



Corrective Services

Strategic Plan 2025–2030

Acknowledgment of Country

The Department of Justice respectfully acknowledges the Traditional Custodians of the land as being the first peoples of this country. We embrace the vast Aboriginal cultural diversity throughout Western Australia and recognise their continuing connection to Country, water and sky.

We pay our respects to Elders past, present and emerging. The Department of Justice is committed to fostering respectful partnerships with our Aboriginal colleagues, communities, families and those in our care.

The Department of Justice recognises the uniquely distinct cultural groups of Aboriginal and Torres Strait Islander peoples, acknowledging the over-representation of Aboriginal people in Western Australia in the care of the Department of Justice.

1. The Department of Justice uses the term Aboriginal people to refer to both Aboriginal and Torres Strait Islander peoples.



Travelling Goanna by Yamatji/Yinggarda Person
The goanna is going through Spring and Summer from the desert to the ocean, in the Gascoyne region.

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Director General's Foreword

Department of Justice Director General, Kylie Maj

As Director General of the Department of Justice, I am pleased to introduce the Corrective Services Strategic Plan 2025-2030. The Department of Justice is proud to provide wide-ranging and high-quality justice services that benefit all Western Australians. A critical component of these services is delivered by our dedicated Corrective Services division, which plays a vital role in ensuring a functional justice system through the operation of secure, safe, and humane correctional facilities and the proper supervision of people under orders in the community.

The work of Corrective Services is intrinsically linked to our broader mission to strive for a fair, just and safe community for all Western Australians. Ensuring the safety of the community, staff, those in our care, and under our supervision, while promoting rehabilitation and upholding ethical and transparent practices, are key priorities. The delivery of culturally responsive services, developed and delivered in partnership with Aboriginal people and communities, is also a significant focus as we work to achieve the targets set out in the National Agreement on Closing the Gap.

To achieve these goals, we are always looking to improve - whether by building infrastructure, fine-tuning practices, or introducing new programs and initiatives.



Over the past decade, this dedication has resulted in tangible developments including the establishment of custodial facilities and programs addressing addictions, the creation of dedicated units for mental health treatment, the growth in family and domestic violence programs for both victims and offenders, and the ongoing process of making prisons smoke-free.

Key to the success of future reforms is the articulation of a clear Strategic Plan, which encapsulates the vision, values, and goals of Corrective Services as a significant and complex part of the Department of Justice. I commend Commissioner Brad Royce and his team for their diligence in creating this Strategic Plan, which will guide our efforts in the years to come.

Commissioner's Message

Corrective Services Commissioner, Brad Royce APM

I am privileged to lead Corrective Services, Western Australia. We operate in one of the largest and most diverse jurisdictions in the world. Our team of over 5,000 staff are responsible for the management of more than 16,000 people under our care in our custodial facilities and in the community. We face many challenges daily, delivering our services in a complex and unique environment.

For us to achieve tangible and lasting results, we must collaborate with our partners and stakeholders to deliver better outcomes, providing those in our care with the best opportunities for a successful and positive life beyond custody. Community safety is at the forefront of what we do, day in and day out, and our commitment to working as a team in delivering a safer community is reflected in our Vision – **“A connected Corrective Services contributing to a safer Western Australia.”**

Our Strategic Plan follows extensive consultation with our staff on determining the best way forward for our organisation. I thank everyone involved in its creation for their hard work. The resulting Plan reaffirms our unwavering commitment to community safety through excellence.

Our Vision and Values of **Integrity, Teamwork, Professionalism, Respect and Accountability** are more than words on a page, they represent what makes a successful and unified team that works with our partners and stakeholders to deliver better outcomes for those in our care, our workforce, and the wider community. With safety, security and health at the forefront, we are dedicated to fostering rehabilitation, reducing reoffending, and ensuring a secure and supportive environment for all.

The Strategic Plan provides a clear understanding of what we are striving to achieve. For all staff, from new employees to my Executive team, we can all see, understand and contribute to what good looks like. By setting clear priorities and aligning our efforts, we ensure that every action we take moves us closer to a **Safer Corrections, Smarter Corrections and Healthier Corrections** delivered through our People, Partnerships and Performance. This Plan is more than a roadmap, it is a commitment to working as one team, with shared purpose and direction to create meaningful and lasting change.



ABOUT Corrective Services

Corrective Services is a division within the Department of Justice and plays a significant role in the justice system managing the State's prisons, juvenile detention, work camps and people on probation, parole and other community orders.

Corrective Services employs more than 5,000 staff across five directorates – Adult Male Prisons, Adult Women's Prisons, Offender Services, Young People and Operational Support. Corrective Services is enabled by teams within the Department of Justice providing core corporate services including Human Resources, Finance, Infrastructure and Procurement and Contract Management.

Corrective Services' custodial and community operations are statewide. There are 17 custodial sites, five work camps, one permanent youth detention centre, one temporarily gazetted youth detention centre, and a new facility under development.

Adult community-based offenders are supervised and managed by Adult Community Corrections, which operates 30 community corrections centres throughout the State. In addition to six specialist statewide youth justice services, there are also ten statutory community youth justice centres and several satellite sub offices, responsible for managing young people subject to Juvenile Justice Team referrals, community-based orders and Supervised Release Orders.

Corrective Services' teams are also supported by a range of partners, service providers and key stakeholders who strive towards our Vision of **“A connected Corrective Services contributing to a safer Western Australia.”**

2. Within this document, the term “under our care” is used to reflect prisoners, young people in detention and all offenders managed in the community.

Average populations per day

(1 July 2024 to 31 March 2025)



7,131

Adult male prisoners.

814

Adult women prisoners.



5,145

Adult males in the community.

1,480

Adult women in the community.



66

Young people in detention.

1,234

Young people in the community.

Our complex operating environment

Corrective Services is a 24/7 operation that is distinctly different to many other public service organisations in terms of service provision, impact on the community and geographical coverage. Corrective Services has finite resources and must therefore take a strategic approach to addressing challenges - meeting essential needs while also laying the foundation for future benefits.

Case for Change



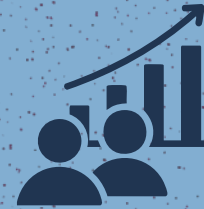
**Rising Prison
Population**



**Over-Representation
of Aboriginal People**



**Growth in
Community-Based
Orders**



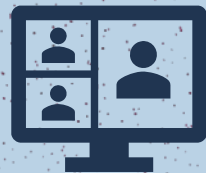
**Growing Remand
Rates**



**Commitment to
Safety and Security**



**Workforce
Challenges**



**Technology and
Innovation**



**Ageing
Infrastructure
and Facilities**



**Government Priorities
and Reform**

How the Strategic Plan was created

The process

The Strategic Plan has been co-created gathering input, actioning collective thinking and driving our future direction.

This plan is a commitment to working as one team, with shared purpose and direction, to create meaningful and lasting change.

Leadership Forum

- Attended by over 140 Corrective Services senior leaders from across the State.
- Focused on our principles of People, Partnerships and Performance.
- Formed collectively the Corrective Services Vision and Values during interactive workshops.
- Listened and engaged with leaders to identify our challenges and opportunities.

Managers Forum

- Attended by over 220 Corrective Services managers from across the State.
- Focused on our principles of People, Partnerships and Performance.
- Validated the Corrective Services Vision and Values.
- Discussed and heard practical solutions to better solve everyday challenges in our working environments.



Review of Recommendations and Reports

- Office of the Inspector of Custodial Services (OICS).
- Coronial Inquest findings.
- Office of the Auditor General (OAG).
- Corruption and Crime Commission (CCC).
- Cultural reviews.
- WorkSafe Western Australia.

Corrective Services Executive Team Strategic Planning Days

- Endorsed the Vision and Values.
- Facilitated executive level alignment on the strategic direction.
- Defined our strategic priorities and commenced identifying our focus areas.
- Commenced identifying actions to deliver.

Collaboration and Engagement

- Targeted engagement with internal teams, subject matter experts and stakeholders to inform our focus areas.
- Socialised the strategic priorities and focus areas at various team-specific forums and meetings.
- Engaged with:
 - WA Prison Officers' Union.
 - Community and Public Sector Union/Civil Service Association.

Implementation and Next Steps

- The implementation of the Strategic Plan will start with the development of annual directorate workplans.
- The Workplan will include:
 - Actions that align to each priority.
 - Milestones.
 - How we will monitor progress.



Big Yaakan and Little Booyis
by Noongar/Yamatji Person

Mother yaakan at feeding time with her little booyis following her and teaching them things along the way. They're watching her and learning. It's about family.

Strategic Plan 2025 – 2030

A connected Corrective Services contributing to a safer Western Australia



Integrity



Teamwork



Professionalism



Respect



Accountability

Our Principles

People

An effective and contemporary Corrective Services is delivered by our people and we recognise ***“our people are our greatest asset and enable us to achieve our Vision.”***

Partnerships

Corrective Services cannot deliver services alone and must focus on building collaborative partnerships to drive meaningful change. The strength of internal and external partnerships that deliver outcomes means ***“we achieve more together when we are a connected Corrective Services workforce, across our community and stakeholders.”***

Performance

Good performance comes from engaged people and strong partnerships. This Strategic Plan highlights the requirement to focus on a strong foundation of service delivery and continuous improvement, particularly by investing in our people and building organisational capability. ***“We are committed to cultivating excellence through building capability and innovation to deliver better outcomes for our community.”***

Our Priorities

Build a strong culture of safety, respect and trust.

Create environments that facilitate positive change to reduce reoffending.

Drive better outcomes and positive change by partnering with Aboriginal people.

Develop a high-performing organisation where our people are empowered.

Our Focus

- Build safe, respectful and inclusive workplace cultures that prioritise trust, collaboration and transparency.
- Develop and enhance policies that reflect our operating environment and support staff to do their job.
- Value our people by embedding positive practices that support staff health, wellbeing and welfare.
- Collaborate with our partners and stakeholders to deliver our services and contribute to a safer community.

- Transform custodial and community environments to provide rehabilitation activities that reduce recidivism and support better outcomes.
- Foster a strong culture of rehabilitation by working collectively and providing integrated models of care.
- Strengthen the delivery of health and wellbeing services to address the complex needs of those under our care.
- Enhance our systems for offender classification, assessment, treatment and successful transition into the community.

- Establish inclusive governance frameworks that integrate Aboriginal leadership, including their perspectives and participation in decision-making and policy development.
- Ensure case management is culturally-responsive and tailored to the needs of Aboriginal people and their connection to culture, country and language.
- Improve awareness of, and embed Aboriginal cultures across the entirety of Corrective Services.
- Support the recruitment, retention and progression of Aboriginal employees at all levels within Corrective Services.

- Increase opportunities for professional development and fulfillment of training requirements.
- Invest in our future leaders through the development of promotion pathways.
- Create an environment where staff are heard and encouraged to contribute to innovation and continuous improvement.
- Contemporise our service delivery through smarter infrastructure, technologies, systems and structures.



Our Vision and Values

The Vision of **“A connected Corrective Services contributing to a safer Western Australia”** reflects Corrective Services’ role within the wider justice system and the need for our teams, partners and stakeholders to work together to drive positive change and better outcomes.

Our values reflect what is important to us, how we treat each other and inform the decisions we make. How we live our values is demonstrated by our behaviours and contributes to building a strong culture of safety, respect and trust.

Integrity

Uphold honesty, ethics and accountability in every decision.

- Reliability – honor your commitments and follow through.
- Open Communication – be truthful, transparent, and straightforward in all interactions.
- Ethical Conduct – do the right thing, even when no one is watching in both a professional and private capacity.

Teamwork

Work collaboratively to promote safety, security and rehabilitation, contributing to a safer WA.

- Collaboration – foster a cooperative environment to achieve shared goals.
- Trust – have confidence in the intentions and abilities of your team members.
- Positive Attitude – bring enthusiasm and a willingness to contribute to the team's success.

Professionalism

Uphold high standards in conduct, service, and duty when engaging with colleagues, the community, people under our care, and their support networks.

- Communication – engage with colleagues, managers and service providers with respect and courtesy.
- Confidentiality – protect sensitive information and respect privacy.
- Competence – demonstrate and maintain the skills needed to excel, while continuously learning and adapting.

Respect

Treat everyone with dignity, fairness and understanding.

- Empathy – recognise each person has a unique story and perspective.
- Fairness – ensure all individuals are treated equitably and with respect, dignity and without humiliation or bias.
- Active Listening – give full attention to others, seeking to genuinely understand their viewpoint.

Accountability

Take ownership of actions and uphold the trust of the community.

- Responsibility – accept and fulfill your duties with integrity.
- Ethical Decision Making – act transparently with honesty, fairness, respect, and ensure misconduct is reported.
- Proactive Problem Solving – identify challenges early and take initiative to find effective solutions.

Our Principles and Goals

Our **Principles** of **People, Partnerships** and **Performance** enable us to achieve the overall goals of a **Safer, Smarter and Healthier Corrections.**

Principles



Goals

People

An effective and contemporary Corrective Services is delivered by our people and we recognise **“our people are our greatest asset and enable us to achieve our Vision.”**

Partnerships

Corrective Services cannot deliver services alone and must focus on building collaborative partnerships to drive meaningful change. The strength of internal and external partnerships that deliver outcomes means **“we achieve more together when we are a connected Corrective Services workforce, across our community and stakeholders.”**

Performance

Good performance comes from engaged people and strong partnerships. This Strategic Plan highlights the requirement to focus on a strong foundation of service delivery and continuous improvement, particularly by investing in our people and building organisational capability. **“We are committed to cultivating excellence through building capability and innovation to deliver better outcomes for our community.”**



Safer Corrections



Smarter Corrections



Healthier Corrections



PRIORITY 1

Build a strong culture of safety, respect and trust.

Our focus areas:

- Build safe, respectful and inclusive workplace cultures that prioritise trust, collaboration and transparency.
- Develop and enhance policies that reflect our operating environment and support staff to do their job.
- Value our people by embedding positive practices that support staff health, wellbeing and welfare.
- Collaborate with our partners and stakeholders to deliver our services and contribute to a safer community.

Why this matters:

- Corrective Services is entrusted to play a critical role in the justice system and is committed to contributing to community safety. This level of commitment extends to building a physical, psychosocial and culturally safe work environment for all employees, partners, stakeholders, visitors and those under our care.
- Our people are the foundation of our organisation, and their wellbeing, development and capability are crucial to its success. By investing in our people, systems and processes, we ensure that every team member is equipped to meet the demands of their role.
- These initiatives are essential, a well trained, healthy and motivated workforce contributes to the vision of a safer Western Australia.

What good looks like:

- Improved workplace attendance.
- A reduction in workplace injuries.
- Consistent improvement in staff satisfaction.
- Efficient and effective corporate support, to ensure legislative compliance, effective governance, strategic management, fiscal and risk management.
- Fit-for-purpose operating guidelines and policies, embedded into daily practices.
- A healthy prison framework embedded into daily operations.

3. What good looks like metrics referenced under each of our four priorities are supplementary to our Report on Government Services (RoGS) obligations and the key performance indicators reflected within the Department's Annual Report.



PRIORITY 1

Build a strong culture of safety, respect and trust.

Actions:

- Optimise the Work Health and Safety Framework to ensure it is fit for purpose and embeds a 'Safety Leadership Culture', prioritising physical, psychological, and cultural safety.
- Collect regular feedback to establish a cultural baseline that measures progress and continuous improvement.
- Communicate actions taken in response to staff and stakeholder feedback to cultivate a transparent workplace.
- Conduct assessments of workplace challenges and develop action plans with timelines and responsibilities to resolve identified issues.
- Involve key stakeholders in policy development, ensuring alignment with strategic priorities that account for our unique operating environment.
- Evaluate and streamline current delegations, developing a clear and effective decision-making framework that enhances operational efficiency and accountability.
- Implement a Wellness Strategy that promotes a resilient workforce and supports mental and physical health.
- Embed a Corrective Services specific approach to injury management supporting staff to return to work.
- Invest in contemporary technologies that will contribute to supporting safety and security.
- Develop a Partner and Stakeholder Engagement Strategy.
- Continue to build and develop new partnerships and relationships with stakeholders, whose service offerings and values align with government priorities.



PRIORITY 2

Create environments that facilitate positive change to reduce reoffending.

Our focus areas:

- Transform custodial and community environments to provide rehabilitation activities that reduce recidivism and support better outcomes.
- Foster a strong culture of rehabilitation by working collectively and providing integrated models of care.
- Strengthen the delivery of health and wellbeing services to address the complex needs of those under our care.
- Enhance our systems for offender classification, assessment, treatment and transition into the community.

Why this matters:

- This priority acknowledges the impact of the Corrections environment on behaviours and identifies the conditions needed to create settings that support rehabilitation outcomes. We all play a role in reducing reoffending and each interaction with people in our custodial and community settings is an opportunity to make a difference.
- It is our responsibility to collectively contribute and drive positive change. This involves living our values, being collaborative and inclusive. Together we can work to solve problems and strive for better outcomes.
- A work environment equipped with technology which enables efficiencies and intelligence-led decision making will improve outcomes across rehabilitation and reintegration and ultimately contribute to a reduction in reoffending.

What good looks like:

- Staff display behaviours and interactions that align with our values.
- Improved engagement in meaningful activities, including education, vocational activities, offender programs and reintegration services.
- Effective use of smart technologies and systems to provide real-time operational support and situational awareness.
- Improved timeliness of treatment assessment, access and program completion rates.
- Healthcare is of a standard equal to services available in the community to meet individual physical health, mental health and social care needs.
- Improved compliance with community-based orders.
- Reduced incidence of self-harm.



PRIORITY 2

Create environments that facilitate positive change to reduce reoffending.

Actions:

- Ongoing review of our rehabilitation services to ensure they are contemporary and meet the needs of all cohorts.
- Enhance post-release systems to improve risk-based decision making.
- Ensure strategic asset and infrastructure planning addresses current challenges, and allows for future growth, innovation and operational efficiencies.
- Empower our staff and build capability to support the rehabilitation and reintegration of offenders.
- Champion behaviours where everyone is treated with dignity, humanity and respect.
- Implement an effective integrated, end-to-end case management system.
- Establish robust information-sharing arrangements to enhance community safety and streamline collaborative efforts.
- Invest in the attraction, recruitment and retention of our specialist staff.
- Build strong internal and external partnerships with health care professionals, providers and partners to ensure community equivalence and continuity of care.
- Implement and embed the revised Justice Health Services Model of Care to improve responsiveness, wellbeing and staff safety.
- Continually improve our system for classification and assessment in custody and the community.
- Upgrade existing technology, including interactive dashboards, real-time data access, and advanced reporting tools for improved decision-making.
- Improve reintegration through pre-release and post-release services.



PRIORITY 3

Drive better outcomes and positive change by partnering with Aboriginal people.

Our focus areas:

- Establish inclusive governance frameworks that integrate Aboriginal leadership, including their perspectives and participation in decision-making and policy development.
- Ensure case management is culturally-responsive and tailored to the needs of Aboriginal people and their connection to culture, country and language.
- Improve awareness of, and embed Aboriginal cultures across the entirety of Corrective Services.
- Support the recruitment, retention and progression of Aboriginal employees at all levels within Corrective Services.

Why this matters:

- Corrective Services acknowledges the critical need to proactively support positive outcomes for Aboriginal people.
- Aboriginal people comprise four per cent of the Western Australian population, yet account for approximately 44 per cent of the adult prisoner population and 38 per cent of the adult community offender population. Western Australia continues to have the highest rate of Aboriginal imprisonment nationally.

What good looks like:

- Increased attraction and retention of Aboriginal employees.
- A reduction of Aboriginal people in custody.
- Culturally safe environments where diverse perspectives and experiences are sought and valued.
- Culturally responsive rehabilitation programs.
- Compliance with the Department's Aboriginal Cultural Capability Training Foundation Program.



Bluff Knoll by Noongar/Minang Person

I grew up looking at Boola Miyel (Bluff Knoll) living in Gnowangerup and it feels like part of me. The landscape around here is my home country and it's what I think about. That's why I like painting Boola Miyel because it makes me feel near home.

PRIORITY 3

Drive better outcomes and positive change by partnering with Aboriginal people.

Actions:

- Drive and advocate Corrective Services owned actions within the Department of Justice Reconciliation Action Plan (RAP) to ensure Aboriginal people are heard, respected and supported.
- Review Aboriginal representation on Corrective Services committees and working groups.
- Strengthen and drive sustainable, continuous improvement through our local Aboriginal Services Committees.
- Involve Aboriginal people in program design, review, implementation and evaluation.
- Engage Aboriginal employees who understand the cultural context and can provide tailored support to strengthen prevention and early intervention responses.
- Embed services that better support Aboriginal people's connection to culture, country and language.
- Finalise and launch the Aboriginal Suicide Prevention Strategy.
- Provide place-based cultural capability training in line with the Department's Aboriginal Cultural Capability Training Strategy to continually build a greater understanding of Aboriginal culture and language.
- Contribute to Aboriginal-led mentorship programs for improved service delivery and outcomes.
- Seek and encourage new and innovative partnerships between Corrective Services and Aboriginal communities and agencies to deliver services that better meet cultural needs.
- Develop an action plan for the recruitment and transition of Aboriginal people into employment at all levels with a focus on removing barriers.
- Design and implement a Corrective Services specific plan targeted at pathways, career progression and development of Aboriginal employees.
- Develop improved monitoring, reporting and analysis of Aboriginal employment across Corrective Services to inform and report against broader Aboriginal focused plans and strategies.



PRIORITY 4

Develop a high-performing organisation where our people are empowered.

Our focus areas:

- Increase opportunities for professional development and fulfillment of training requirements.
- Invest in our future leaders through the development of promotion pathways.
- Create an environment where staff are heard and encouraged to contribute to innovation and continuous improvement.
- Contemporise our service delivery through smarter infrastructure, technologies, systems and structures.

Why this matters:

- Our people are Corrective Services' greatest asset. They will enable us to achieve the Corrective Services Vision. To achieve this we are committed to cultivating excellence through building capability and encouraging innovation. We will achieve more together by being connected across our workforce, with our community and stakeholders.
- Staff across Corrective Services have great ideas. We will empower our people to speak up and innovate by providing channels to contribute and drive improvement ideas. By doing this we will propel a high performing culture.
- To achieve a high performing culture we will provide professional training and development. We will refine operational policy and processes to encourage staff to innovate. We will analytically review operational outcomes and use lessons learned to improve the way we work. This commitment to high-performance is essential to improve our service and to contribute to a safer Western Australia.

What good looks like:

- Visible, impactful and aspirational leadership.
- Succession planning, mentoring and development of a strong internal talent pool.
- Attraction of external candidates who are skilled and diverse in thought that complements our internal talent.
- A reduction in attrition rates.
- Mandatory operational skills training completion rates achieved.
- Expansion of professional development programs.
- Responsive to staff suggestions and feedback.
- Expansion of digital tools to support data-driven decision-making.



PRIORITY 4

Develop a high-performing organisation where our people are empowered.

Actions:

- Establish a Performance Management Framework that aligns with the Corrective Services Strategic Plan.
- Formulate a Workforce Strategy addressing recruitment, retention and professional development.
- Conduct a Training Needs Analysis and create training programs aligned with core business and strategic objectives.
- Futureproof the Corrective Services Academy capacity and capabilities by investing in contemporary infrastructure and resources.
- Implement a comprehensive Leadership and Mentorship Program.
- Develop and integrate a Leadership Diversity and Workforce Plan to promote gender and cultural equity.
- Implement promotional training courses for all Corrective Services leadership positions.
- Identify external training and development opportunities that support and provide growth.
- Develop the Reward and Recognition Framework to better incentivise performance and acknowledge staff contributions.
- Create a business improvement mechanism within Corrective Services, encouraging staff at all levels to contribute ideas and solutions, with a structured implementation process.
- Develop a systematic approach to address and integrate lessons learnt, reviews, recommendations and compliance outcomes.
- Establish a fit-for-purpose business services function to meet our unique strategic and operational needs.
- Develop a comprehensive Digital Transformation Strategy aimed at modernising business systems.
- Perform regular functional assessments of the Corrective Services operating model, encompassing all directorate structures, facilities, and sites to verify their effectiveness and efficiency.
- Deliver our Long Term Custodial Infrastructure Plan that addresses our challenges now and into the future.



Next Steps

1

Short Term

‘Awareness’

We ensure all stakeholders understand our strategic priorities, through clear communication and engagement.

- **Create a Comprehensive Communications and Change Management Plan** - to effectively raise awareness and understanding across Corrective Services of strategic priorities, focus areas and key actions.
- **Establish the Strategic Plan Working Group** - to bring together representatives from each directorate who will drive our Strategic Plan by reviewing actions and agreeing on responsibilities.
- **Develop workplans** - to identify specific annual priorities and ensure progress towards achieving our Strategic Plan.

2

Medium Term

‘Focus’

We align efforts and resources towards our key priorities, focus areas and associated actions.

- **Review our progress** - to maintain momentum and ensure strategic objectives are met, a monitoring and reporting cycle will allow us to track progress of the workplans and course correct where needed.
- **Celebrate success and achievement of milestones** - we will recognise and celebrate our collective achievements.

3

Long Term

‘Change’

We adapt to evolving needs and foster a culture of continuous improvement.

- **Ensure long-term success and continuous improvement** - by conducting an annual review of the workplans against the Strategic Plan.
- **Review progress and update the workplans** - to reflect achievements in the past year and any new focus areas or actions required. This process will prepare the organisation to create the Strategic Plan for future years.

