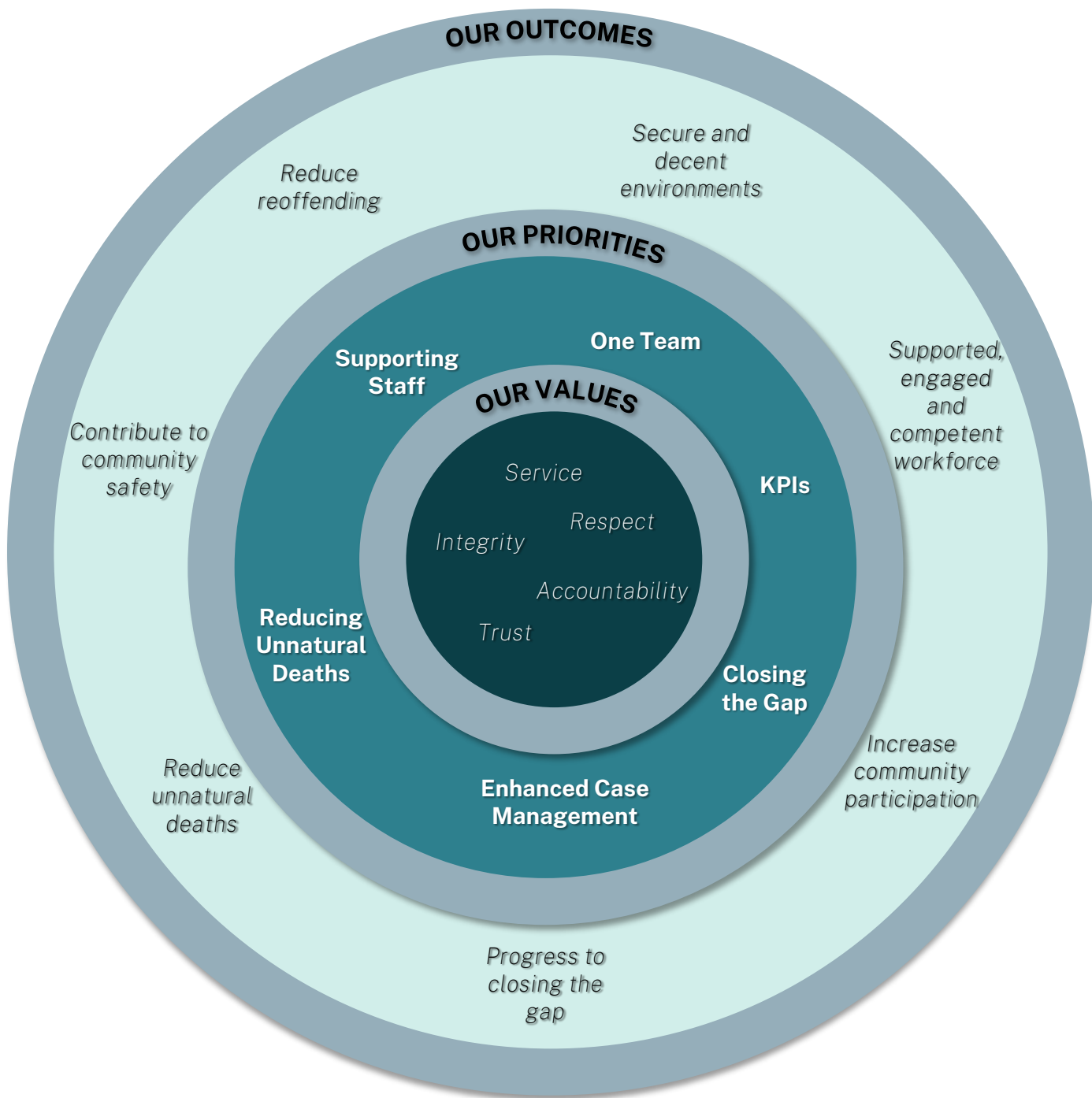
Deliver rehabilitative environments that motivate and promote disengagement from crime



Work with partners and the public to achieve our objectives

OUR OUTCOMES

- Reduce reoffending
- Secure and decent environments
- Increase community participation
- Supported, engaged and competent workforce
- Contribute to community safety
- Reduce unnatural deaths
- Progress in closing the gap



Building on Success

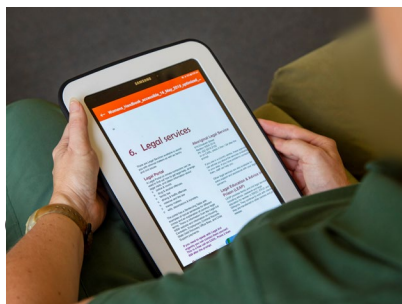
CSNSW services have developed in terms of sophistication and quality over the past 10 years. We have delivered new infrastructure, innovative correctional centre management models, program opportunities for people serving short sentences, increased training and education opportunities for people in custody and increased integration of services across partner agencies.

We have also invested in enhanced training for staff, with the delivery of a new leadership program, five minute intervention training, staff mentoring program and the 'words at work' training.

CSNSW is also leading the way in terms of technology enabled correctional services with the continued roll out of offender tablets, the development of LiVit alcoves and the design and implementation of new offender learning management systems.

The past three years have also presented significant challenges and successes in response to the COVID-19 pandemic.

Staff have demonstrated incredible resilience and professionalism in the continued delivery of essential frontline service delivery. Despite the uncertainty and personal risks created by the pandemic, our staff continued to turn up to work each day to contribute to making the community safer.



Addressing Challenges

While we are proud of our successes, we can and must continue to improve the quality of our service delivery and outcomes for the community and the people we work with.

In particular, we need to address the significant challenges presented by persistently high rates of return (reoffending) to CSNSW. Currently, 3 out of 5 people released from prison at the completion of their sentence will return to CSNSW within 2 years and 2 in 5 people who commence a supervised community order will return to CSNSW with a new sentence within 2 years. The high proportion of people on remand in custody and the overrepresentation of Aboriginal and Torres Strait

Islander peoples in custody also present important and significant challenges that we must face.

To address these challenges, we want to work with staff and the people in custody and under supervision to develop new and innovative ways to achieve our vision and mission. To support this approach, we recently surveyed all staff to ask for staff input into how we can design and deliver a world class correctional service. The results of this survey are presented in this document and have been used to inform the strategic priorities and to identify how we can ensure our leaders are creating safe, fair and collaborative work environments.

3 in 5

people exiting prison will return to CSNSW within 2 years



28%

increase in the rate of return among people exiting prison in the past 10 years

2 in 5

people commencing a supervised community order will return to CSNSW within 2 years



23%

increase in the rate of return among people commencing a supervised order in the past 10 years



PRE-SENTENCE CUSTODY

Percentage of people held in custody on remand or following police bail refusal.



Safety and Security

Corrective Services has a long and proud history of contributing to making the community safer. The way we do this is two-fold. Firstly, by ensuring offenders sentenced by the courts to be held in custody are removed from the community and housed safely, securely and humanely. Secondly, through accommodating, supervising and providing opportunities for rehabilitation for sentenced offenders, both in custodial and community settings.

Safety and security is at the forefront of all of our decision making. Maintaining security is paramount in ensuring we fulfil our mandate to administer the orders of the courts and ensure the safety of our staff and the people under our supervision. Safety and security always has, and will continue to, underpin each of our day-to-day operations.

Corrective Services NSW has invested significantly in the safety and security of the correctional system over the last 10 years. In 2016 we embarked on the Prison Bed Capacity Program, a \$3.8 billion investment in modern, secure and fit for purpose prisons. In 2020 we commenced acquisition and installation of full body x-ray scanners to stop drugs and other contraband from being introduced to our centres. These are but some of the examples of our recent investment in safety and security in our correctional environment.

To contribute to making the community safer, we must not only safely and securely contain offenders in custody and ensure their compliance with court orders in the community, but also contribute to reducing their likelihood to reoffend when they complete their sentence.





Staff Insights

Staff were asked to provide input to the strategic plan. Through this process, we received almost 2,000 responses from staff identifying the principles and practice that will ensure we are a world-leading correctional agency in 2030.

What our staff said are the most important leadership qualities:

1	75.5%	Fair		Interactions Communication Transparency in Process Transparency in Outcome
2	61.8%	Motivating		Team cohesion Capability support Autonomy
3	56.3%	Inspiring		Clear vision Shared purpose

The most important leadership qualities relate to **respect and fairness**

83.6%	Demonstrating high ethical standards and behaviour
83.2%	Communicating clearly and honestly with staff
78.6%	Showing positive and prosocial behaviours and attitudes towards staff
72.0%	Ensuring performance outcomes (promotion or discipline) are based on effort, achievement and conduct

The second most important leadership qualities relate to the promotion of **teamwork, capability and autonomy**

70.4%	Building collaboration among staff, teams and business areas within the workplace
64.2%	Ensuring staff can successfully complete relevant duties
60.6%	Supporting staff to use their professional judgement and discretion

The third most important leadership qualities relate to the promoting a **shared vision** for all staff

59.0%	Having a clear vision for your workplace
53.6%	Ensuring all staff are working towards a shared purpose

Staff Insights

What our staff said is important in building a quality and effective correctional service





Our Strategic Priorities

Priority: One Team

We must work together as one team to achieve our reducing reoffending outcomes.

Priority: Supporting Staff

We will develop a capable, professional, respectful and safe workforce that reflects the community it serves.

Priority: Enhanced Case Management

We will provide offenders with end to end case management to support them to break their cycle of reoffending and successfully reintegrate back into community.

Priority: Closing the Gap

We must close the gap and reduce the overrepresentation of Aboriginal and Torres Strait Islander Peoples in custody.

Priority: Reduce Unnatural Deaths

We must reduce the number of unnatural deaths in custody towards zero.

Priority: Key Performance Indicators

We will implement KPIs to track our progress against our priorities.

Priority: One Team

We must work together as one team to achieve our reducing reoffending outcomes.

What is the one team priority?

- We must work together as one team to achieve our reducing reoffending outcomes.
- This means increased collaboration between existing business units within our organisation and DCJ, as well as increased collaboration between CSNSW and the private centre operators and other partners such as Justice Health to create one system.

How will we achieve this?

- By aligning our processes, policies and systems to operate as one team, we will collectively focus our efforts on our main objective.
- We will enhance the collaboration between our business units to achieve better outcomes for staff and offenders. We will strengthen the alliance between custodial and community to provide consistent and improved support for offenders transitioning from custody into the community
- We will consolidate the oversight regime of the public centres with the arrangements currently in place for the privately managed centres to create a consistent level of performance oversight across all centres.
- We will manage the public and private centres as 'one system' to provide more opportunity for cross-fertilization of ideas between the public and private sectors and to identify innovative practice from the private sector that will benefit and enhance the practices and initiatives of the public sector.

Priority: Supporting Staff

We will develop a capable, professional, respectful and safe workforce that reflects the community it serves.

What is the supporting staff priority?

- We want to develop a capable, professional, respectful and safe workforce that reflects the community it serves.
- Our vision is for the workforce of CSNSW to be appropriately trained, empowered and safe.
- Every single staff member in CSNSW has a meaningful job in achieving our main priority; to reducing reoffending.
- To reduce reoffending, our staff must understand exactly what is expected of them, they must be appropriately trained, and they must be supported and listened to.

How will we achieve this?

- By fostering an environment of trust, respect, and legitimacy in our staff, we will create a rehabilitative environment that will allow us to contribute to reducing reoffending and enhance community safety.
- We will support and develop our people leaders to lead with honesty and integrity, promote and celebrate success and model the ability to admit and learn from mistakes.
- We will support and provide opportunities for our staff to learn new skills and seek professional development.
- We will protect our staff from harm by creating a psychologically and physically safe workplace.



Priority: Enhanced Case Management

We will provide offenders with end to end case management to support them to break their cycle of reoffending and successfully reintegrate back into community.

What is the enhanced case management priority?

- We want to provide offenders with end to end case management to support them break their cycle of reoffending and successfully reintegrate back into their communities as contributing members of society.
- To reduce reoffending, we must provide offenders with appropriate and relevant support when they transition from custody into the community.
- This support should commence when they first enter custody, remain consistent throughout their time in custody and continue into their transition into the community.

How will we achieve this?

- We aim to pilot a program that manages inmates through their journey in custody ensuring they receive the criminogenic programs, vocational training, education and preparation for employment.
- In the community, we want to provide long term support to the inmate and their family as they transition back into the community with employment, housing and wrap around support services.

Priority: Closing the Gap

We must close the gap and reduce the overrepresentation of Aboriginal and Torres Strait Islander Peoples in custody.

What is the closing the gap priority?

- Corrective Services has an important role to play in Closing the Gap between Aboriginal and Torres Strait Islander peoples and other Australians.
- Aboriginal and Torres Strait Islander peoples make up more than 28% of the NSW prison population and 27% of the offenders in the community supervised by Community Corrections, despite being only 3.4% of the total general population in NSW.
- Our priority to Close the Gap reflects the outcome of target 10 of the National Agreement on Closing the Gap; Aboriginal and Torres Strait Islander peoples are not overrepresented in the Criminal Justice System.

How will we achieve this?

- There is an identified need for Corrective Services to co-design a new place-based model for Aboriginal and Torres Strait Islander offenders with Aboriginal Community Controlled organisations, peoples and communities, focused on Aboriginal worldviews, healing, culture and criminogenic need.
- We have also identified a need to connect offenders with wrap around services to support their transition into the community through post release partnerships.
- We must focus on employing more Aboriginal and Torres Strait Islander staff in our organisation, provide professional development pathways and ensure the organisation is a culturally safe workplace.



Priority: Reducing Unnatural Deaths

We must reduce the number of unnatural deaths in custody towards zero.

What is the reducing deaths in custody priority?

- CSNSW has a duty of care for the people in custody and under supervision in the community.
- In 2021-22 there were 9 unnatural deaths in custody.
- We must reduce the number of unnatural deaths in custody towards zero.

How will we achieve this?

- We will fast track ligature point removals in cells and search and trial new technology as an adjunct to the avoidance of deaths in custody.
- We will enhance our existing risk practices.
- We will increase our response to dealing with trauma. We will identify ways to support our staff to enhance our trauma informed practices. We will review our current operations and process to identify areas where we can increase trauma informed processes.
- We will strengthen our alliance with our health partners, the Justice Health and Forensic Mental Health Network.

Priority: Key Performance Indicators

We will implement KPIs to track our progress against our priorities.



KPI 1: Reduce reoffending

Target: Reduce reoffending by 8% by 2030 ('eight in eight')

Target: Reduce reoffending among Aboriginal and Torres Strait Islander peoples by 10% by 2030 ('ten by thirty')



KPI 2: Improve staff culture

Target: All staff are engaged, feel safe and trust the organisation



KPI 3: Increase proportion of Aboriginal staff

Target: By 2030, increase the proportion of Aboriginal staff to 8%



KPI 4: Reduce Aboriginal overrepresentation

Target: Reduce Aboriginal incarceration by 15% by 2031



KPI 5: Reduce unnatural deaths

Target: Zero unnatural deaths in custody



KPI 6: Increase rate of employment in the community

Target: Increase the rate of employment in the community by 10%



KPI 7: Improve perceptions of correctional climate

Target: 75% of people in custody and under supervision report a fair, respectful and safe correctional climate



KPI 1: Reduce reoffending

Target: Reduce reoffending by 8% by 2030 ('eightineight')

Target: Reduce reoffending among Aboriginal and Torres Strait Islander peoples by 10% by 2030 ('tenbythirty')

The headline indicator is a reduction in reoffending by 2030 (measurement year)

The target is represented as a percentage reduction from baseline year.

Three measures:

1

**Rate of
Return
Sentenced**



Rate of return to CSNSW within 2 years of release from custody or order commencement

2

**Rate of
Return
Remand**



Rate of return to custody for breach of bail or new charge within 12 months of release from remand

3

Re-conviction



Rate of reconviction for a personal, property or serious drug offence within 12 months of release from custody or order commencement

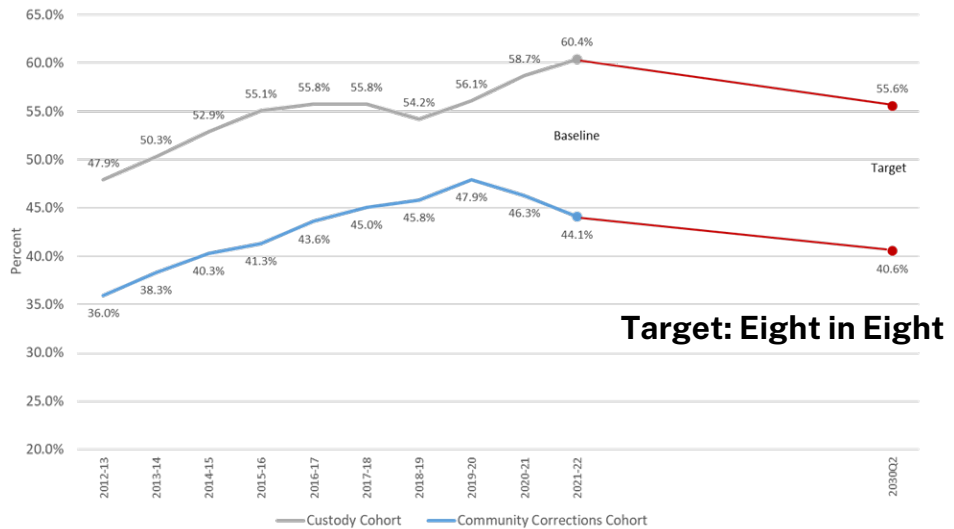


KPI 1: Reduce reoffending

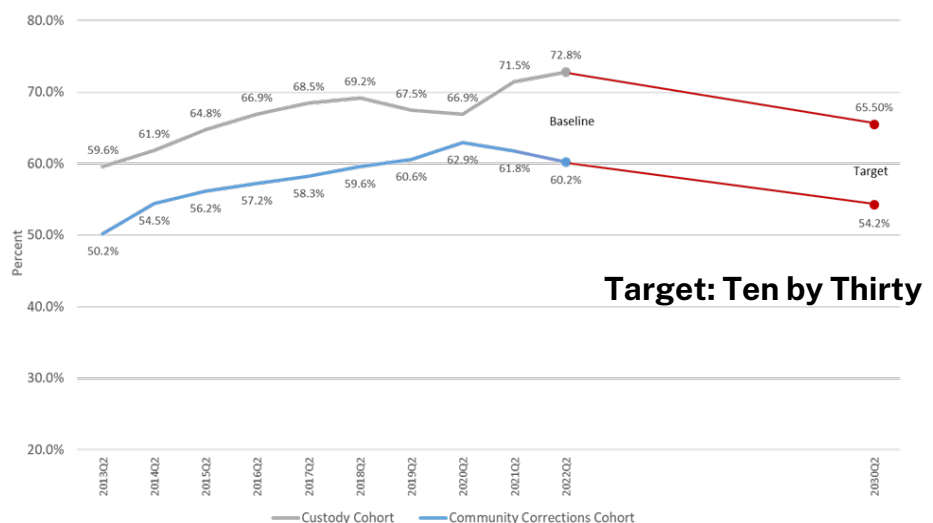
Target: Reduce reoffending by 8% by 2030 ('eight in eight')

Target: Reduce reoffending among Aboriginal and Torres Strait islander peoples by 10% by 2030 ('ten by thirty')

Rate of return to CSNSW within 2 years



Rate of return to CSNSW within 2 years among Aboriginal and Torres Strait Islander peoples





KPI 2: Improve staff culture

Target: All staff are engaged, feel safe and trust the organisation

CSNSW is working towards a respectful, purposeful and collaborative culture that ensures staff safety and engagement.

- i) *Organisational fairness*
- ii) *Teamwork: quality of collaboration between personnel*
- iii) *Job satisfaction and workplace wellbeing: positivity of work performance*
- iv) *Perceptions of management: approval of managerial action*
- v) *Working conditions: quality of the working environment and logistical support*
- vi) *Safety climate: strong and proactive organisational commitment to safety*

Two measures:

1

Organisational Justice



Perceptions of procedural and interactive justice

2

Safety Attitudes Questionnaire

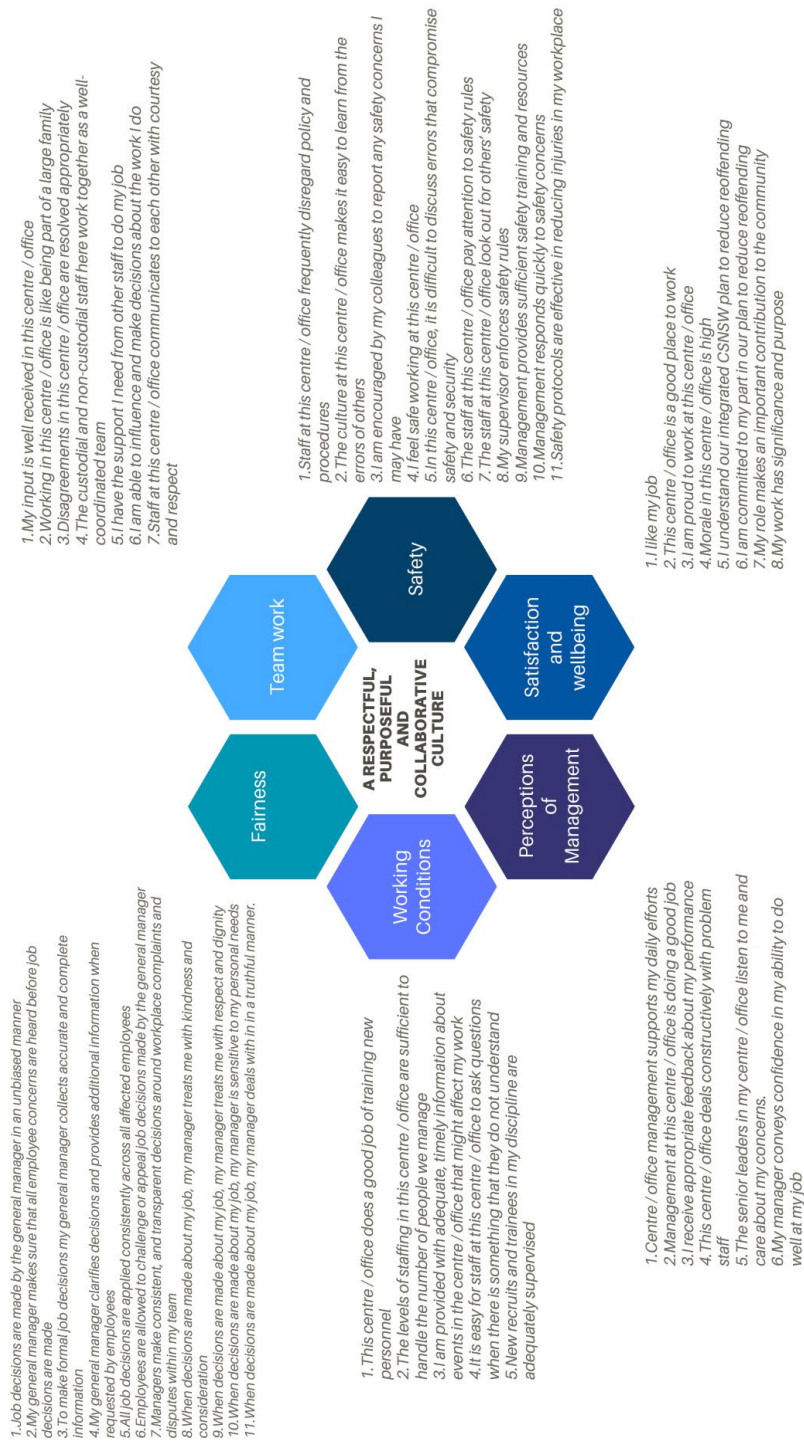


Perceptions of five domains of cultures of safety



KPI 2: Improve staff culture

Target: All staff are engaged, feel safe and trust the organisation





KPI 3: Increase proportion of Aboriginal Staff

Target: By 2030, increase the proportion of Aboriginal staff to 8%

This indicator is aligned with the DCJ indicator and target for increasing Aboriginal staff across the Department.

By 2030, increase the proportion of Aboriginal staff to 8%

Current proportion of Aboriginal staff employed by CSNSW is 3.2%

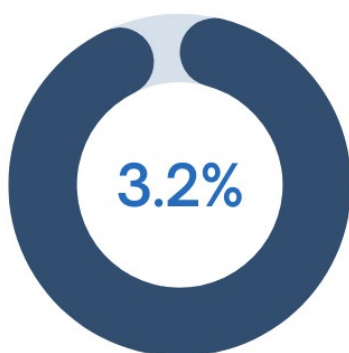
One measure:

1

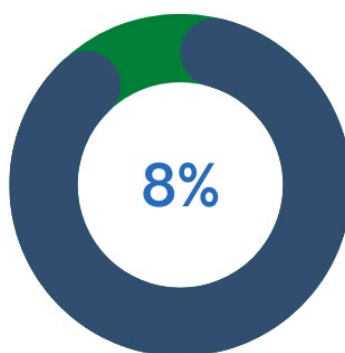
Proportion of Aboriginal Staff



Percentage of Aboriginal and Torres Strait Islander Staff employed by CSNSW



Current percentage of Aboriginal staff



Target percentage



KPI 4: Reduce Aboriginal overrepresentation

Target: Reduce Aboriginal and Torres Strait Islander incarceration by 15% by 2031

This indicator is aligned with the national Closing the Gap definition and target:

Outcome 10: Aboriginal and Torres Strait Islander adults are not overrepresented in the criminal justice system

Target 10: By 2031, reduce the rate of Aboriginal and Torres Strait Islander adults held in incarceration by at least 15 per cent

One measure:

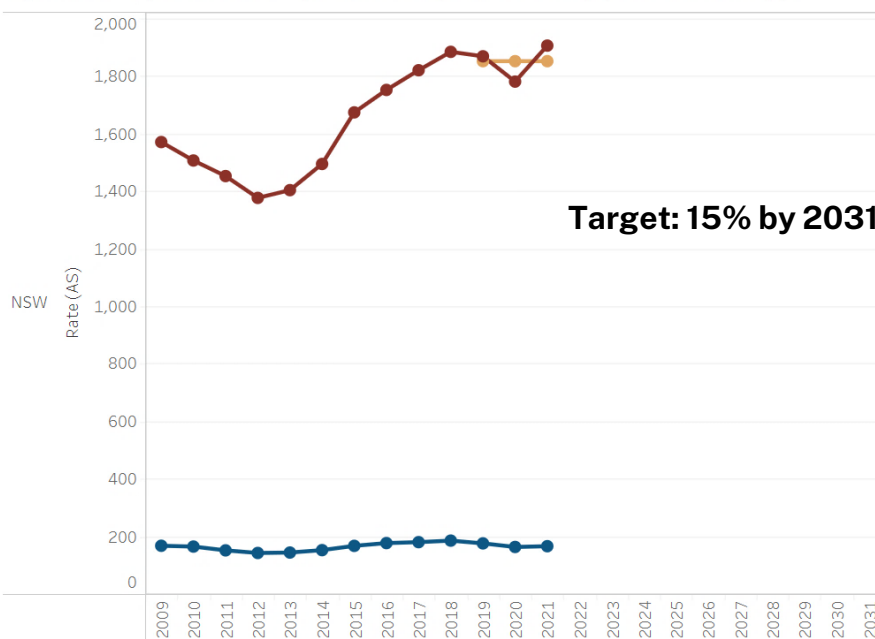
1

Rate of Imprisonment



Rate of return to CSNSW within 2 years of release from custody or order commencement

Figure CtG10.1 Age-standardised imprisonment rate per 100 000 adult population at 30 June (a)





KPI 5: Reduce unnatural deaths

Target: Zero unnatural deaths in custody

This indicator is seeking to reduce the number of unnatural deaths in custody.

In 2021-22 there were 9 unnatural deaths in custody.

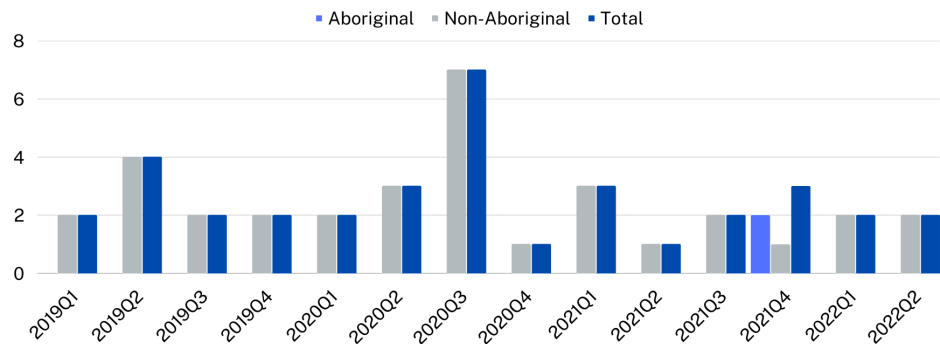
One measure:



Number of unnatural deaths in custody



Number of deaths in custody determined or deemed to have occurred by unnatural causes





KPI 6: Increase rate of employment in the community

Target: Increase the rate of employment in the community by 10%

This indicator provides a measure of community participation and assumes that the ability to obtain and retaining employment requires stability and social support, including housing and social networks.

Target: Increase the rate of employment in the community by 10%

Employment is defined as a minimum of 12 weeks of paid employment within 6 months

One measure:



Rate of employment



Percentage of people employed within 6 months of release from custody or commencement of order



KPI 7: Improve perceptions of correctional climate

Target: 75% of people in custody and under supervision report a fair, respectful and safe correctional climate

When people in custody and under supervision feel they are treated fairly, with respect and in safe environments, research has shown their wellbeing improves (Van Ginneken, et al., 2019) and likelihood of reoffending reduces (Auty & Liebling, 2020).

Improving correctional climates and the wellbeing of people in custody and under supervision will also support the achievement of other KPIs, including:

- Reduce reoffending
- Reduce unnatural deaths
- Increase rate of employment in the community

Three measures:

1

Procedural Fairness



Perceptions of procedural fairness among people in custody and under supervision

2

Respectful Relationships



Perceptions of the quality of relationships with staff

3

Perceptions of Safety

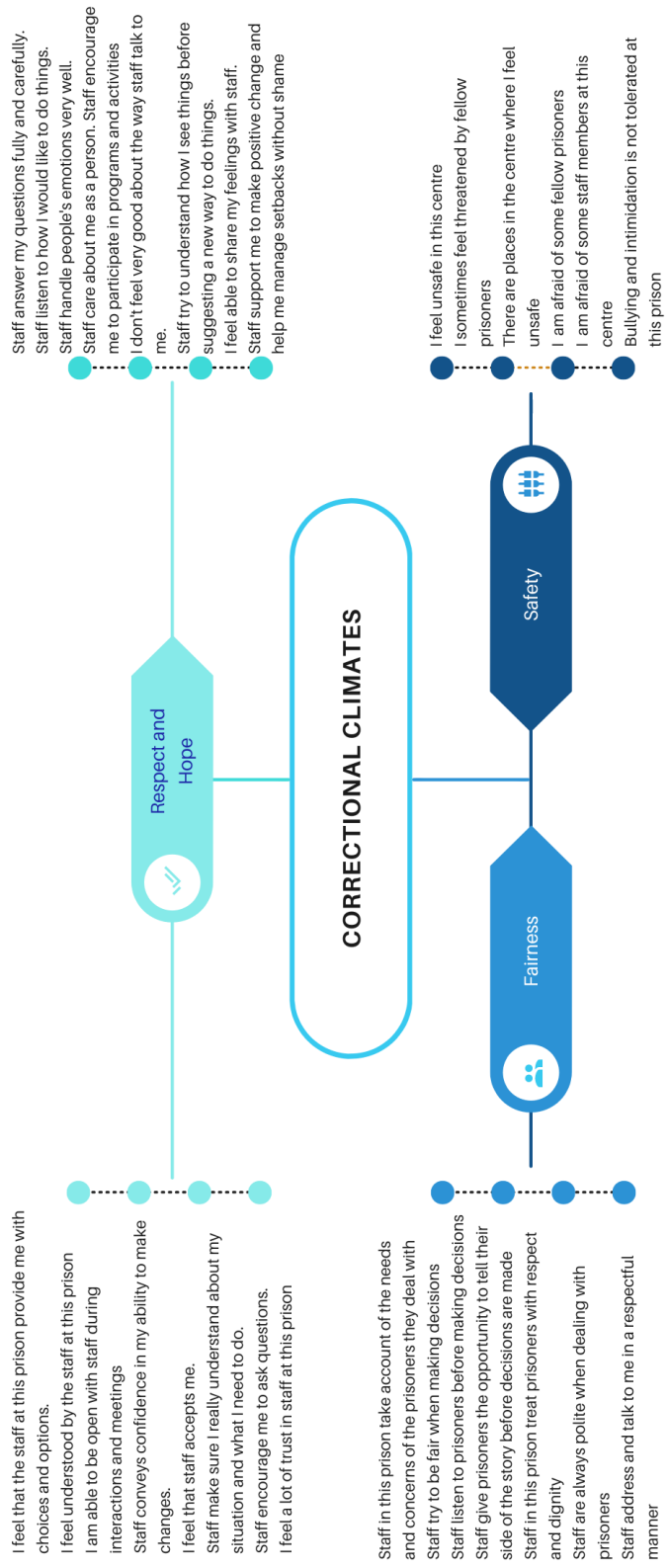


Perceptions of safety in custody

KPI 7: Improve perceptions of correctional climate



Target: 75% of people in custody and under supervision report a fair, respectful and safe correctional climate





Next Steps

We will use the direction set out in this plan to guide our decision making towards 2030.

A **Business Plan** will be developed identifying the specific initiatives that will form the basis of our core business and operations to assist us in achieving our strategic priorities.



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