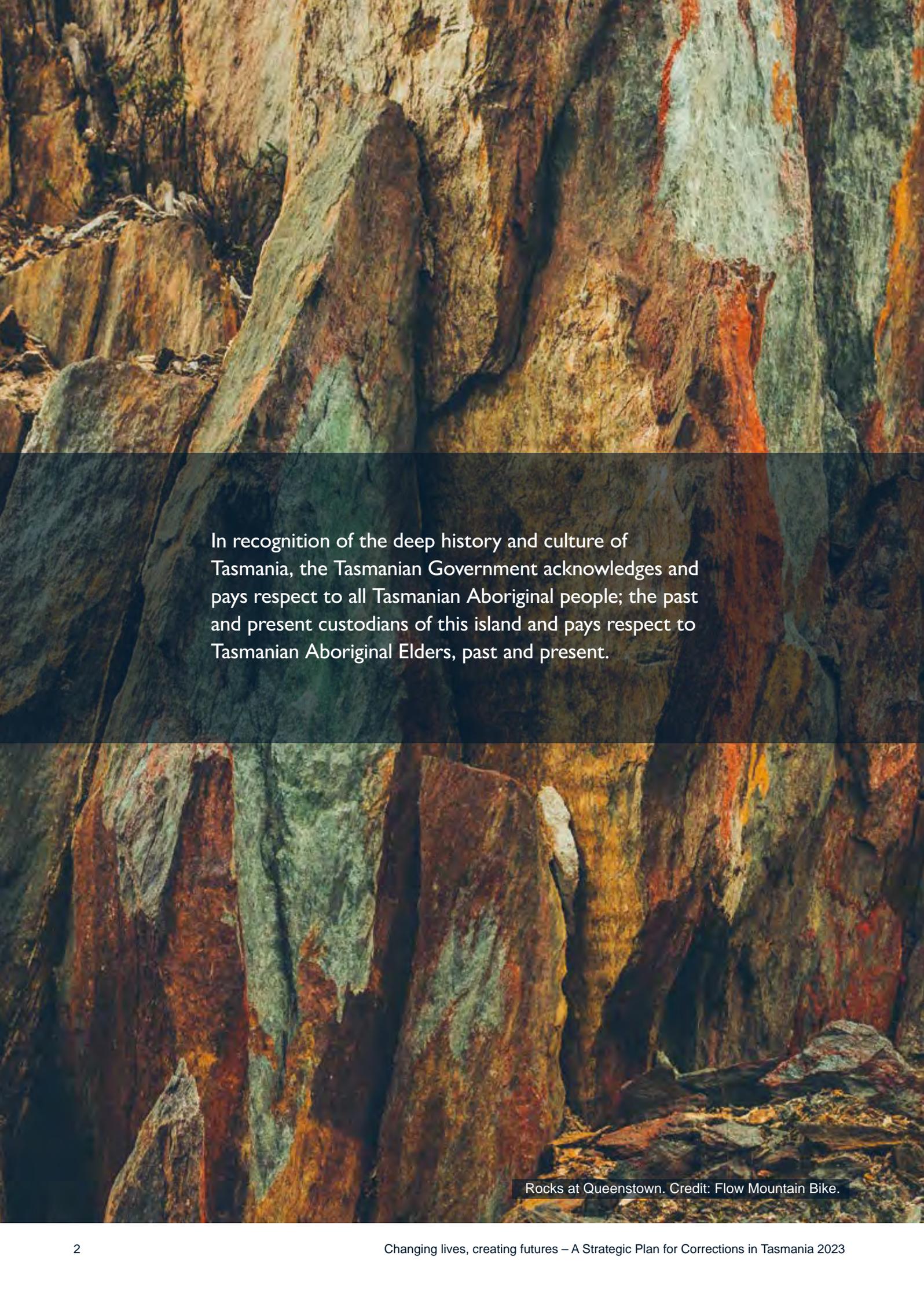




Changing lives, creating futures

A Strategic Plan for Corrections in Tasmania | 2023

Department of Justice



In recognition of the deep history and culture of Tasmania, the Tasmanian Government acknowledges and pays respect to all Tasmanian Aboriginal people; the past and present custodians of this island and pays respect to Tasmanian Aboriginal Elders, past and present.

Rocks at Queenstown. Credit: Flow Mountain Bike.

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Foreword from the Minister



Hon Elise Archer MP
Minister for Corrections and Rehabilitation

I am pleased to present *Changing lives, creating futures – A Strategic Plan for Corrections in Tasmania 2023*.

My strong focus for our Tasmanian Corrections system is the rehabilitation of offenders due to the obvious benefits this provides to them and to our community. You will see this is now reflected in my title change to Minister for Corrections and Rehabilitation, making it explicitly clear that being the Minister is not just about secure accommodation of offenders but also providing opportunities for rehabilitation and thereby reducing recidivism.

I wish to thank the many stakeholders who were consulted in the preparation of this Plan and who collectively support my continued commitment to rehabilitation and reintegration. Consultation with our Corrections staff, stakeholders and people with past and current lived experience of the criminal justice system has informed the direction of this Plan, as well as the strategies and direction needed to make meaningful change in the future.

As a result of this consultation and from experience worldwide, we know that providing opportunities to build basic skills in literacy, numeracy and job readiness greatly reduces the likelihood of reoffending. That is why the Plan

focuses on literacy programs that will firstly support offenders to improve their functional literacy and provide a strong foundation for increased opportunities for employment and successful reintegration into the community upon their release.

We will also continue to emphasise alcohol and other drug education and treatment, and the targeting of higher risk inmates and offenders with histories of violence or sexual offending.

The release of the Plan follows the site opening of the Southern Remand Centre (SRC) in 2022, which is a modern, purpose-built facility at the Risdon site that enables us to house remanded offenders separately from those who are convicted. In line with best practice operational guidelines, this correctional facility not only provides a positive environmental experience for staff and remandees, but also improves rehabilitation and reintegration outcomes through increased access to legal and family support, and recreational and other facilities for the remandees it houses.

The next five years will also see substantial infrastructure development within our Corrections system with a new Northern Correctional Facility, a new kitchen at the Risdon site, a new maximum-rated accommodation unit for the Risdon Prison Complex, new offices for Community Corrections staff in Launceston and Burnie (following the move of Hobart Community Corrections staff to a new office in December 2022) and a new digital system called Astria that will transform the operations across our justice system and provide timely access to justice services for all Tasmanians.

Community Corrections will continue to be resourced to provide expanded sentencing options to reduce the pressures on our custodial facilities, and to ensure that offenders can address the issues that contributed to their offending behaviour while being safely managed in the community. This will support offenders to 'give back' to the community and assist them to develop key life skills and pro-social behaviours.

The Plan places an emphasis on throughcare so that people who leave a correctional facility are well supported, and also better equipped with more skills, support and resources to draw upon when they are released. A strong throughcare model relies not only on the work of internal Corrections staff, but on partnerships with our external stakeholders who provide a link out of the Corrections system and in the community – which is why I have supported more programs to be put in place with the ability to add to them in future.

Those who work in the field of Corrections significantly contribute to community safety by providing offenders with positive opportunities for rehabilitation, so that they successfully address their re-offending behaviour and their journey to reintegration is much easier.

No organisation has a more important resource than the people who work within it, and I am pleased the ongoing training and support for our Corrections staff is reflected in the Plan.

I am confident that the multi-faceted strategy of combining increased rehabilitation opportunities for offenders, with strong investment in infrastructure and recruitment and training of additional Correctional staff, will optimise service delivery within our Corrections system and deliver better rehabilitative outcomes that benefit those leaving our custody and services, and the community more broadly.

Message from the Secretary

The development of this new Strategic Plan for Corrections in Tasmania is a collaboration involving our staff, offenders and Community Corrections clients, as well as a range of external partners, stakeholders and members of our community who have all been very generous in sharing their views.

The new Plan builds on the work of the 2011 and 2016 *Breaking the Cycle* plans and sets the framework for the next phase of work as part of our focus on continuous improvement.

This Plan identifies six key priorities to:

- improve lives and reduce harm through targeted rehabilitation and reintegration programs and processes
- empower our workforce to respond to new challenges and ways of working
- reduce reoffending
- improve and build infrastructure to meet the needs of contemporary approaches in Corrections
- reduce the number of Aboriginal people in the Corrections system



Ginna Webster
Secretary, Department of Justice

- provide safe environments for our staff, offenders, remandees and the community
- create the right environment to ensure success.

Progress across these broad areas will result in a more effective Corrections system which rehabilitates individuals, supports our staff and makes Tasmania safer.

The Plan is underpinned by our Department of Justice values; that is, we act with integrity, respect and accountability and our workplaces are inclusive and collaborative. The values help form and strengthen our collective identity as an Agency, influence how we engage with colleagues, clients and stakeholders, create a productive and supportive work environment for all employees, and set an expected level of employee behaviour.

The successful delivery of the Plan relies heavily on our staff, who are expected to exhibit the highest levels of integrity and at all times model the behaviours that we want our inmates and offenders to demonstrate in the community. Recruitment of a skilled workforce across both the Tasmania Prison Service and Community Corrections is one of our primary objectives and we have embarked on our largest recruitment campaign ever, with the support of the Minister. We will also continue to focus on staff training, which is critical for the safe operation of our correctional facilities and the effective supervision of offenders, by the provision of contemporary, trauma-informed learning and development.

The Government has made a significant investment in Corrections infrastructure with the completed Southern Remand Centre which opened in mid-2022 and provides a modern, fit for purpose correctional facility that will contribute to better rehabilitative outcomes for people in custody awaiting their court appearance. Work is underway to enable the development of a Northern Correctional Facility, which is essential to support successful rehabilitation and reintegration through provision of training and education opportunities, and by maintaining better connections to family and support networks in the north of the state. We are also progressing new facilities at the Risdon Prison site (new kitchen and maximum-rated accommodation unit) and new offices for Community Corrections staff in Launceston and Burnie.

We are also continuing to progress important technology and service improvement initiatives, including the Justice Connect Program (Astria), an integrated end-to-end digital solution delivering a major transformation of Tasmania's justice system, and closer integration between Community Corrections and Tasmania Prison Service.

In developing this new Plan, the Department consulted extensively with stakeholders. Feedback was provided by 220 staff, 100 current inmates and offenders, and 30 external organisations involved in the delivery of services to inmates and offenders participated in a stakeholder forum. I would like to thank all those individuals and organisations who have contributed to the development of this important strategic document.

Reducing reoffending is an important goal, not just for the Corrections system but for the Tasmanian community. The strategies and actions within the Plan will help us achieve that goal and provide an important framework that will ensure we target our resources to better protect our community.



Consultation themes

Our staff, service users and partner organisations identified a number of opportunities to address our challenges and improve outcomes.

Key themes and recommendations emerging from stakeholder feedback are summarised below.

1 Developing new ways of working and delivering our services

Tasmania Prison Service:

- Make improvements to our intake and assessment processes:
 - Use best practice models and eliminate a one-size-fits-all approach.

Community Corrections:

- Use evidence-based models to inform delivery of services.

Together:

- Improve collaboration between the Tasmania Prison Service and Community Corrections:
 - collaborate early, maintain and involve;
 - focus on throughcare 'Street to Street'.



2 Improving our education, training, work programs and opportunities

Tasmania Prison Service:

- Promote access to education, training and work in all facilities:
 - relevant education and training;
 - focus on trades, hospitality, licences;
 - link education to training programs;
 - expand trade training options;
 - focus on literacy skills.
- Expand work opportunities outside:
 - secure support of community partners and formalise arrangements.

Community Corrections:

- Expand intervention options:
 - increase intervention options in regional and remote areas.
- Access – Home Detention:
 - provide greater access to intervention programs.

3 Developing our staff

Together:

- Create positive work environments:
 - focus on burnout, stress and trauma;
 - make jobs more meaningful;
 - build resilience and coping strategies.
- Recruit, develop and train staff to deliver new services and improve workplace culture:
 - ensure staff understand the strategic direction and their role in implementing this Plan.
- Training framework:
 - revise, renew and implement best practice;
 - single framework for Corrections to ensure strong collaboration between the Tasmania Prison Service and Community Corrections.

4 Continuity of care throughout engagement with the Corrections system

Together:

- Adopt throughcare case management principles and approach:
 - implement case management from custody to post-release;
 - involve all stakeholders in development of sentence planning.
- Engage community partners in pathway planning and delivery:
 - enable seamless transition to residential programs (post-release);
 - assist in the delivery of programs.
- Co-facilitate delivery of programs:
 - inmates preparing for release supported to access key services (e.g. housing, transport, medical, financial).

5 Be culturally aware and recognise diversity

Together:

- Structure our programs and interventions to reflect differences for:
 - Aboriginal people;
 - people with a disability;
 - women;
 - young offenders;
 - LGBTQI+ community.
- Directly engage with Aboriginal people to assist and guide us to develop programs and interventions.
- Work with our partners to develop and deliver interventions and programs to ensure they are relevant and appropriate for specific groups.
- Develop the cultural competency of our staff so they are appropriately trained and skilled.



Our plan for 2023 and beyond

To address the challenges facing Corrections in Tasmania and cognisant of what we have heard, the Department of Justice will focus on the following strategic priorities:



Our vision, purpose, mission and values

Supporting our strategic priorities are high level ambitions of this Plan:

Our Vision

To be a leader in the delivery of Corrective Services in Australia

Our Purpose

Together with our partners, reduce the rate of reoffending, through an increased focus on rehabilitation and reintegration

Our Mission

To create a safer Tasmania through humane, effective and contemporary Corrective Services

Our Values¹

We act with integrity, respect and accountability
Our workplaces are inclusive and collaborative



¹As defined by the Department's Agency Values Statement

How we will get there

For each strategic priority we have identified:







1 Improve lives and reduce harm

Through targeted rehabilitation and reintegration programs and processes.

Rehabilitation and reintegration services and support are critical to improving lives.

Changes need to be made to ensure we have a person-centric case management framework and we engage with our partners and stakeholders early, and maintain that commitment throughout.

Education and employment opportunities in the correctional setting are vital to improving the lives of inmates and ensuring they are less likely to reoffend.

Providing offenders in the community with evidence-based programs that are designed for specific groups also decreases the likelihood of reoffending.

We need reliable data to inform our activities, and we need to be mindful of diversity within our inmate and offender populations. To achieve this, we will carefully review what we currently have in place, listen to our stakeholders, engage with our partners, and make changes where they are needed.

Our long-term goals

- Reduction in reoffending and return to custody.
- Support family connections through appropriate interventions.
- Increased access to interventions for offenders with alcohol and drug dependencies, and sexual and violent offenders.
- Increased access to interventions for family violence offenders, leading to an overall reduction in family violence offences.
- Increased participation in education and training programs for all eligible inmates, remandees and offenders.
- Improved reintegration of offenders into the community.

Rehabilitation and reintegration services and support are critical to improving lives.

Our focus

- Aboriginal inmates and offenders.
- Inmates and offenders with low rates of literacy and numeracy.
- Inmates and offenders with a high risk of reoffending.
- Inmates and offenders with a history of committing family violence.
- Inmates and offenders with a disability, including addressing mental health needs/mental ill health.
- Female inmates and offenders.

What we will do now

Tasmania Prison Service will:

- Review and update our intake and assessment framework.
- Increase the availability of and access to programs and interventions for all persons in custody.
- Build on existing therapeutic programs for women.
- Utilise the time of remandees at the Southern Remand Centre to kick-start the rehabilitative process by providing access to programs and interventions.

Community Corrections will:

- Review and build evidence-based programs to reduce the risk of reoffending or returning to custody.

Together we will:

- Develop and implement a person-centric case management framework.
- Build capacity to provide meaningful data to inform frameworks and interventions.
- Review family violence interventions and make improvements as needed.
- Develop a supported Reintegration Model for inmates and offenders, and engage our partners in this process.
- Review and make improvements to our family connection programs.
- Strive to ensure that every inmate, remandee and offender who needs a program is provided an opportunity to engage in that program.

Our measures for success

- By 2031, reduce the rate of Aboriginal adults held in prison by at least 15% in line with commitments under Closing the Gap.
- By 2027, reduce the recidivism rate by 10%.
- Increase the program completion rate for inmates.
- Increase the program completion rate for offenders on Community Corrections orders.
- Increase the employment rate for inmates.

What we will do in the longer term

- Undertake a public education campaign and fact sharing about the work of Corrections and the support needed to help people transition back into the community.
- Develop and implement a framework to evaluate the measures for success of this priority.
- Develop a stakeholder network to proactively share information about current approaches in Corrections, discuss ideas and gather feedback, and provide updates on the progress of this strategy.





2 Invest in our people

Empower our workforce to respond to new challenges and ways of working.

To improve rehabilitation and reintegration outcomes, we need to recruit the right people and equip them with the right tools, knowledge and resources.

We have heard that our staff need better access to training and development opportunities, and more cohesive involvement in the case management process. Staff want to further their professional skills and qualifications so they can effectively respond to new ways of working.

This means reviewing what we currently offer and what new opportunities exist with partners such as the University of Tasmania and TasTAFE.

Our staff want to improve our organisational culture and we will take steps to ensure decision-making is more transparent and staff are more actively involved in decisions that impact them.

We have heard that values are important and we will work to ensure our values are embedded in our processes and ways of working.

There is an increased demand for services and this is impacting staff wellbeing and sometimes results in us losing staff. We will work harder to strategically manage these demands and ensure our staff get the support they need.

Our long-term goals

- Support rehabilitation and reintegration goals by ensuring our staff are appropriately trained and empowered.
- Embed our values and lead by example to enhance rehabilitation and reintegration outcomes.
- Improve the ability of our staff to respond to changes in Corrections through innovative and responsive training and development opportunities.
- Increase collaboration between the Tasmania Prison Service and Community Corrections.
- Foster an organisational culture where decision-making is transparent and understood.

To improve rehabilitation and reintegration outcomes, we need to recruit the right people and equip them with the right tools, knowledge and resources.

Our focus

Our focus for this priority will be:

- Improving employee retention through engagement.
- Investment in the 'next generation' of leaders.
- Professional development and training.
- Workforce planning and building capability.
- Improving workplace culture by becoming a values-based organisation.

What we will do now

Together we will:

- Build and implement a Corrections People Strategy that includes:
 - **Workforce Planning**
 - What we need to meet the demand for services.
 - **Training**
 - What our staff need to action the new frameworks and ways of working.

- **Attraction and retention**
 - Improve our culture, opportunities and incentives.
- **Developing career pathways**
 - Work with our partners to develop pathways to a career in Corrections.
- **Mentoring and leadership**
 - Use our experienced leaders to invest in the next generation of leaders;
 - Create a mentoring culture so all staff benefit from the experience and expertise of others.
- Provide staff with access to contemporary wellbeing support programs and promote the value of using these to maintain their mental and physical wellbeing.

Our measures for success

- Rehabilitation and reintegration long-term goals are met (refer Priority 1).
- Application of the Department's values is evident and consistent across our teams (measured via an annual survey).
- Staff to identify personal and professional improvement (measured on via annual survey).
- Staff use/access to wellbeing support programs (measured via an annual survey).

What we will do in the longer term

- Undertake a review of Service Delivery Models at the Tasmania Prison Service to ensure they align with the changing needs of inmates and frameworks developed as a result of this strategy.





3 Build environments for change

Improve and build infrastructure to meet the needs of contemporary approaches in Corrections.

Improving infrastructure (buildings and technologies) will enable the safe and humane accommodation of inmates and allow offenders to engage with our systems in a variety of ways.

We have heard our infrastructure needs to be flexible so it can support changing needs and align with contemporary approaches in Corrections, and our assets need to be strategically managed. This includes ensuring our facilities meet standards set by international and national bodies.

We will ensure our technologies are tailored to enable us to deliver a person-centric case management process, and allow us to use data to support evidence-based programs.

Our facilities need to be safe, for our staff, inmates and offenders. The public expects us to deliver value and a return on investment, and we will strive to ensure we achieve this through targeted and careful planning.

Our long-term goals

- Provide a statewide Corrections system that meets international and national standards and principles, and embed human rights in operating models and infrastructure design.
- Deliver public value and return on investment by ensuring infrastructure is able to respond to future operating models, staff requirements and the needs of inmates and offenders.
- Provide purpose-built infrastructure and technologies that support access to programs and activities.

Our infrastructure needs to be flexible so it can support changing needs and align with contemporary approaches in Corrections.

Our focus

- Make our correctional facilities fit for purpose and safe for our staff and inmates.
- Build infrastructure using the design principles of the Southern Remand Centre.
- Provide our staff in Community Corrections with contemporary and fit for purpose facilities in Launceston and Burnie.
- Develop information systems and technologies to enhance the delivery of new frameworks and interventions, improve safety and security, and provide information, analysis and business intelligence.
- Manage assets strategically and invest in areas that have been identified as being a high priority and improve service delivery.

What we will do now

- Develop the Northern Correctional Facility.
- Build a new kitchen for Risdon Prison.
- Undertake upgrades to electronic security systems at the Risdon Prison Complex and Mary Hutchinson Women's Prison.
- Implement our new information management system, Astria.

- Using the design principles of the Southern Remand Centre, develop a new maximum-rated unit and activities space at the Risdon Prison Complex.
- Make better use of existing facilities available in the Risdon Prison Complex to offer additional employment and activities to inmates.
- Build on our capabilities to provide data and analysis to inform decision making.
- Relocate Community Corrections offices in Launceston and Burnie so our staff and offenders have access to contemporary and fit for purpose facilities.

Our measures for success

- Our information systems provide accurate, timely and comprehensive data that is able to support infrastructure planning, policy and decision-making.
- Our information systems and technologies support and enhance new frameworks, programs and ways of working.
- Our infrastructure is safe, fit for purpose and has the capacity to meet the needs of current and future use.

What we will do in the longer term

- Develop a Master Plan for the future use of Ron Barwick Prison (that includes its current state, longevity and options for expansion to include an industries precinct and trade training facility).
- Finalise and implement the Strategic Asset Management Plan for Corrections.
- Develop a Master Plan for staff administration and training facilities at Risdon Prison.
- Review and make recommendations for the future use of Launceston Reception Prison following completion of the Northern Correctional Facility.





4 Closing the gap

Reducing the number of Aboriginal people in the Corrections system.

We acknowledge the over-representation of Aboriginal people (including people who self-identify) in our system and have made a commitment to address that through supporting Tasmania's Closing the Gap Implementation Plan.

Through the Justice Policy Partnership, we will work with Aboriginal people to develop a Framework with the primary purpose of reducing the current rates of incarceration.

We have heard this cannot be done without the direct involvement of Aboriginal people and we will ensure that when developing the Framework, representatives from all communities have a voice and are directly involved in its development and subsequent implementation.

We recognise that our staff should be equipped to implement the Framework and as reflected in our values, we will commit to building the cultural competence of our organisation.

Our long-term goals

- Aboriginal people are not over-represented in the criminal justice system.
- Our ability to provide effective services to Aboriginal people who come into our care is improved.
- Our interventions are recognised as best practice and demonstrate a commitment to working with Aboriginal people to reduce the rates of incarceration and recidivism.
- Aboriginal people are directly involved in decision-making and policy development in Corrections.

We will work with Aboriginal people to develop a Framework with the primary purpose of reducing the current rates of incarceration.

Our focus

- Directly involve Aboriginal people to assist us to develop frameworks, programs and interventions targeted at Aboriginal inmates and offenders.
- Increase the number of Aboriginal people employed in our organisation.
- Build the cultural competence of our staff.

What we will do now

Together we will:

- Develop and implement the Framework: Our Commitment to Closing the Gap in Corrections in Tasmania.
- The new Framework will be developed and managed in consultation with the Justice Policy Partnership.
- The new Framework will have a focus on improving existing programs and developing new programs and interventions designed specifically for Aboriginal people, with Aboriginal people.
- The new Framework will focus on activities that understand different communities and will embed a process where all voices and experiences are heard.

Our measures for success

- By 2031, reduce the rate of Aboriginal adults in prison by at least 15% in line with commitments under Closing the Gap.
- Established strong partnerships with Aboriginal community-controlled organisations.

What we will do in the longer term

- Address any systemic barriers that exist within our organisations and increase the cultural competence of our staff.
- Identify measures to evaluate success for this priority.
- As part of the new Framework, develop a stakeholder network to proactively share information about progress against this priority, discuss ideas and gather feedback.





5 Focus on safety

Provide safer environments for our staff, inmates, remandees, offenders and the community.

The safety of the Tasmanian community is our mission, and we will continue to provide programs and interventions that mitigate offending behaviour in an effort to keep Tasmanians safe. We will build community confidence by promoting the role Corrections has in contributing to a safer community.

Safety in our environment is a priority for staff, inmates and offenders. We have heard that safety is more than security and process; it is about addressing violent behaviour and cultivating models for desired behaviour, both in a correctional facility and the community.

We have heard our staff are better able to do their jobs if they feel safe, and we have a goal to reduce the rate of assaults against staff and inmate on inmate.

Increasing access to rehabilitation and reintegration programs and interventions will equip us with the tools to address the causes of violence and provide inmates and offenders with opportunities to address their criminogenic behaviour.

Our long-term goals

- Enhanced safety of the Tasmanian community.
- Achievement of the long-term goals identified in Priority 1.
- Staff feel safe and better able to do their jobs with minimal fear of assault.
- There is an overall reduction in the number of serious incidents and threats of violence committed by inmates.
- Behaviour management strategies and policies support a safer environment for staff, inmates, remandees and offenders.

We have heard that safety is more than security and process, it is about addressing violent behaviour and cultivating models for desired behaviour, both in prison and the community.

Our focus

- Provide a safe environment for our staff, inmates, remandees and offenders.
- Increase our knowledge and understanding of the causes of violence, including family violence.
- Enhance cultural safety within our organisation.
- Prevent and manage threatening behaviour.
- Improve our ability to respond to serious incidents and threats of violence.
- Provide humane accommodation and supervision.

What we will do now

Tasmania Prison Service will:

- Ensure the Director's Standing Orders relating to safety and security are current and maintained, and staff receive training in their use, including any subsequent updates.
- Review existing incentive programs used to manage behaviour, to ensure these remain contemporary, effective and are consistently applied by all relevant staff.

Community Corrections will:

- Review procedures relevant to managing threatening behaviour, to ensure these remain contemporary, effective and consistently applied by all relevant staff.

Together we will:

- As part of the *Corrections People Strategy*, develop and implement training opportunities for our staff, so they are equipped to prevent and respond to violence.
- Develop and implement evidence-based initiatives and programs that focus on addressing and reducing violent behaviour.
- Ensure that all staff are provided adequate equipment and technologies to prevent and respond to violence and threatening behaviour.

Our measures for success

- A reduction in the inmate on inmate assault rate by 2024.
- A reduction in the inmate on staff assault rate by 2024.
- Rehabilitation and reintegration measures for success are met (refer Priority 1).
- Reduction in family violence offences committed by offenders while in our facilities and following their release.
- Reduction in the number of serious incidents and threats of violence committed by inmates.
- Improved mental health and wellbeing of staff, inmates and offenders (measured via an annual survey).

What we will do in the longer term

- Undertake a review of Tasmania Prison Service Intelligence capability and capacity to identify where we need to strengthen our focus and what improvements are needed.
- Review the Tasmania Prison Service classification assessment process to ensure it adequately addresses risks and make recommendations for improvement.
- Undertake a public education campaign and fact sharing about the work of Corrections and how this contributes to a safer community.





6 Reshape our organisation

Create the right environment to ensure success.

Greater collaboration between organisations (both internal and external to government) is key to improving rehabilitation and reintegration services and outcomes.

Creating a more integrated organisation will help us achieve these goals and the long-term goals for Priorities 1–5. This will allow us to develop existing work and build our new frameworks and processes, secure in the knowledge that we have a greater understanding and appreciation of the diverse work we do in the Tasmania Prison Service and Community Corrections.

It will also enable us to foster our relationships with partners, and create a single contact point, thereby making it easier for these groups to help us deliver this Plan.

Our long-term goals

- Improved delivery of rehabilitation and reintegration services in our organisation.
- Better collaboration between the Tasmania Prison Service and Community Corrections and evidence of this leading to success (as measured by Priorities 1–5).

- Greater staff engagement and involvement in decision-making impacting the delivery of services.
- Economies of scale in the delivery of services, where appropriate.
- Improvements in how we work with our strategic partners, to deliver our services.

Our focus

- Identifying and leveraging opportunities for the Tasmania Prison Service and Community Corrections to work in partnership in order to enhance outcomes for the Tasmanian community.
- Improving our ability to deliver person-centric case management in the Tasmania Prison Service and Community Corrections.

What we will do now

Together we will:

- Work to develop a network structure across Corrections that:
 - grows from strong staff involvement;
 - increases capability and transparency in decision-making;
 - takes advantage of collaboration, partnerships, networks and economies of scale;
 - prioritises flexibility and learns from experience.
- Develop an operating model to support this structure.

Our measures for success

- Achievement of measures for success as identified in Priorities 1–5.
- Feedback from stakeholders.

What we will do in the longer term

- Measure the success of our new structure and make changes, if necessary.

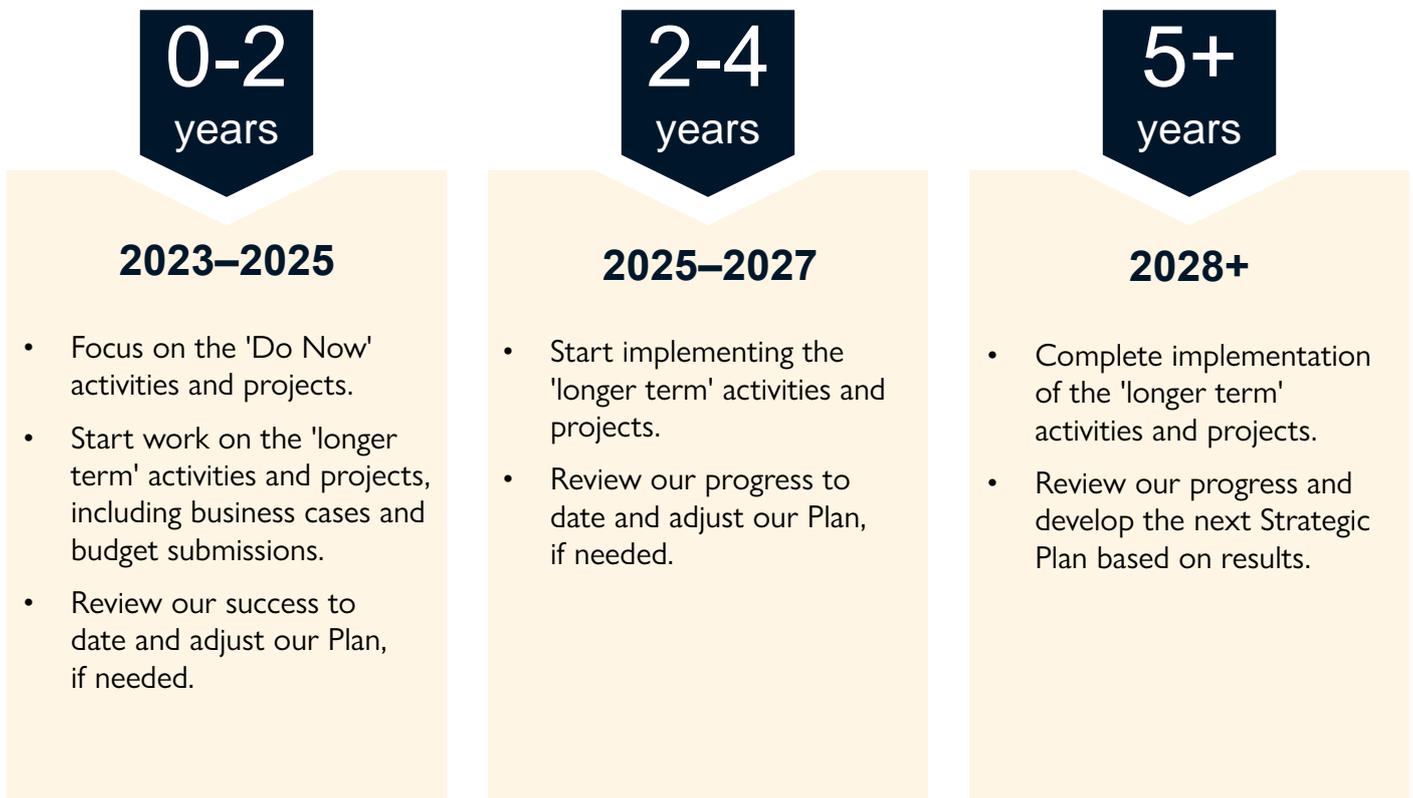
Implementation

Implementation of this Plan will take some time. The Plan has identified activities that can be delivered within a relatively short time frame and those that will need to be explored further in order to understand the impacts and what is needed to implement them.

In some cases, there is a need to take a step back, re-evaluate what we are doing and propose change before we can step forward with confidence, knowing we will achieve a level of success.

Corrections is a sector that is in constant change, and it is difficult to predict beyond five years if our Plan will still be relevant and effective. We have allowed five years to implement the Plan and we will re-evaluate it in year 2 (2025) and year 4 (2027) to ensure its currency. That way we have flexibility built in to adjust our activities, cognisant of changes in the sector and achievement (or otherwise) of our long-term goals.

This is how we will progress the Plan:



A detailed Action Plan will be developed to support implementation.



