



# Operational strategy for the Norwegian Correctional Service

2021 - 2026

# Contents



Purpose	4
Governance pyramid	6
Vision	8
Values	10
About the operational strategy	12
Our strategig landscape	14
Factors	15
Challenges	16
The Future	18
Prioritised strategic areas	20
Strategic areas	21
Future-oriented executions of sentences	22
Safety and security	24
Organisation	26
Knowledge and competence	28
Reputation	30

”  
The strategy provides us with directions for the future



In order to succeed in carrying out our social responsibility in the best possible way, a new operational strategy for the Norwegian Correctional Service has been developed. The purpose of the strategy is to support us in performing our tasks in a systematic and holistic manner, and is based upon in-depth analyses of the correctional service. The strategic document describes our overall aims and includes sub-goals and measures describing how to achieve this. The strategy also has a special focus on areas that are important for development, adaptation and improvement for the correctional service.

We have identified five strategic areas with underlying goals that we consider reflect the future of the Norwegian Correctional Service. The strategy is not an overview of all our tasks or everything we intend to do, but a long term vision identifying the goals we need to focus on. The strategy will be actively used when planning the operations of the Norwegian Correctional Service, as well as to provide directions for specialist strategies in different areas.

This operational strategy shall apply for the period from 2021 to 2026, and will be adjusted when necessary as assumptions and surroundings are subject to rapid changes. This means that the strategy is dynamic, and will be updated and adjusted as required.

We have devoted a substantial amount of time preparing the strategy. For me personally, it has been particularly important that we together have identified the correct priorities and directions for the Norwegian Correctional Service through close interaction between management, employees and unions.

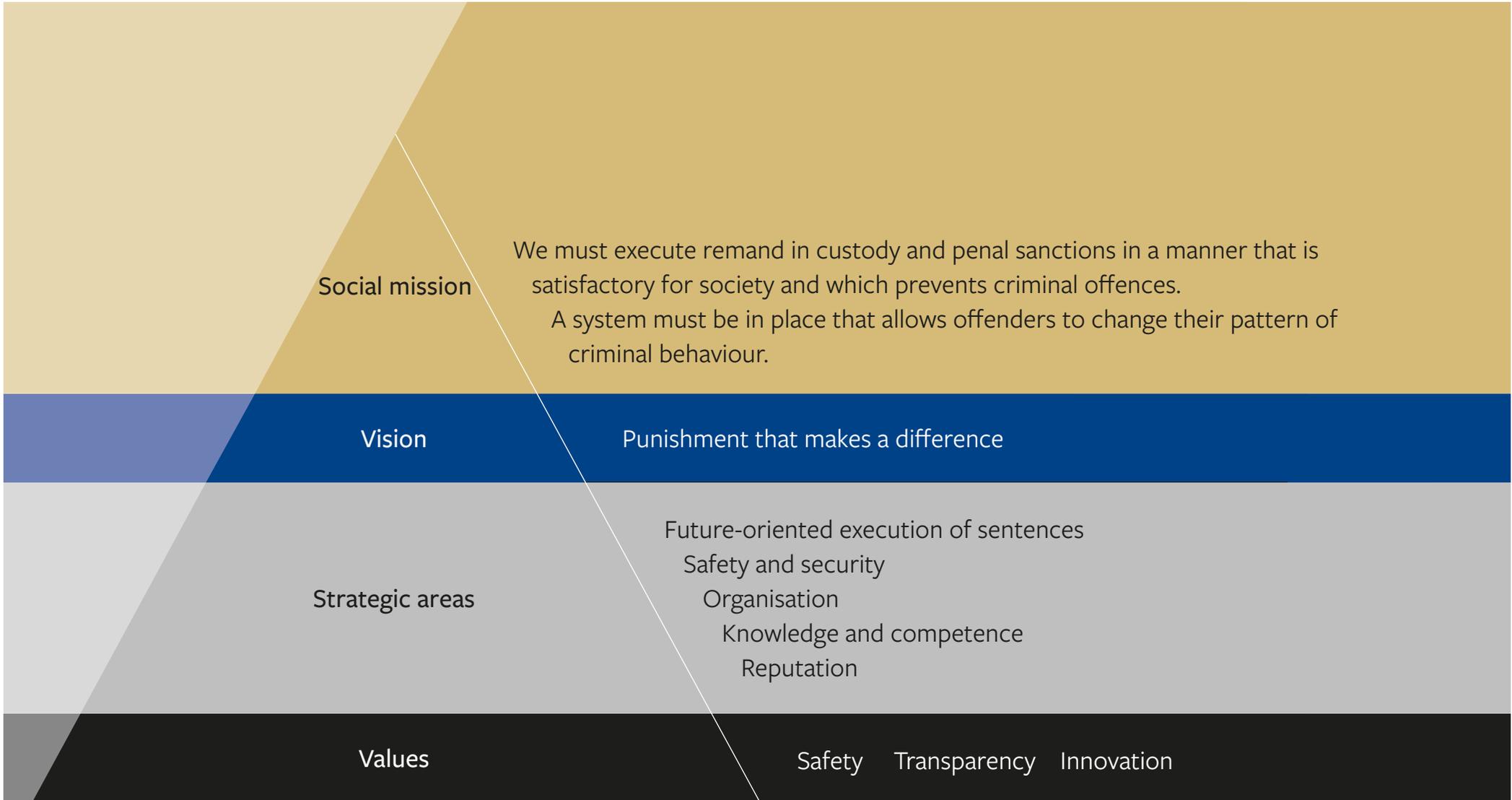
We will now set our strategy in motion on our path towards the future of the Norwegian Correctional Service

*Lise Sannerud*

With kind regards  
Lise Sannerud



Governance pyramid





Vision

Punishment that  
makes a difference



# Punishment that makes a difference

The execution of sentences is at the core of our social mission.

## **The purpose of the execution of sentences**

There must be a system in place that enables convicted persons to change their pattern of criminal behaviour.

## **For the individual**

Execution of the sentence can result in changes to various factors such as negative behaviour, patterns of behaviour, attitudes and mindset. The change will have positive consequences for the convicted person. What the change consists of concretely is individual.

## **For the organisation**

As an organisation, we are required to change and develop in accordance with different needs, requirements and expectations.

## **Change provides a dynamic vision**

The content is influenced by social development, research, technology and innovation, and may change over time.

# ÆRLIGHETENS MARKED



Tomat kr 75,-  
Blomkarse  
kr 25,- pr. stk  
eller 50tk for  
kr 100,-

Values

Safety

Transparency

Innovation

PRISLISTE		
MÅLSELVNEPE	kr 7,-	PR-PL
KNUTEKÅL	kr 7,-	PR-PL
GRØNNKÅL	kr 7,-	PR-PL
SIVARTIKÅL	kr 7,-	PR-PL
SELLERIBOT	kr 15,-	PR-PO
PURR	kr 10,-	PR-ST
BLOMSTERERTER	kr 10,-	PR-PL
BLOMKARSE	kr 20,-	PR-PO
GRÆSSKAR	kr 30,-	PR-ST
SQUASH	kr 20,-	PR-ST

VELKOMMEN TIL EN HYSSELIG HANDEL

KJÆRE KUNDE  
HJELP OSS Å BEKYTT HVERANDRE MOT SMITTEFARE  
MÅL ENHÅNDSVASKER HJES DU ANSER.  
HVA DU KLARER DEG KAMPEN. HOLD AVSTAND.  
HVA DU ER I TILFALLE DU DERE SKAL KØPE  
HVA DU ER I TILFALLE DU ER I HYSSELIG HANDEL. ☺

## What do our values mean to us?

**Our values** guide our everyday behaviour.

**Our values** describe behaviour and actions that reflect our culture.

**Our values** depict what characterize **us as employees and as an organisation.**

## Transparency

**We** listen and have open communication.

**We** include partners, and together create punishment that makes a difference.

**We** have transparent and visible decision-making processes.

## Safety

Through trust and mutual respect we create an environment based on safety and security when interacting with each other.

**We** are professional and practice good judgment.

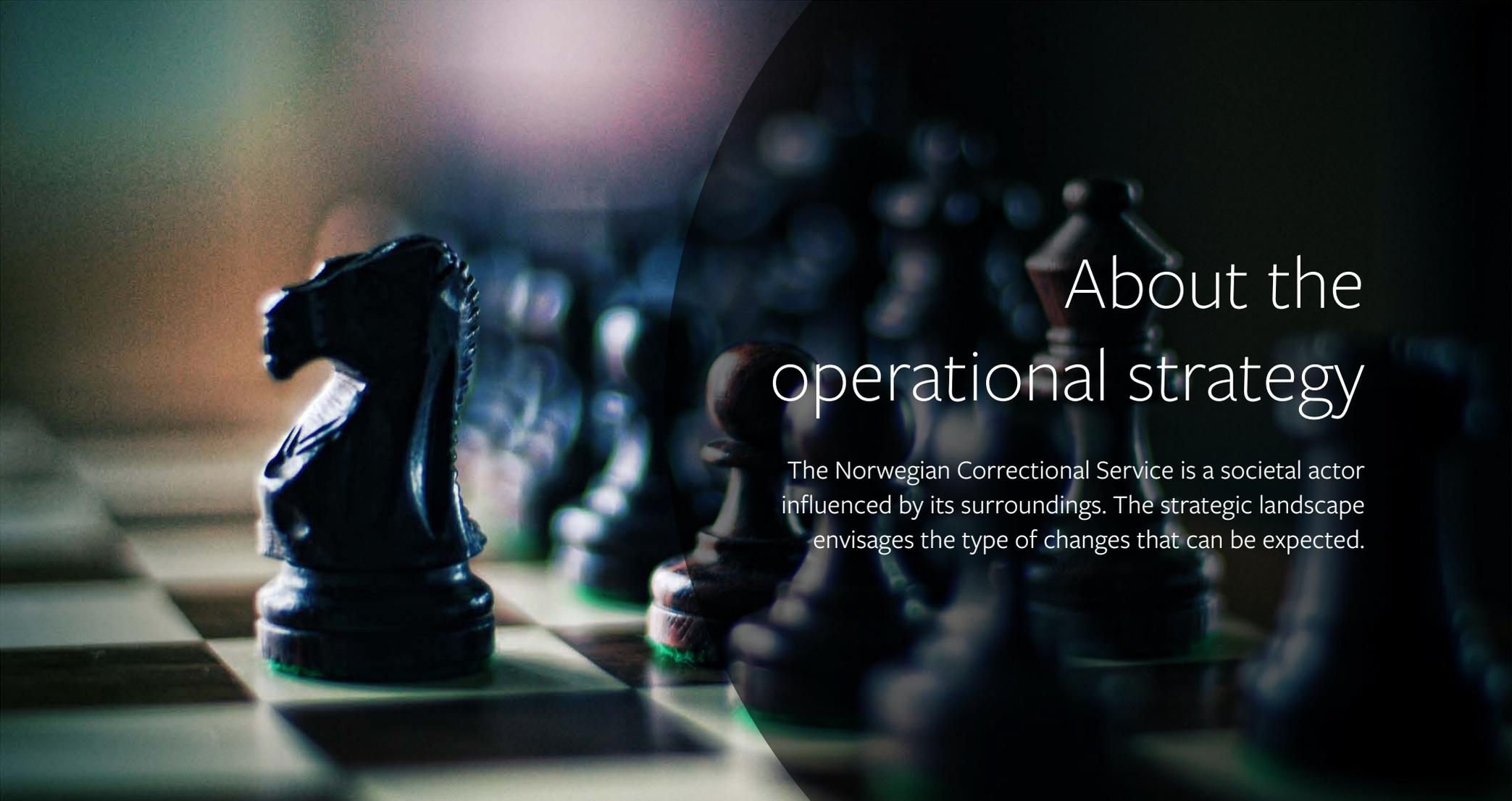
**We** contribute to a safer society for victims, relatives of the convicted person, employees and partners.

## Innovation

**We** see opportunities, are creative and solution-oriented.

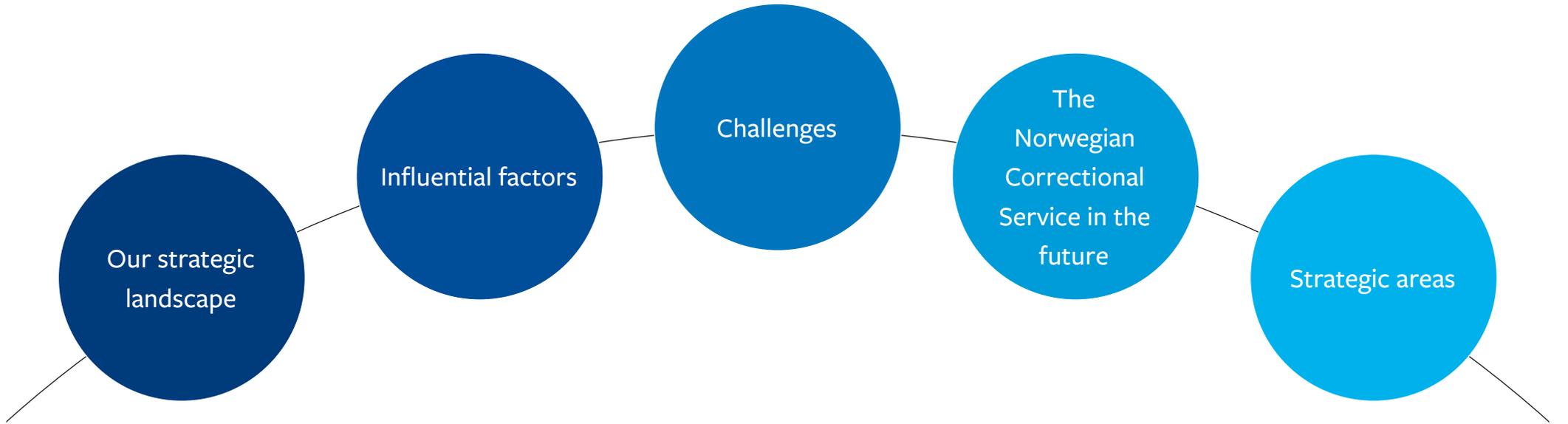
**We** are flexible and adaptable.

**We** are developing the correctional service for the future while still respecting the existing system.



# About the operational strategy

The Norwegian Correctional Service is a societal actor influenced by its surroundings. The strategic landscape envisages the type of changes that can be expected.



The operational strategy is the result of interaction between the present and the future, as well as known and unknown factors.

In order to determine the connection between the Norwegian Correctional Service and the society at large, an assessment of external surroundings and key actors has been developed. The external surroundings are outside our control, but have an influence on us through key actors. The overall situation is described as the Norwegian Correctional Service's **strategic landscape**.

There are **22 influential factors** that are relevant to the Norwegian Correctional Service carrying out its social mission, and of these, **six** have been highlighted as being of particular importance - some certain, while others uncertain. These influential factors create **challenges** that need to be considered when describing **the Norwegian Correctional Service of the future**. Based on this, five **strategic areas** have been selected, including goals and sub-goals, that will need to be prioritised in the coming years.





# Factors that influence the Norwegian Correctional Service's strategic landscape.

Following an analysis, 22 influential factors were identified as being relevant to the Norwegian Correctional Service, which in turn may influence the future of the correctional service.

Six areas were highlighted as being of particular importance.

Political	Economic	Social		Technological	Environmental	Legal
Radicalisation and extremism Increased polarisation and less trust in society	Increasing cross-border and cyber crime	Development of parallel societies. Problems related to living conditions and mental disorders	Increased social unrest and crime among young people	A digitized society	Climate challenges; natural disasters and global warming	General data protection regulation (GDPR) and privacy
Prioritisation and changes in the police service and prosecuting authority	Decreasing financial resources and increased demands for efficiency	Aging population	The truth is distorted – facts are manipulated	New technology has an impact on the execution of sentences and reintegration	Environmental crime	Amendments to criminal law
Regulations from national authorities	Change in the labour market	Migration/immigration		Technology to combat and prevent crime	Maintenance lags and climate adaptation. The Norwegian Correctional Service's buildings.	Regulation of the execution of sentences
Unforeseen situations having a major impact				Increased vulnerability and increased security requirements		



# Challenges



The development of some of the influential factors can be foreseen, however other areas are associated with uncertainty. Some influential factors will have a major impact on the Norwegian Correctional Service and we see that some of these are particularly relevant today.

As the final link in the criminal justice chain, we need to address changes in crime and developments in sentencing levels. New technology will change the way in which we work, streamline our interactions with other actors in the criminal justice chain and provide us with new solutions for how we execute sentences. This also helps us to meet efficiency requirements.

The efforts of the Police against particular groups and offences are of major importance to the future priorities of the Norwegian Correctional Service.

The development of parallel societies and exclusion is seen in the context of major social changes e.g. related to environmental challenges and migration. These are factors that will also influence the priorities of the Norwegian Correctional Service. A pandemic is one example of a global incident that has a major impact on the activities of the Norwegian Correctional Service

The Norwegian Correctional Service is a sector that is exposed to such unforeseen incidents, which makes it difficult to predict what the future will look like. Exceptional situations and incidents may cause increased attention resulting in rapid changes in terms of society's expectations to the execution of sentences.

The factors having a significant impact on us will change over time, which is why we need to be an adaptable organisation.



# The future Norwegian Correctional Service

Based on the challenges that have been outlined, and the Norwegian Correctional Service's competence and resources, we describe the Norwegian Correctional Service of the future.

# The desired situation in the future

Norwegian Correctional Service has and shall have broad competence, extensive experience and good knowledge of our target group. This provides a good basis upon which to carry out our social mission as best as possible within the necessary framework. We set the terms for the professional development of the Norwegian Correctional Service of the future.

Norwegian Correctional Service has a future-oriented approach for the execution of sentences aimed at efficient reintegration, reduced recidivism and convicted persons who take responsibility. We have a high degree of user participation and enter into mutually binding agreements with convicted persons. The punishment imposed shall have meaningful content and an adaptable plan of progression shall be developed for each convicted person. We assess needs, risks and resources. Norwegian Correctional Service cooperates closely with other societal actors to ensure that the needs of convicted persons are met upon completing their sentences.

Norwegian Correctional Service places an emphasis on **safety and security** for society, convicted persons, employees and partners. Individual risk assessments form the basis for the targeted execution of sentences. Convicted persons serve their sentence in a safe environment where staff are actively present. Our working environment is free of violence and intimidation. Norwegian Correctional Service looks after the interests of victims and next-of-kin. We have a holistic approach to security for the execution of sentences in the community and in prison. Digital security has been strengthened and we are using new digital solutions.

Norwegian Correctional Service is a modern organisation working uniformly and flexibly with a common understanding of our social mission. Convicted persons encounter a seamless correctional service which coordinates the execution of sentences, both in prison and in the community, ensuring equal treatment and rule of law for all. All convicted persons have standardised and targeted processes for the execution of their sentences. Our culture promotes innovation and cooperation, and we comply with our shared values. We have modern and secure digital operations, and use new technology for learning and in reintegration work.

The activities of the Norwegian Correctional Service are based on knowledge and expertise, where decisions are made based on experience, good analyses and relevant research. Strengthening of competence is future-oriented, we have a leading research and educational community, and offer both bachelor and master's degree programmes for employees. We are active and responsible employees and managers, who utilise and share our interdisciplinary expertise.

The Norwegian Correctional Service has a good reputation, and enjoys a high level of trust and credibility in the community. We strive for transparency and are a strong and visible societal actor, playing a significant role in the development of policies within our field of expertise. We use efficient and modern communication platforms. Norwegian Correctional Service is an attractive employer, and employees are good ambassadors for the Norwegian Correctional Service.



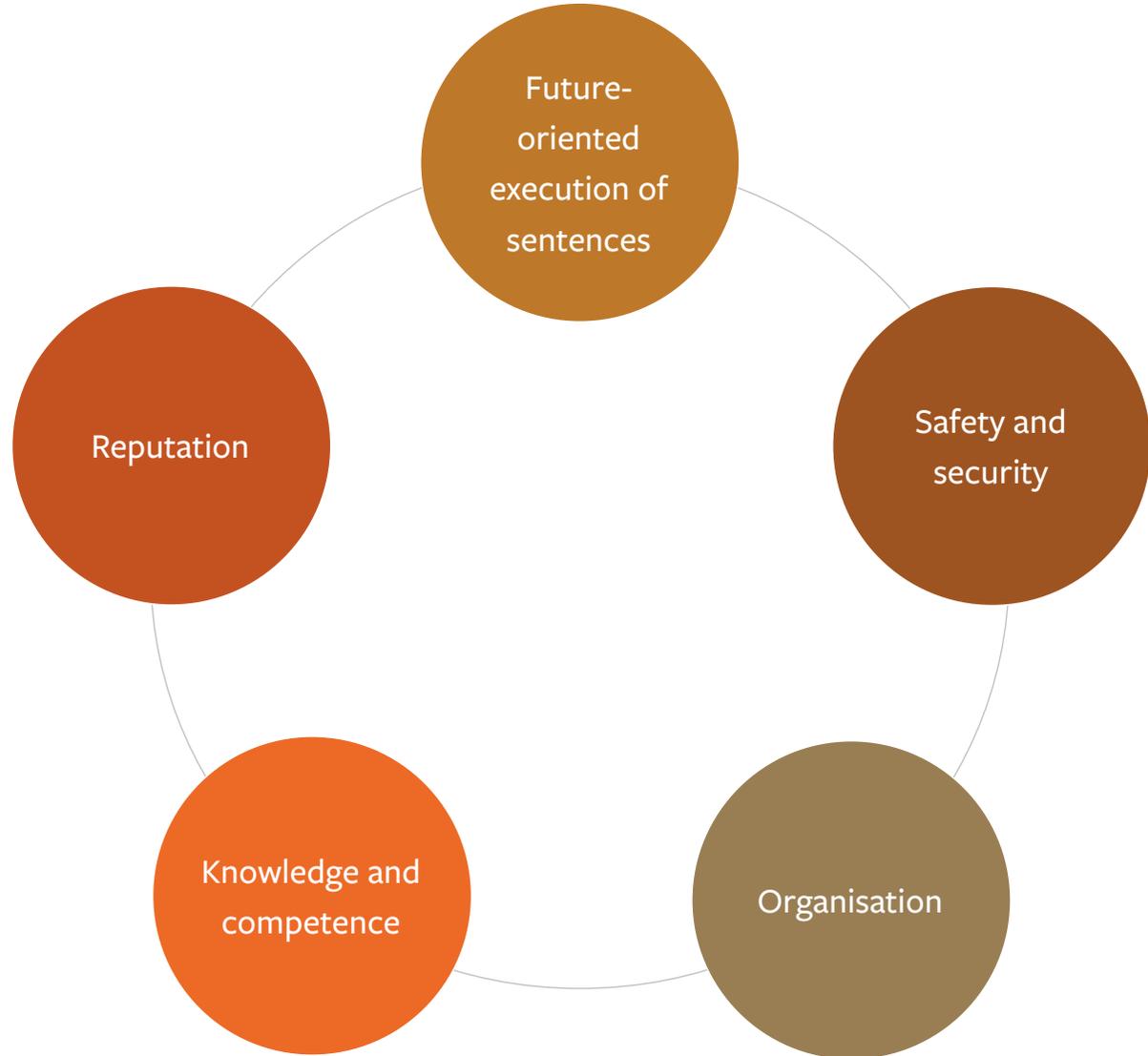
Straffekaffe

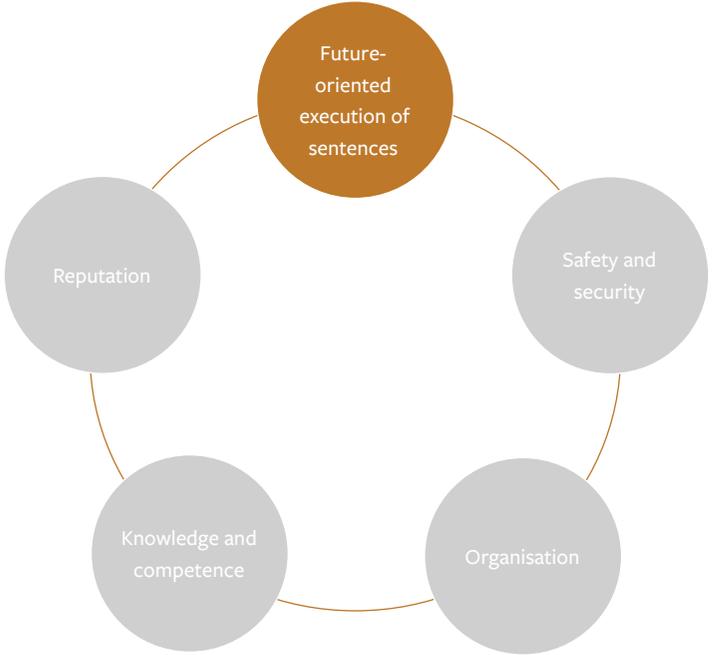
# Prioritised strategic areas

By describing the desired future situation for the Norwegian Correctional Service, we can identify areas of importance and develop measures in order to meet challenges and to seize opportunities. What do we need to focus on to achieve the desired situation, and how can we optimise the available resources?

The most important strategic areas for the future Norwegian Correctional Service determine the direction and goals for the coming years.

# Strategic areas





# Future-oriented execution of sentences →

## Our goals

## Sub-goals

### Reduced recidivism

- We assess all convicted persons in relation to needs, resources and risk.
- We create an individual plan for executing the sentence in cooperation with the convicted person.
- We facilitate an everyday life based on the principle of normality, making the convicted person live as close as possible to life outside prison and a life free from crime.

### Active and responsible convicted persons

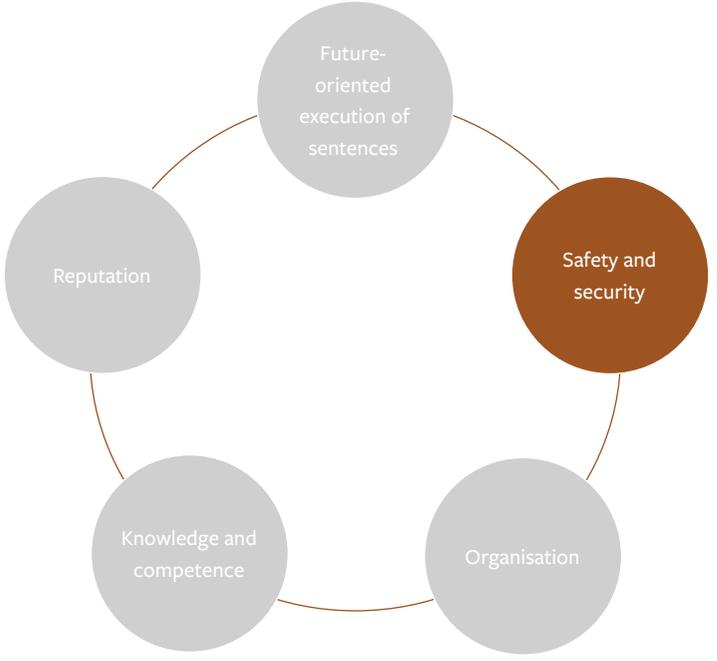
- We have mutually binding agreements between convicted persons and the Norwegian Correctional Service.
- We enable convicted persons to develop their own competencies and qualifications.
- We motivate convicted persons to engage in an active everyday life that prevents isolation.

### Targeted interdisciplinary cooperation

- Our work is interdisciplinary and coordinated to ensure meaningful content and progression.
- We facilitate services from non-governmental (NGO)s and user organisations.
- We develop measures in cooperation with other actors in the criminal justice chain and welfare agencies.

### Flexible use of resources and capacity

- We use our resources and expertise in the best interests of the convicted person and society.
- We ensure that the form in which a sentence is executed is appropriate and at the correct time.
- We develop buildings for flexible use, digital infrastructure and environmentally-friendly use of resources.



# Safety and security →

## Our goals

## Sub-goals

### Safety and security for society



- We make use of differentiated risk assessments.
- We ensure a predictable and safe transition to society and conclusion to the execution of the sentence.
- We attend to the perspective of the victim and next-of-kin.

### Safety and security for convicted persons



- We ensure an active presence to provide safety and security for all convicted persons.
- We use risk assessment tools.
- We provide access to activities and facilitate social interaction for vulnerable groups.

### Safety and security for employees

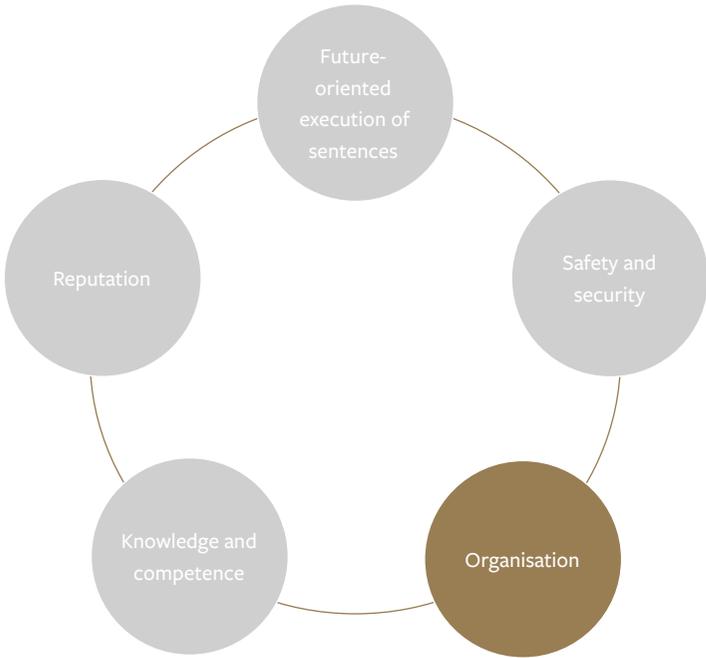


- We will improve our competence on conflict prevention and management and good social work.
- We have coordinated measures to ensure control and progression that can counteract undesired incidents and crime.
- We shall have a working environment free of violence and intimidation.

### Holistic approach to security



- We ensure organisational, dynamic and static security when sentences are executed in the community and in prison.
- We actively cooperate with other actors in the criminal justice chain.
- We use new digital solutions to strengthen security.



## Our goals

## Sub-goals

Equal treatment and rule of law



- We ensure correct and uniform application of the law and exercise sound judgment.
- We contribute to simplifying the regulatory framework and work continuously to make procedures more efficient.
- We coordinate across different areas and have a holistic focus on the convicted person.

Seamless, uniform and flexible



- We standardise the process for the execution of sentences and case flow.
- We establish joint administrative functions.
- We develop, adapt and utilise resources in a flexible manner.

Culture that promotes innovation and collaboration

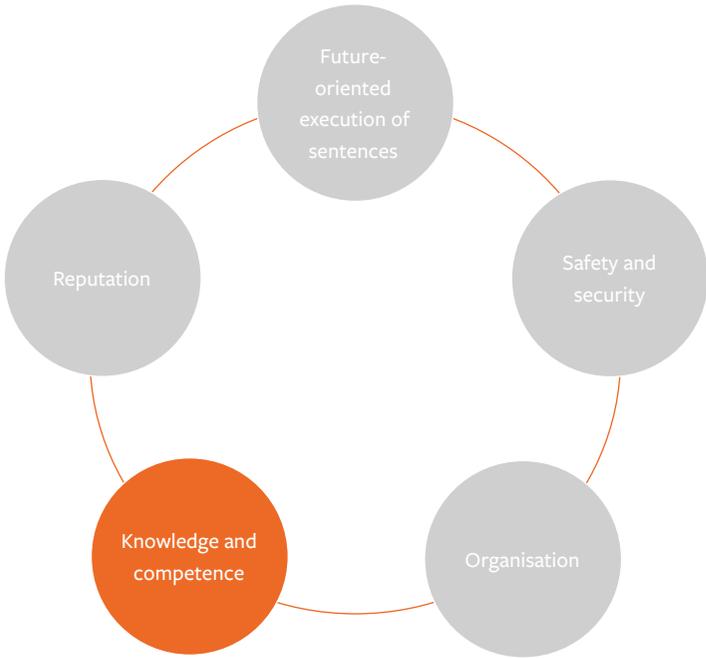


- We are innovative and have methods for sharing expertise and experience.
- We have knowledge of and respect for each other's tasks and roles.
- We live up to the values of the Norwegian Correctional Service.

Modern and secure digital operations



- We have common digital standards and secure infrastructure and standards.
- We work with digital innovation for learning, good interaction and efficient work processes.
- We use digital solutions in the work on rehabilitation and reintegration.



## Our goals

## Sub-goals

### Active and responsible employees and managers

- We are flexible and adaptable, and are effective at implementing restructuring processes.
- We are professional and take responsibility for our own development.
- We develop managerial and employee platforms that everyone complies with.

### Future-oriented strengthening of competence

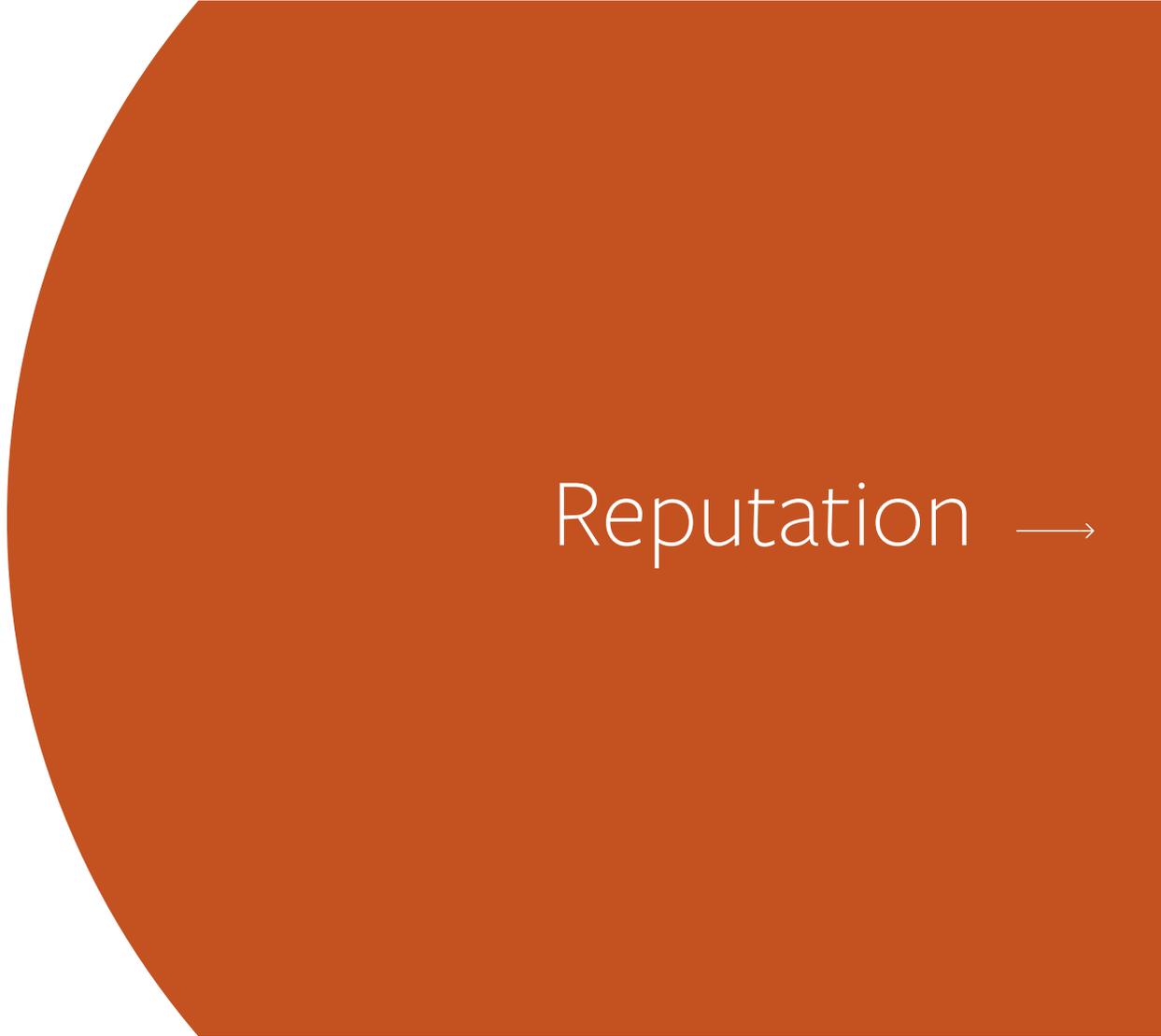
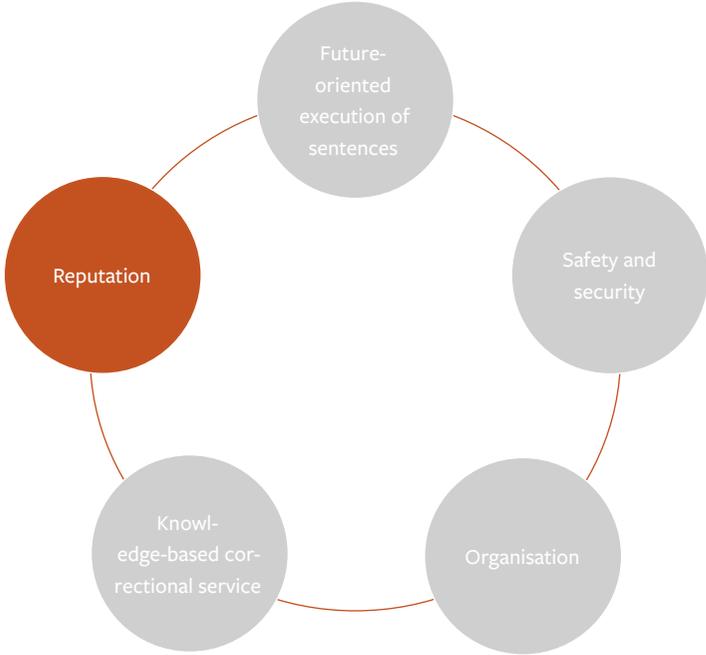
- We assess the development requirements of the Norwegian Correctional Service and use strategic competence management.
- We have a three-year bachelor's degree that provides basic education and training for everyone and will explore the possibility of a joint master's degree for employees at the Norwegian Correctional Service.
- We will establish an accredited college.

### Knowledge-based decisions and practices

- We have a leading role within research and analysis of the execution of sentences and recidivism.
- We base our decision-making using research, analyses and experience.
- We develop practices based on knowledge and sharing of experiences.

### Utilising and sharing of interdisciplinary expertise

- We prioritize professional updating and sharing of expertise.
- We ensure that our collaborative partners within government agencies have relevant and up-to-date knowledge in the field of correctional services.
- We use new technology for learning.



Reputation →

## Our goals

## Sub-goals

### Trust, credibility and transparency

- We have open and fact-based communication.
- We have a clear and unified profile, with a clear message.
- We shall have high ethical standards.

### Visible societal actor

- We provide insight and understanding into how we implement our social responsibility.
- We are a specialist premise provider, and provide credible dissemination of information.
- We have extensive specialist communication expertise.

### Modern communication platforms

- We have efficient and modern communication platforms.
- We have an understanding of the strategic use of communication.
- We actively use new communication channels.

### Attractive workplace

- We succeed in attracting the best candidates.
- We are proud of our workplace and are good ambassadors for the Norwegian Correctional Service.
- We have a good working environment and good cooperation with the unions.



KRIMINALOMSORGEN