

# ANNUAL REPORT

2017-2018



## Purpose

This annual report summarises financial and corporate performance information about Queensland Corrective Services for 2017–2018. It has been prepared in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and the Annual report requirements for Queensland Government agencies.

## Enquiries and further information

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# Letter of Compliance

28 September 2018

The Honourable Mark Ryan MP  
Minister for Police and Corrective Services  
PO Box 15195  
Brisbane Qld 4001

Dear Minister,

I am pleased to submit for presentation to the Parliament the Annual Report 2017–18 and financial statements for Queensland Corrective Services (QCS).

The activities and achievements outlined in this report are prepared on the basis of the administrative arrangements for this agency prior to the machinery-of-government changes implemented in December 2017. QCS was previously a service area within the Department of Justice and Attorney-General and is now a department in its own right.

I certify that this annual report complies with:

- » the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- » the detailed requirements set out in the Annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be found in the appendices of this report.

Yours sincerely,



**Peter Martin APM**  
Commissioner  
Queensland Corrective Services

# Commissioner's message



It is with pleasure I present the annual report for Queensland Corrective Services (QCS). The report highlights our commitment to keeping the people of Queensland safe and showcases the department's key achievements over the past 12 months.

On 21 December 2017, following the machinery-of-government changes, QCS separated from the Department of Justice and Attorney-General and became a department in its own right.

This decision recognises the significant role QCS plays as a key public safety agency in Queensland, working to keep the community safe.

We are one QCS, with more than 4,900 professional corrective services officers dedicated to make Queensland a safer place to live and work through the humane containment, rehabilitation, supervision and reintegration of more than 8,800 prisoners and 20,000 offenders.

We deal with the most challenging people in society, ethically and respectfully—while ensuring prisoners and offenders abide by the sentence handed down by the court—with the aim of reducing reoffending.

Our complex service is not without challenges, including a growing prison population and an increasing number of offenders under our supervision in the community.

Delivering an effective correctional service to ensure safer communities requires the provision of evidence-based rehabilitation and reintegration programs and services, including physical and mental health care.

This important work has already commenced as we implement the 89 recommendations of the Queensland Parole System Review (Sofronoff Review) that were supported by the government. The reforms arising out of the Sofronoff Review, and the significance of the government's \$265 million investment, cannot be understated. These reforms are already delivering additional programs and re-entry services, a new professional parole board, and the development of new initiatives that focus on the needs of specific groups of prisoners and offenders, including Aboriginal and Torres Strait Islander people, women, and prisoners with disabilities.

At the time of publishing our first annual report, I am pleased to advise we are in the late stages of finalising our 10-year plan, which will chart a course for the strategic development of QCS as a forward-thinking, top-tier, public safety agency. The 10-year plan is significant as it will define our organisation and build on the implementation of the reforms arising out of the Sofronoff Review.

Becoming a stand-alone department provides significant opportunities and reflects the importance of the work we do to keep Queenslanders safe.

**Peter Martin APM**  
**Commissioner**

Delivering an effective correctional service to ensure safer communities requires the provision of evidence-based rehabilitation and reintegration programs and services, including physical and mental health care.

# 2017–18 at a glance

## CUSTODIAL



**8,800**

prisoners in custody



**117**

different reported ethnicities of prisoners in custody



**2,772**

remanded prisoners



**815**

total beds in low-custody and work camp facilities



**\$181.55**

cost of containment per prisoner per day



**270,000**

More than 270,000 hours of community service was completed by prisoners from low security facilities equating to financial value of to \$6.8 million.

### Correctional facilities



**11**

high security prisons



**6**

low security prisons



**13**

work camps

### Facility utilisation

**129.1%**

high security

**82.5%**

low security

**123.7%**

all facilities

### Daily average number of prisoners



**91%**

male prisoners



**9%**

female prisoners

**68.1%**

Non-Indigenous prisoners

**31.9%**

Aboriginal and Torres Strait Islander prisoners

## PROBATION AND PAROLE



**34**

District offices

Average daily number of offenders subject to community supervision



**750+**

More than 750 parolees have been fitted with GPS tracking and monitoring devices

**76.5%**

male offenders

**23.5%**

female offenders

**325,000+**



More than 325,000 hours of court-ordered community service equating to financial value of \$8.6 million

**23.2%**

Aboriginal and Torres Strait Islander offenders

**76.8%**

Non-Indigenous offenders

## WORKFORCE



**4,900**

Nearly 4900 full-time equivalent staff



**50/50**

gender balance in senior leadership



**88%**

Job security: 88% of the workforce is permanent



**44%**

of total workforce are women

**3.4%**

of workforce identify as Aboriginal and Torres Strait Islander

## CORRECTIONAL INTERVENTION

Number of programs completed by offenders to reduce their risk of re-offending



**410**

completions of sexual offending programs

**3,236**

other programs including

**2,212**

substance abuse interventions



**36.2%**

eligible prisoners participating in accredited education and training courses under the Australian Qualifications Framework



**7,694**

prisoners participated in one or more training and education courses throughout the state.

### Re-entry



**19,691**

In-prison re-entry support contacts



**5,086**

Post-release re-entry support contacts

**4,552**

individuals in vocational training

**5,315**

individuals in literacy to Year 10 level

**655**

individuals in tertiary studies

## INFRASTRUCTURE



**644**

additional bunk beds installed to increase bed capacity across the state



**244**

secure cells recommissioned at Borallon Training and Correctional Centre

## OTHER

**1,177**

active registrations on the QCS Victims Register

**331**

new registrations processed by the Victims Register



**612**

visits conducted by official visitors

177 offenders/prisoners were being managed under the *Dangerous Prisoners (Sexual Offenders) Act 2003*



**127**

under supervision in the community



**50**

in-prison on interim or continuing detention orders, or pending release to supervision

### Dog squad



**61**

dog handlers



**59**

general purpose dogs



**36**

drug detection dogs



# Our organisation

# Our organisation

## Machinery-of-government changes

On 21 December 2017, QCS separated from the Department of Justice and Attorney-General and was established as a department in its own right.

Following the machinery-of-government (MoG) changes, new functions were established in QCS, including ethical standards, internal audit, media and communications, legal, and right to information and privacy. Additional capabilities continue to be established in the enabling corporate areas such as human resources, finance, facilities, information technology services, ministerial and executive services, and corporate governance.

A structural review of QCS is occurring following the implementation of the MoG changes. This review was initiated by the Commissioner and will be informed with the commencement of the Deputy Commissioners. The aim is to reform QCS' structure to support the work necessary for it to operate as a department, and ensure it is best placed to implement the opportunities arising out of its 10-year plan.

The structural review will result in significant changes to QCS' organisational and governance structures, which will be implemented during the 2018–19 financial year.

## Who we are

QCS' strategic objectives are:

- » safer correctional environments
- » humane management of prisoners and offenders
- » partnering and community collaboration
- » stop crime.

QCS contributes to the Queensland Government's objectives to keep communities safe, keep Queenslanders healthy and to create jobs in a strong economy. QCS delivers on these objectives by:

- » working closely with the Queensland Police Service, Courts and Youth Justice to ensure safer communities for Queensland
- » working with the Department of Health to enhance prisoners' and offenders' physical and mental health by offering a number of programs and services aimed at addressing substance use, physical and mental health
- » operating correctional centres and probation and parole offices across Queensland, creating more than 4,500 direct jobs for Queenslanders.

During 2017–18, QCS provided correctional services in custody and through community supervision in accordance with the *Corrective Services Act 2006* (CSA), the *Penalties and Sentences Act 1992* and the *Parole Orders (Transfer) Act 1984*.

QCS is responsible to the people of Queensland and is answerable to the community through the Minister for Police and Minister for Corrective Services and the Queensland Parliament.

## Recent amendments to corrective services legislation

### Youth Justice (Transitional) Regulation 2018

The transfer of 17-year-olds out of the adult correctional system and into the youth justice system commenced on 12 February 2018, with the commencement of the *Youth Justice and Other Legislation (Inclusion of 17-year-old Persons) Amendment Act 2016*.

The Youth Justice (Transitional) Regulation 2018 outlines the operational detail for the safe and orderly transfer for 17-year-olds currently accommodated in a correctional centre or under community-based supervision.

### ***Corrective Services (Parole Board) and Other Legislation Amendment Act 2017***

The *Corrective Services (Parole Board) and Other Legislation Amendment Act (Amendment Act)* was passed by the Queensland Parliament on 23 May 2017.

The Act amended the CSA to establish a single parole board. Parole Board Queensland commenced operation on 3 July 2017. The Amendment Act also made technical and clarifying amendments to the CSA to facilitate the electronic monitoring of persons released to parole.

The Act delivers on 10 recommendations from the Sofronoff Review.

### ***Corrective Services (No Body, No Parole) Amendment Act 2017***

Recommendation 87 of the Sofronoff Review was for the Queensland Government to introduce a law to stop a prisoner being granted parole unless the prisoner has satisfactorily cooperated in finding the victim's body or remains. The 'No Body, No Parole' amendments to the CSA came into effect on 25 August 2017.

### ***Victims of Crime Assistance and Other Legislation Amendment Act 2016***

The *Victims of Crime Assistance and Other Legislation Amendment Act 2016* commenced on 1 July 2017. The purpose of the Amendment Act was to ensure government and non-government agencies provide an increasingly effective response to victims of crime in Queensland.

The Amendment Act enhanced the rights of victims of crime with the introduction of the Charter of Victims' Rights. The Amendment Act also implemented recommendation 82 of the Sofronoff Review to ensure the phrase "a history of violence" in the CSA is defined or interpreted to encompass the broad definition of domestic violence as outlined in the *Domestic and Family Violence Protection Act 2012*.

## Our vision

Our vision is to deliver high-performing, evidence-based corrective services that contribute to a fair, safe and just Queensland.

## Our purpose

The purpose of QCS, in partnership with other criminal justice agencies, is to deliver community safety and crime prevention through the humane containment, supervision and rehabilitation of offenders.

## Our values

Our values underpin everything we do and are the building blocks for our workplace culture. They guide our behaviour and decision-making and support us in being a high-performing, impartial and productive workplace that puts the people of Queensland first.

QCS shares the Queensland Public Service values.



**Customers  
first**



**Ideas into  
action**



**Unleash  
Potential**



**Be courageous**



**Empower  
people**

The Queensland Government recognises the vital public safety role of QCS in managing society's most complex and challenging people to keep our communities safe.

## Our operating environment

### Growth in prisoner and offender numbers

The Queensland Government recognises the vital public safety role of QCS in managing society's most complex and challenging people to keep our communities safe.

As such, there has been a commitment to increasing custodial staffing numbers in line with prisoner numbers, as well as additional resources to bolster community supervision as a part of the implementation of the Queensland Parole System Review.

Demand on correctional capacity is a national and global issue for correctional authorities, and Queensland is no different.

As at 30 June 2018, all of Queensland's correctional centres were operating over built capacity, with a state average of 127.9 per cent for men's prisons and 146.1 per cent from women's prisons. The average daily number of offenders being supervised in the community increased in 2017-18 by 400 people.

The Queensland Government is investing in a range of short, medium and longer term infrastructure strategies to keep communities safe and address the growth in prisoners and offenders.

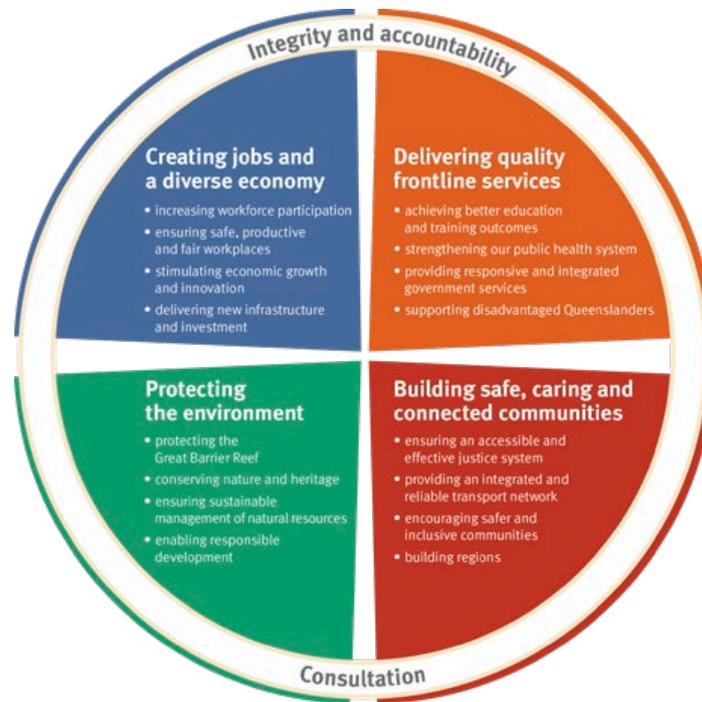
In 2017–18, QCS:

- » installed an additional 644 bunk beds to increase bed capacity across the state
- » recommissioned the remaining 244 cells at Borallon Training and Correctional Centre
- » finalised business cases for the Stage 2 expansion of the Southern Queensland Correctional Precinct and Arthur Gorrie Correctional Centre
- » expanded non-custodial infrastructure to support the delivery of ancillary services across Queensland
- » expanded or relocated offices to accommodate the expanded services to supervise offenders in the community.

In 2018–19, the following strategies will be implemented:

- » continuing work on the expansion of Capricornia Correctional Centre by a minimum of 188 residential cells and 160 secure cells which will deliver a minimum of 398 extra beds
- » the conversion of the Southern Queensland Correctional Centre to a women's centre to ease overcrowding
- » continuing to increase prisoner bed capacity by installing purpose-built bunk beds
- » continuing to expand non-custodial infrastructure to support the delivery of ancillary services across Queensland.

# Our contribution to Queensland Government objectives



We contribute to the following Queensland Government’s objectives for the community:

## Delivering quality frontline services

We provide responsive and integrated government services and support disadvantaged Queenslanders by delivering a diverse range of services across Queensland to various client groups, including to the most vulnerable members of the community, such as:

- » victims of crime including victims of family and domestic violence
- » adults with impaired capacity
- » people with disabilities.

## Building safe, caring and connected communities

We ensure an accessible and effective justice system, encourage safer and inclusive communities, and build regions by creating a more integrated justice system, including:

- » helping Queenslanders to better understand and interact with the justice system
- » strengthening laws to support safer Queensland communities and safely manage and rehabilitate prisoners and offenders in the community
- » enhancing services to Aboriginal and Torres Strait Islander people.

## Our Board of Management

The Board of Management (BOM) is the authorising environment for strategic, budget and operational decisions affecting QCS and provides the Commissioner with advice on issues in relation to corporate governance, strategic policy, strategic planning, performance management, service delivery, culture and values.

As at 30 June 2018, membership of the BOM comprised:



### **Peter Martin APM**

#### **Commissioner**

Prior to joining QCS, Commissioner Martin was a career police officer having served with the Queensland Police Service (QPS) for 38 years.

Commissioner Martin is an Adjunct Professor in Criminology at the University of Queensland. He holds a Doctor of Philosophy (PhD) in the Faculty of Health, School of Psychology and Counselling at Queensland University of Technology. He has an Executive Master's degree in Public Administration through the Australian and New Zealand School of Government and Griffith University and a Bachelor of Arts degree in Justice Administration.

The Commissioner is a graduate of the Leadership in Counter Terrorism (LinCT) Program and he was Past-President of the LinCT Alumni Association.

In 2010, Commissioner Martin was inducted into the Evidence-Based Policing Hall of Fame at the George Mason University, Virginia, United States of America. In 2015, he was awarded the Alumnus of the Year, Griffith University—Arts, Education and Law.

He is the Foundation Chair of the Australia and New Zealand Society of Evidence-Based Policing. He has a number of decorations and awards, including the Australian Police Medal, awarded on Australia Day 2008.



### **Peter Shaddock**

#### **A/Deputy Commissioner, Statewide Operations**

Acting Deputy Commissioner Shaddock has worked in QCS for 35 years in a number of positions, including General Manager at various sites across the state, and Senior Inspector within the Office of the Chief Inspector and Corporate Office. The Acting Deputy Commissioner holds a substantive position as General Manager, Custodial Operations, Statewide Operations.

Prior to joining QCS, Peter had a distinguished career with the Royal Australian Navy.



### **Samantha Newman**

#### **Executive Director, Specialist Operations**

Samantha was appointed to the role of Executive Director, Specialist Operations in June 2015 having acted in the role since 2013. She has worked for QCS in various roles for 23 years, starting service as a psychologist at Townsville Correctional Centre in 1995.

Educated at James Cook University (Townsville), Samantha has a Bachelor of Psychology (Honours) degree. She has held various roles in QCS including Senior Psychologist in correctional centres; Assistant Director, Offender Management and Director, Offender Assessment.

Prior to taking her current role, Samantha held the position of General Manager, Sentence Management Services from 2010 to 2013 and led the implementation of the statewide sentence management service delivery model in 2012.

As Executive Director, Specialist Operations, Samantha has executive responsibility for a range of specialist services including intelligence and investigations, offender assessment and management governance, the rehabilitation agenda, sentence management services, victims' services and specialised clinical services.



### **John Forster PSM RAIA**

#### **Executive Director, Operational Support Services**

John is a qualified architect who started with the Queensland Public Service as a cadet in 1973. He has had an impressive career, including presiding over the modernisation of Queensland's correctional infrastructure. While working with the former Department of Public Works, John was the Supervising Architect for the design of the Sir David Longland, Lotus Glen and Borallon correctional centres. In 1990, John joined Corrective Services following the Commission of Review into Corrective Services two years earlier. By 2018, John had been responsible for the design or refurbishment of every correctional centre in operation in Queensland.

John is recognised as a leading authority on prison design in Australia. Under his guidance, Queensland's modern correctional infrastructure has evolved into some of the best in the country, with state-of-the-art electronics, a design that maximises operational efficiency and enhances the safety of both corrective services officers and prisoners.

The innovations introduced under John's stewardship have contributed to Queensland being the most cost efficient of all correctional jurisdictions in Australia. These innovations made a significant contribution towards Queensland recording no escapes from high security correctional centres since 1998.

In recognition of his contributions to the Queensland Public Service, John received the Public Service Medal in 2015.

John now leads Operational Support Services, the corporate support arm for QCS, including human resources, facilities, finance, procurement, contracts management, technology systems and business improvement.



### **Tom Humphreys**

#### **General Manager, Strategy and Governance**

Tom is the lead executive responsible for strategic policy and legislation development, strategic planning and reporting, performance monitoring, offender forecasting and modelling, research and evaluation, and legal, privacy and right to information functions.

Tom began his career in the Queensland Government in child protection and youth justice operational roles in the late 1990s. He moved into strategic policy and program management in the then Department of Communities across a range of areas, including homelessness, adoption, community support, child protection and youth justice.

Tom was seconded to QCS in 2004 to undertake the policy review which led to the *Corrective Services Act 2006*. He became a permanent member of QCS in 2007 as Director, Policy and Legislation.

Tom holds a Bachelor of Arts (Honours—Psychology), Bachelor of Social Work (Honours) and Master of Professional Accounting.



### **Alan Butler**

#### **General Manager, Capability and Development**

Alan has been the General Manager, Capability and Development since April 2017. Alan commenced working with the QCS as Executive Director of QCS Academy in October 2006.

Alan's formative career in the public service involved significant periods of service with the Department of Education (1980–2002) and the then Department of Aboriginal and Torres Strait Islander Partnerships (2002–2006).

Prior to this, Alan held other positions including teacher, school principal, district director and regional director. During this period, Alan had the opportunity to live and work in remote and regional locations such as Yarrabah, Thursday Island, Doomadgee, Mt Isa and Mackay.

In his current role, Alan has responsibility for the learning and development programs provided and coordinated through the QCS Academy, the operations of the QCS Academy as the agency's Registered Training Organisation, the Workplace Engagement Unit and the Murrighagun Cultural Centre.



## **Samay Zhouand**

### **Chief Inspector**

Samay was appointed to the role of Chief Inspector in 2011.

He has more than 16 years' experience in legal, governance and risk management advice and decision-making across government. Samay started his career as a lawyer with the former Department of Employment, Training and Industrial Relations and joined the former Department of Corrective Services in 2008 as Director, Legal and Freedom of Information Services.

Samay has a legal and investigative background grounded in good administrative decision-making practices, integrity, impartiality and risk management. Most recently, he has overseen the transition of Ethical Standards Unit (ESU) and Internal Audit (IA) into QCS. In his role as Chief Inspector, he provides impartial assessment of decisions and practices in the Queensland correctional system to ensure ethical, effective and accountable public administration.

Samay's core responsibilities include inspections across the correctional system in Queensland, investigations into critical incidents and deaths in custody, individual case reviews, thematic reviews, coordination of the Official Visitor Scheme (and related complaints management), as well as interim responsibility for ESU and IA.

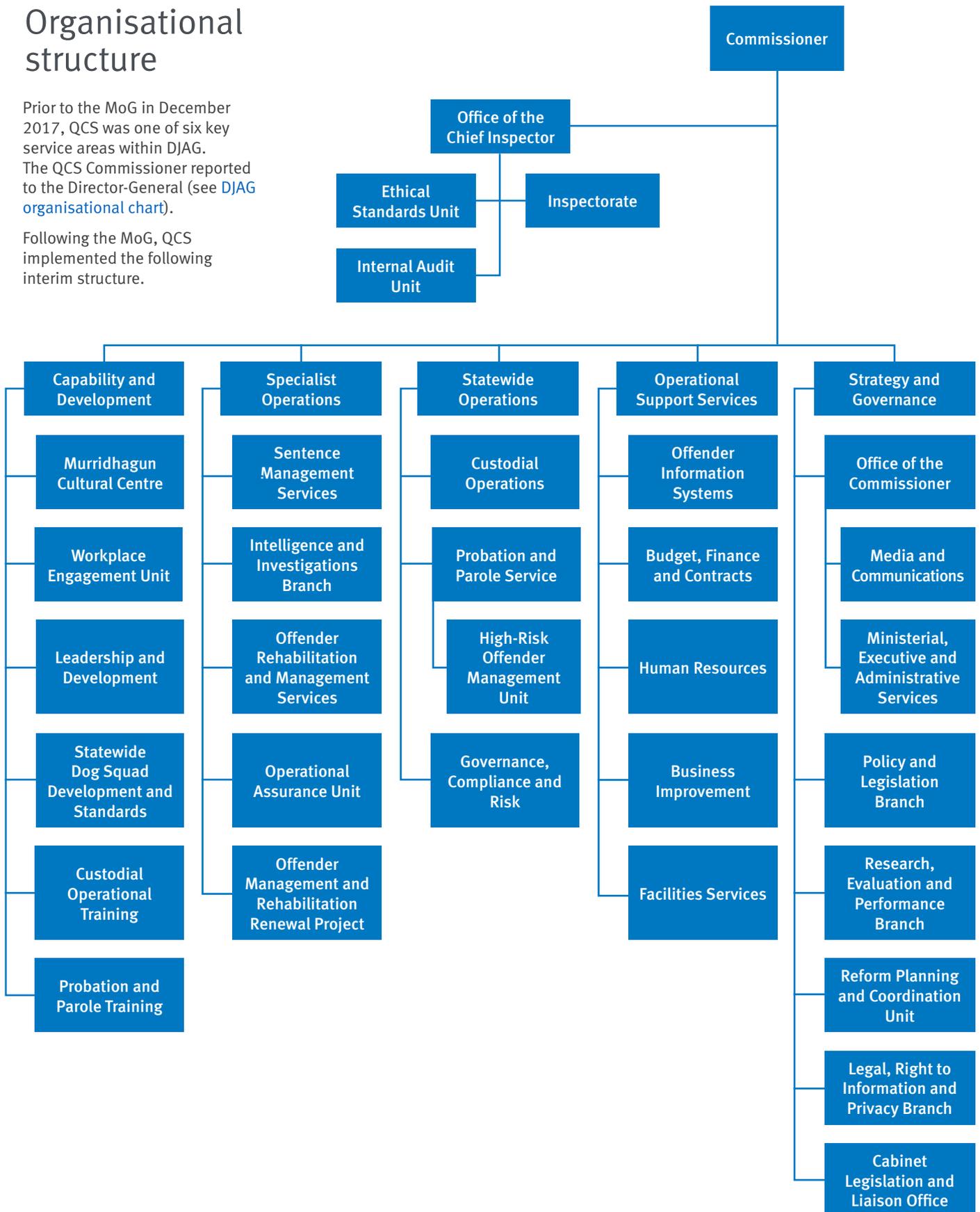
He is also Chair of the Incident Oversight Committee, responsible for monitoring the implementation of Office of the Chief Inspector and coronial investigation recommendations.

Samay holds a Bachelor of Arts and a Bachelor of Laws with honours. He also holds a postgraduate certificate in business and has been part of the QUT Emerging Leaders Program.

# Organisational structure

Prior to the MoG in December 2017, QCS was one of six key service areas within DJAG. The QCS Commissioner reported to the Director-General (see DJAG organisational chart).

Following the MoG, QCS implemented the following interim structure.







QCS is working to address the challenges of a growing prison population and an increase in the number of offenders under supervision in the community.

## 2018–19 outlook

### 10-year plan for QCS

QCS is working to address the challenges of a growing prison population and an increase in the number of offenders under supervision in the community.

To meet the challenges of the next decade, QCS must evolve into a forward-thinking, top-tier public safety agency.

The QCS 10-year plan is being developed as a critical enabler to support the operational and cultural transformation necessary to meet challenges head on and embrace evidence-based correctional practice to reduce re-offending and keep Queenslanders safe.

The plan will build on important work that has commenced under the Sofronoff Review, which is already delivering sweeping reforms to enhance the safety of Queensland through a substantial investment to increase rehabilitation and re-entry services, implement a new, professional parole board and support new initiatives to support parole supervision.

Some of the department's key priorities and initiatives for 2018–19 are:

### The Sofronoff Review

In 2018–19, QCS will continue to implement the Sofronoff Review reform package of \$265 million over six years from 2016–17, including:

- » improved end-to-end case management in the correctional system
- » expanded programs and re-entry services for prisoners and those offenders under supervision in the community
- » expanded availability of opioid substitution treatment programs
- » development of new training for corrective services officers who supervise offenders in the community.

### Crime and Corruption Commission—outcomes of Taskforce Flaxton

In 2017–18, the Crime and Corruption Commission (CCC) commenced an examination of corruption and associated risks in Queensland corrective services facilities.

CCC's Taskforce Flaxton is examining the custodial correctional system to identify systemic issues with a view to raising standards of integrity relevant to detecting, managing and preventing corruption risks associated with QCS facilities.

QCS supports Taskforce Flaxton as an opportunity to assess existing capability systems and controls and recommend the approaches QCS can adopt to build a mature, corruption-resistant organisational culture.

### Supreme Court Bail Program

The Supreme Court Bail Program, initiated by QCS in March 2016 and delivered in partnership with Sisters Inside, has made a significant difference to the lives of many women to secure accommodation, rehabilitation and access to transport services so they may apply for bail. The key focus of this program is to support women to address the issues that may have contributed to them being remanded in custody, to assist with bail applications, and to provide support such as financial assistance with accommodation, transport, food, clothing, and medical and psychological services.

QCS will continue to deliver the Supreme Court Bail application service for women on remand at the Brisbane Women's, Townsville Women's and Numinbah correctional centres. In 2018–19, work will be undertaken to further expand the program.

## Conversion of Southern Queensland Correctional Centre into a women's facility (Operation Elevate)

On 3 July 2018, the Queensland Government announced a plan to convert the 302-bed Southern Queensland Correctional Centre (SQCC) at Gatton into a second South East Queensland women's correctional centre—through Operation Elevate—to alleviate the statewide overcrowding of women prisoners. In Queensland, the women's correctional system currently comprises high security facilities in Townsville and Brisbane, with low security facilities in Townsville, Brisbane and the Numinbah Valley. With the addition of SQCC, Queensland will have three high security and three low security facilities for women.

Statewide, there has been a 20.6 per cent increase in women prisoners since 30 June 2017. This is on top of sustained increases across Queensland in the prisoner population since 2012. Once SQCC is fully operational as a women's facility, QCS will be under built capacity for women for the first time in almost a decade. For high security placements in Queensland for women, most importantly, it is estimated these changes will take the capacity of the QCS women's system down to 90 per cent across the state; resolving overcrowding issues for a number of years to come.

## Continue to expand safe and secure correctional centre infrastructure and respond to growth in offender numbers

The capital investment plan for QCS in 2017–18 focused on managing growth in prisoner numbers by providing additional prison infrastructure, correctional centre enhancements and new offices to respond to the growth in offender numbers in the community. These significant works continue to grow and enhance our correctional centres to fit demands statewide and will continue throughout 2018–19. Key elements include:

- » \$107 million will be spent on continuing the \$241 million expansion of the Capricornia Correctional Centre by 348 cells in 2018–19
- » \$20.5 million to continue the \$76.6 million statewide perimeter security upgrade program
- » \$12 million for the completion of support services enhancements at Brisbane Women's Correctional Centre
- » \$18.6 million for other property, plant and equipment, including new or expanded offices to corrective services officers working in the community.

## Use of Force Review

Corrective services officers have a challenging job, managing some of the most violent and aggressive people in the state. On 20 April 2018, Commissioner Martin announced a full review into use of force in QCS. The Use of Force Review will be a key and foundational strategy as part of the QCS 10-year plan, which has safety as its primary focus.

The Use of Force Review will examine, among other things:

- » the existing skill levels of corrective services officers with respect to the use of force
- » the current training regimes and practices employed in QCS
- » current equipment and accoutrements utilised and deployed
- » emergency response capability
- » evaluation of other equipment consistent with corrective services officers' safety requirements
- » other relevant issues such as the use of technology to enhance corrective services officers' safety.

The review will be facilitated through a working party of key stakeholders who have national and international practical experience and perspectives on officer safety best practices.

Once completed, it is anticipated the review will result in a range of long-term recommendations to enhance the safety of corrective services officers.

In the interim, QCS has taken a range of initial measures, including the procurement of 1,350 vests that have been distributed to publicly operated centres with 1,300 additional vests to be manufactured and distributed by December 2018, corresponding body-worn cameras for corrective services officers, as well as boosting corrective services officer numbers in response to increases in the prisoner population.

## Our Future State: Advancing Queensland's Priorities

QCS contributes to the Advancing Queensland's Priorities: keep communities safe, keep Queenslanders' healthy and create jobs in a strong economy.

We deliver on these priorities through:

- » working closely with the Queensland Police Service, Courts and Youth Justice to ensure safer communities for Queensland
- » working with Queensland Health to improve prisoners' and offenders' general and mental health
- » creating more than 4,500 direct jobs through the operation of correctional centres and probation and parole offices across Queensland, and indirect jobs through local businesses supplying goods and services.



## QCS service areas

For detailed information on QCS' service areas, please refer to Appendices.

### **Statewide Operations**

Statewide Operations provides strategic oversight, governance, communications and support to regions in the delivery of services in Queensland's correctional centres and the supervision of offenders in the community.

### **Specialist Operations**

Specialist Operations enhances community safety through the delivery of specialist services to prisoners, offenders, corrective services officers, victims and other stakeholders.

### **Operational Support Services**

Operational Support Services coordinates and oversees activities that affect all of QCS and assists with the delivery of corporate services to operational areas of QCS.

### **Strategy and Governance**

Strategy and Governance is responsible for providing strategic advice and support to the Minister, Commissioner and senior managers on the performance and ongoing development of Queensland's corrective services system.

### **Capability and Development**

Capability and Development provides leadership to design, deliver and review learning, development and cultural change programs aligned to build the capability of the QCS workforce and achieve organisational outcomes to meet current and future needs.

## Financial performance summary

The following table summarises the operating result and financial position for the 2017–18 reporting period.

STATEMENT OF COMPREHENSIVE INCOME*	2018 ACTUAL \$'000	2018 ADJUSTED BUDGET \$'000
Total income	475,901	478,668
Total expenses	476,170	478,668
Operating result	(269)	-

STATEMENT OF FINANCIAL POSITION	2018 ACTUAL \$'000	2018 ADJUSTED BUDGET \$'000
Total assets	2,602,295	2,613,558
Total liabilities	60,575	45,305
Net assets/equity	2,541,720	2,568,253

\*Includes transactions and balances for the reporting period 1 January 2018 to 30 June 2018. Refer also to note 1 of the financial statements.

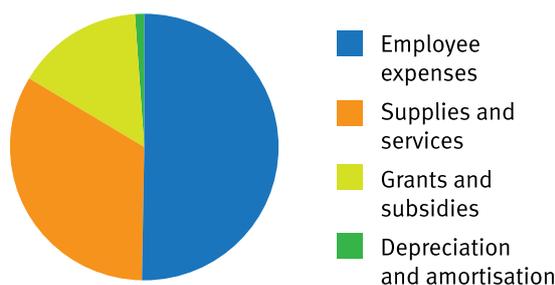
### Income and expenses from continuing operations

QCS is funded to enhance the safety of Queenslanders through modern, sustainable and evidence-based corrective services to maximise rehabilitation and reduce recidivism. Funding for these services is received principally through parliamentary appropriation.

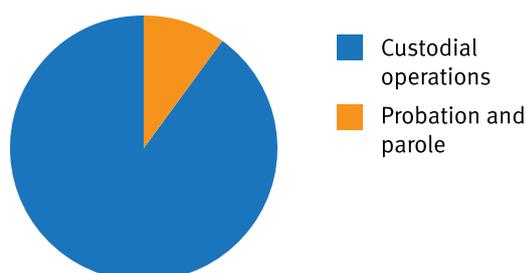
QCS also receives income from other revenue sources including user charges and fees comprising the sale of goods and services from prison industries, and government grants and contributions.

For the reporting period, QCS received income from continuing operations totalling \$475.9 million and incurred total expenditure from continuing operations of \$476.1 million, an operating deficit of \$0.3 million.

### Expenses by category



### Expenses by service area



## Summary of financial position

QCS was in a positive financial position at the end of the financial year. The total net assets/equity of QCS as at 30 June 2018 was \$2.5417 billion.

Property, plant and equipment form more than 98 per cent of QCS' net assets. The major value resides in high security correctional centre assets across the state and includes 12 high security correctional centres, seven low security correctional centres and 13 work camps. The capital works asset balances of \$115.3 million reflects various upgrade, expansion and enhancement projects under way across correctional centres.

Capital acquisitions for the reporting period were \$47.4 million, the highlight being significant works on the Borallon Training and Correctional Centre recommissioning project, with the final 244 cells commissioned during the year. Construction on the expansion of Capricornia Correctional Centre commenced during 2017–18, which will deliver an additional 348 cells by 2020.

## Chief Financial Officer statement

The Director, Finance, is the appointed Chief Financial Officer (CFO) responsible for the financial administration of the department.

In accordance with section 77(2)(b) of the *Financial Accountability Act 2009* (the Act), the CFO has provided the Commissioner with a statement conforming with section 57 of the Financial and Performance Management Standard 2009 attesting that QCS' financial internal controls are operating efficiently, effectively and economically.

The CFO for QCS has fulfilled minimum responsibilities of the role as defined in section 77(1) of the Act.

## Comparison of actual financial results with budget

Provision of budgetary reporting disclosures in note 26 of the financial statements allows comparison of the actual financial results of the operations of QCS with the adjusted budget published in the State Budget Papers 2018–19 Service Delivery Statements. This is consistent with the government's commitment to more transparent financial reporting.

# Our performance

# 2017–18 service highlights

**QCS made significant progress in delivering on the objectives of the 2017–21 DJAG Strategic Plan.**

Until December 2017, QCS operated within the Department of Justice and Attorney-General (DJAG). The DJAG 2017–21 Strategic Plan provided strategies for QCS service delivery within the objectives of: Queensland is safe, Queensland is fair and just, Queensland gets great service and DJAG is responsive and high performing.

## Queensland is safe

Ensure safe, secure and humane management of prisoners

### Recommissioning of Borallon Training and Correctional Centre

The Borallon Training and Correctional Centre (BTCC) has undergone a staged recommissioning of cells with 95 cells initially commissioned in April 2016. A further 153 cells with a modified safer cell design were commissioned in June 2016 and the remaining 244 secure cells were commissioned in July 2018. During the commissioning, a further 244 purpose-built bunk beds were also installed in the 244 secure cells, bringing the total built bed capacity of the centre to 736.

A key objective for BTCC is to achieve positive change through education, training and employment. More than half of the centre's eligible prison population are employed, engaged in full-time education or undertaking programs.

### Expansion of Capricornia Correctional Centre

The ongoing program for the expansion of Capricornia Correctional Centre will deliver a minimum of 188 residential cells and 160 secure cells. It is anticipated to be complete by July 2020.

Construction commenced in late August 2017, several months ahead of the original project schedule. The project scope includes expanding the prison car park, which was completed on 21 December 2017, and upgrades to the waste water, mechanical services and electronic security systems.

### Expansion of Brisbane Women's Correctional Centre

The expansion of facilities to support rehabilitation at the Brisbane Women's Correctional Centre was completed in 2017–18 to provide improved availability of rehabilitation delivery to women prisoners held at this centre.

### Business cases for new and expanded custodial infrastructure

The government committed additional funding to develop a business case for expanding the Arthur Gorrie Correctional Centre, in addition to reviewing and updating business cases for the Stage 2 expansion of Southern Queensland Correctional Precinct and the Capricornia Correctional Centre at Rockhampton. The business cases for Arthur Gorrie Correctional Centre and the Stage 2 expansion of Southern Queensland Correctional Precinct were progressed in 2017–18.

### Perimeter security upgrades

The correctional centre perimeter security upgrade program continued throughout the year and remains on schedule for full completion by June 2020. The program's primary focus is to upgrade electronic hardware and software systems to ensure perimeter detection systems remain reliable, robust and resilient.

During 2017–18, upgrades were completed at Townsville Correctional Centre and significantly progressed at the Arthur Gorrie Correctional Centre. Perimeter security upgrade projects also commenced as scheduled at Woodford Correctional Centre, Wolston Correctional Centre and Maryborough Correctional Centre.

## Violence prevention strategies

A number of strategies were introduced or continued during 2017–18, including:

- » the continuation of the Violence Prevention Strategy
- » the staged unlock of prisoners
- » the installation of purpose-built bunk beds in cells
- » the installation of safety hatches
- » the rollout of body-worn cameras
- » increased joint operations between QCS and the Queensland Police Service
- » the replacement of the Protective Response Vehicle fleet.

The QCS Academy continued to deliver resilience training as a component of a number of courses currently delivered to corrective services officers.

The Managing of Actual or Potential Aggression (MAPA) Instructor Course has been conducted and 20 corrective services officers have been trained to deliver sessions to administration employees. Currently, QCS lesson plans and additional resources are being developed to ensure a consistent approach to delivery across the state.

## Body-worn cameras

In July 2017, QCS commenced the staged statewide rollout of body-worn cameras (BWCs) and load-bearing vests in correctional centres across the state.

BWCs supplement the use of CCTV technology in correctional centres by enabling QCS corrective services officers to record incidents in high-definition video and enhanced audio. They are also useful tools in deterring poor behaviour by prisoners, reducing incidents such as assaults on corrective services officers, collecting evidence for use in prosecutions and investigations and reducing the number of frivolous and vexatious complaints against QCS corrective services officers. They are also an aid to the training and development of QCS corrective services officers.

As at 30 June 2018, 160 BWCs and 1,350 load-bearing vests were available for use in publicly operated high security facilities around the state.

## Suicide Prevention Action Plan

QCS continued to implement the Suicide Prevention Action Plan during 2017–18. The implementation included coordination of the Suicide Working Group to guide the redevelopment of options for elevated base line risk (EBLR) prisoners and the revision of the associated Custodial Operations Practice Directive.

During the year, QCS also continued work on the role structure and classification of psychology roles including a review of the Senior Psychologist classification and role description.

A trial of new EBLR processes started at Wolston and Townsville correctional centres (male protection prisoners) following the release of an endorsed operational instruction.

# Effective supervision of offenders in the community

## Community service projects

Community service provides an excellent opportunity for offenders to make reparation to the community affected by their offending behaviours and to develop employment skills.

QCS operates two community service programs:

- » reparation work—performed by offenders in the community under Community Service Orders, Graffiti Removal Orders, Community Service Orders issued under alcohol-fuelled violence legislation, Fine Option Orders, Intensive Correction Orders and Work and Development Orders
- » work camps—where work is performed by low security prisoners in regional Queensland.

In 2017–18, QCS partnered with many not-for-profit organisations and local councils to supervise offenders performing unpaid community work as part of a court order or as part of unpaid debt registered with the State Penalties Enforcement Registry.

A number of QCS probation and parole district offices in the community have successfully partnered with animal welfare organisations such as the RSPCA to assist by providing toys to abandoned animals.

Community service workers are provided with donated fabric to create toys for dogs that are abandoned or in adoption facilities and need stimulation and behavioural intelligence training.

The projects enable community service workers to apply creativity skills and work with a variety of different materials while raising community awareness about the humane treatment of animals.

## Reduce crime and re-offending

### QCS offender rehabilitation and services

The reduction of crime and re-offending is a core focus of all of the activities, rehabilitation and re-entry programs and services delivered by QCS.

A number of recommendations from the Sofronoff Review were implemented or commenced implementation during 2017–18; a substantial number of these focused on increases to the quantity and quality of rehabilitation and re-entry services.

QCS received funding from 2017–18 to support the expansion of re-entry services and an increase to the number of rehabilitation opportunities for prisoners and offenders to address their offending behaviour. This includes additional drug and alcohol programs, and the statewide rollout of the Opioid Substitution Treatment Program.

## Strengthening Queensland's parole system

### The Sofronoff Review

In December 2016, Walter Sofronoff QC delivered the Queensland Parole System Review Final Report, containing 91 recommendations designed to reform Queensland's parole system.

The Queensland Government supported or supported in-principle 89 of the recommendations and committed \$265 million over six years to commence implementation of the reforms.

### A new independent and professional Parole Board Queensland

The Parole Board Queensland (PBQ) commenced operations on 3 July 2017.

The PBQ has 29 appointed members (seven full-time and 22 part-time) and six full-time members nominated by the Police Commissioner or QCS Commissioner. Appointed members include a president, two deputy presidents, four professional board members and 22 community board members (part-time). Nominated members include three police representatives and three public service representatives.

### Expansion of Queensland Health's Opioid Substitution Treatment Program in correctional centres

QCS is rolling out opioid substitution treatment in all correctional centres in partnership with Queensland Health. Expansion commenced in Brisbane Women's Correctional Centre and Numinbah Correctional Centre in 2017–18, followed by Townsville Correctional Centre and Lotus Glen Correctional Centre in 2018–19.

### Expanded use of GPS monitoring for parolees

GPS monitoring capability has been expanded through the leasing of additional GPS devices and recruitment of additional monitoring corrective services officers.

The PBQ may apply an electronic monitoring condition to an offender's parole order at the time of their release from custody.

The QCS Commissioner may also approve the application of electronic monitoring at any stage of a parolee's order.

The first parolee was fitted with a GPS monitoring device in February 2017 and since then more than 750 offenders have been fitted with a device as the program rolls out across Queensland.

### Introduction of specialised clinical services for high harm and complex needs prisoners

In 2017–18, QCS established a Specialised Clinical Services Unit (SCSU) responsible for the early identification and whole-of-sentence case management of high harm/complex needs offenders including murderers, extremists, and violent, mentally unwell and vulnerable offenders. The SCSU is a multi-disciplinary unit comprising 13 officers. The unit is focused on assessment, tailored intervention, reporting, referral and advice to internal and external stakeholders.

## Expanded rehabilitation and re-entry services to prisoners

QCS has partnered with consultants KPMG and Swinburne University to review and replace existing risk and need assessments with validated assessment tools suitable for prisoners in custody and offenders under supervision in the community.

In March 2018, QCS began deploying additional rehabilitation programs, training and re-entry services to correctional centres and offenders in the community as recommended in the review.

An Intergovernmental Housing Taskforce has been established and is meeting regularly to consider suitable long-term accommodation responses for prisoners and offenders. The taskforce aims to deliver a report to the QPSR Implementation Committee by the end of September 2018, detailing options and recommendations for suitable long-term accommodation responses for prisoners and offenders.

A comprehensive strategy for the expansion of alcohol and other drugs programs is being developed in consultation with the QCS Murrumbidgee Cultural Centre and other government departments to ensure enhanced engagement with Aboriginal and Torres Strait Islander community organisations throughout the procurement process.

## Recruitment of additional corrective services officers in the community

QCS has received a major frontline injection of corrective services officers for the supervision of offenders in the community, with the recruitment and allocation of 95 new officers in 2017–18.

In 2017, Dr Lacey Schaefer from Griffith University was commissioned to examine QCS' existing training model for these staff and to provide recommendations for reform. The report was delivered in February 2018 and further work on a revised curriculum will be progressed in 2018–19.

## A dedicated QCS research and evaluation function

In 2017–18, QCS established a dedicated research and evaluation team responsible for leading and managing complex research projects, evaluating outcomes from the Sofronoff Review, and other research activities for QCS, including program evaluations, research events and publications. The team also:

- » co-hosted the QCS Research Symposium, entitled “Improving offender pathways: Exploring effective supports in prisons, the community and beyond” in partnership with the Griffith Criminology Institute. More than 210 QCS officers attended from across a wide variety of operational and support areas, and from across all regions, including presentations from international and local researchers, as well as research projects conducted by QCS officers
- » established a regular research seminar series for QCS officers, and facilitated nine local and international researchers to present their research and evaluation findings to QCS officers. These presentations are also available online via the intranet to all QCS officers
- » established the Inaugural Research Grants Scheme, offering six grants of up to \$25,000 each (total up to \$150,000), to support quality research projects of significant interest to QCS
- » supported the Office of the Government Statistician: Crime Statistics and Research Unit to develop its whole-of-criminal justice system research agenda for 2018–2020
- » undertook preliminary analysis of the early evidence of the impact of the Wolston Progression Pathways project
- » hosted seven students from local universities to undertake small research projects within QCS
- » supported the Research and Evaluation Committee to assess more than 20 research applications by external researchers for suitability to be conducted within QCS, and provided support to more than 40 researchers currently undertaking projects within QCS.

# Queensland is fair and just

## Hold offenders accountable

### Community service programs

Community service is an excellent opportunity for offenders to make reparation to the community and develop skills to assist with securing employment. QCS partners with many not-for-profit organisations and local councils to supervise offenders performing unpaid community work as part of their court order.

In 2017–18, a total of 325,929 hours of court ordered community service was completed, equating to a value of approximately \$8.6 million.

The successful completion rate for reparation orders in 2017–18 was 84.4 per cent.

### Support for the Work and Development Order scheme

Work and Development Orders (WDOs) are orders made by the State Penalties Enforcement Register (SPER) that enable individuals who can't pay their SPER debt due to hardship to retire eligible amounts of their debt by undertaking activities supported by approved sponsors.

Stage 1 of the WDO scheme commenced in October 2017 and QCS continues to support the rollout of the scheme as the sole sponsor available to provide community service as a WDO option.

As at 30 June 2018, there were 1,634 people on WDOs.

### QCS Drug and Alcohol Strategy

During 2017–18, QCS undertook a comprehensive review in support of developing a new Drug and Alcohol Strategy. This work included a literature review and extensive engagement with corrective services officers, unions and external stakeholders including other Queensland agencies, service providers and academics.

Fundamental to the development of the new strategy was a Drug and Alcohol Roundtable hosted by QCS in March 2018. The work concluded that a harm minimisation approach, as identified in the 2006 QCS Drug Strategy, was valid and supported.

Key findings of this work included the need for a coordinated response that acknowledges the significant health concerns associated with drug and alcohol abuse and misuse. The work further identified the need for QCS to work closely with partner agencies and be responsive to changes in the drug and alcohol environment, including new and emerging technologies and programs which may better support QCS' operations and offender management.

The work completed in 2017–18 is under consideration by the BOM for implementation into a new formal QCS Drug and Alcohol Strategy.

### Drug rehabilitation programs

QCS provides rehabilitation programs, in prison and in the community, to address problematic substance use, and to stop the cycle of re-offending. In 2017–18, these programs included:

- » Pathways: High Intensity Substance Abuse Program—an intensive, manual-guided program for adults with a history of criminal conduct and alcohol and other problematic substance use
- » Pathways: Challenge to Change Program—a 10-week version of the Pathways: High Intensity program targeting those serving shorter custodial sentences
- » Low Intensity Substance Intervention—a range of programs between 15 and 24 hours in duration, using motivational interviewing and contingency management with the aim of reducing problematic substance use or reducing drug-related harm
- » Substance Abuse Maintenance Intervention—aimed at providing support to offenders who have previously completed a substance program such as Pathways and Low Intensity Substance Intervention.

QCS also delivers Positive Futures, a culturally specific program designed for Aboriginal and Torres Strait Islander offenders to help them address aspects of their offending behaviour, which may include problematic substance use.

In 2017–18, there were 3,236 completions of programs aimed at reducing the risk of re-offending.

## Sexual offender programs

QCS continues to deliver a range of evidence-based sexual offending programs that aim to reduce sexual re-offending and ensure all eligible sexual offenders in prison are offered a place in their recommended sexual offending programs. In 2017–18 these programs included:

- » Getting Started Preparatory Program—a brief psycho-educational program of between 33 and 44 hours for offenders who present with responsivity issues, such as deficits in motivation and other psychological, social, cultural and educational barriers to undertake programs to address their sexual offending
- » Medium Intensity Sexual Offending Program—an intensive intervention program for male sexual offenders who have been assessed as having a low to medium risk of re-offending
- » High Intensity Sexual Offending Program—an intensive 350-hour program for male sexual offenders who have been assessed as having a high risk of re-offending
- » Sexual Offending Program for Indigenous Males—designed specifically for Aboriginal and Torres Strait Islander males who have been convicted of a sexual offence and are sentenced to more than 12 months' imprisonment
- » Sexual Offending Maintenance Program—targeted at offenders who have previously successfully completed an intensive sexual offending program
- » Inclusion Sexual Offending Program—designed for offenders with an identified cognitive deficit who require assistance to understand and implement strategies to avoid sexual offending.

In 2017–18, there were 410 completions of sexual offending programs.

## Education and training

QCS facilitates a range of vocational training and literacy programs, that provide prisoners with skills to gain and maintain employment when released from custody. Vocational training offered to prisoners includes hospitality, business, horticulture, construction, engineering, agriculture, mining, sport and recreation and information technology.

In 2017–18, 36.2 per cent of eligible prisoners were involved in education and training programs.

## Support victims of crime

### The Victims Register

QCS is committed to enhancing community safety, including enhancing the safety and wellbeing of victims of crime. This is supported by administering a Victims Register prescribed under the *Corrective Services Act 2006*.

The Victims Register delivers a valuable service to victims of serious crime, by providing registered persons with information on important events in the sentences of those prisoners they are registered against.

Registered persons are provided with critical information, such as a perpetrator's release date or relevant movements, to give them the opportunity to access support services or to take precautionary measures, such as relocating or changing routines in preparation for a perpetrator's release.

In 2017, legislative changes that strengthen the Victims Register functions came into effect. The eligibility criteria for registration on the QCS Victims Register expanded to enable victims of Domestic and Family Violence to register, regardless of the nature of the offence for which the prisoner is sentenced.

The type of information to be provided to a registered person was also expanded, and the time period for the dissemination of the information revised.

Since the legislative changes on 30 March 2017 up to 30 June 2018, there have been 388 new registrations on the QCS Victims Register.

The register also advises victims when a prisoner has made an application for parole and provides the victims with the relevant forms to make a submission to the Parole Board Queensland.

For prisoners who fall under the *Dangerous Prisoners (Sexual Offenders) Act 2003*, the Victims Register assists victims to make submissions to the Supreme Court about a prisoner's initial order and any subsequent contravention hearings in the Supreme Court.

## Address over-representation of Aboriginal and Torres Strait Islander people in the criminal justice system

QCS continues to employ a range of strategies to reduce the over-representation of Aboriginal and Torres Strait Islander people, including:

- » programs in correctional centres and in the community that address substance abuse and family violence in a culturally appropriate and sensitive manner
- » cultural liaison and cultural development officers, employed in secure correctional centres, to provide support and guidance to prisoners
- » Aboriginal and Torres Strait Islander Elders groups and chaplaincy services.

### Embedding culturally appropriate practices and services for Aboriginal and Torres Strait Islander prisoners and offenders

It is acknowledged that Aboriginal and Torres Strait Islander people are over-represented in the criminal justice system. In response, QCS established its Aboriginal and Torres Strait Islander Unit, the Murrindhagun Cultural Centre, to provide advisory, planning and support services to QCS and relevant prisoners.

The Murrindhagun Cultural Centre is a priority reference point on matters designed to address the needs of Aboriginal and Torres Strait Islander corrective services officers, prisoners, offenders and victims.

Corrective services officers from the Murrindhagun Cultural Centre provide advice and assistance to correctional centres and offices in the community on a regular basis and undertake a number of visits to centres and regions throughout the year. Corrective services officers from across Queensland also visit the Murrindhagun Cultural Centre when in Brisbane.

The delivery of culturally appropriate practices and services for Aboriginal and Torres Strait Islander prisoners and offenders is a key focus of the QCS 10-year plan.

The QCS Aboriginal and Torres Strait Islander Reference Group was established during 2017–18 with guidance from the Murrindhagun Cultural Centre.

The QCS Academy provided ongoing culturally specific training during 2017–18. This training includes cultural responsive training and is delivered by Aboriginal and Torres Strait Islander corrective services officers across the agency.

# Queensland gets great service

## Deliver seamless and connected services to Queenslanders

### **The transition of 17-year-old prisoners to Youth Justice**

QCS continues to work closely with Youth Justice to ensure the safe transition of 17-year-old prisoners to the youth justice system.

During 2017–18, the youthful offenders unit at Brisbane Correctional Centre was decommissioned and all suitable 17-year-old male prisoners were transferred to Borallon Training and Correctional Centre. The transfer ensured the youthful offenders were fully integrated into the centre with access to TAFE courses and industry employment.

In accordance with the provisions of the Transitional Regulation, QCS will continue to safely accommodate 17-year-olds until the transition is complete.

### **Supporting the rollout of three high risk teams to Cairns, Brisbane and Ipswich to provide an integrated response across government in addressing domestic and family violence**

QCS supervises perpetrators of domestic and family violence (DFV) as well as victims who have come into contact with the criminal justice system for their own offending behaviours.

QCS is committed to implementing the relevant recommendations of the Not Now, Not Ever Taskforce Report, supports the DFV Prevention Strategy 2016–2026, and strives to contribute toward the strategy's initiatives in the Second Action Plan (2016–17 to 2018–19).

QCS continues to work with other government departments and non-government organisations to implement the remaining recommendations of the report. To date, QCS has employed corrective services officers to support the first three high risk teams situated at Logan/Beenleigh, Mt Isa and Cherbourg. The remaining high risk teams will be operational across eight Queensland locations by 2020.

### **Supporting the expansion of specialist DFV courts to Beenleigh and Townsville**

The specialist DFV courts in Beenleigh and Townsville commenced operations in November 2017.

Management teams at the QCS offices on the South Coast (Beenleigh) and Northern Region (Townsville) have been active participants in the stakeholder liaison and operational working groups occurring within their respective regions.

## Engage with our stakeholders and customers

### **Complaints management system**

QCS is committed to delivering high-quality services that respond to offender and community needs. QCS values the benefits of effective complaint handling to communicate with clients and enhance service delivery. Clients can provide feedback about QCS services and the way these are provided.

Effective complaint management is about accountability, access and business improvement and the complaint management system is part of a broader system for managing various types of complaints.

During 2017–18, QCS continued to refine the client complaints management system to enhance the categories of data collected.

Data is collected each quarter and is combined with trend reports to produce an annual complaints report.

In accordance with section 219A (3) of the *Public Service Act 2008*, by 30 September each year, QCS publishes information about complaint trends for matters received during the financial year on the QCS website. The report must include as a minimum:

- » the number of customer complaints received by the department that financial year
- » the number of those complaints resulting in further action
- » the number of those complaints resulting in no further action.

This information is available on the QCS website:

<https://corrections.qld.gov.au/documents/reviews-and-reports>

### **Achievements in 2017–18**

- » reported complaints management performance quarterly, including trend analysis
- » implemented business improvements identified through the client complaint management process
- » continued the rollout of staff training to new and existing QCS staff
- » refined processes for the recording of complaints across the Probation and Parole area of QCS
- » implemented all recommendations made by the Office of the Queensland Ombudsman following their review of the QCS complaints management area.

# The department is responsive and high performing

## Ensure a high performance culture

### **Developing an organisational performance management framework**

During 2017–18, work commenced on a revised organisational performance management framework, with further development to occur in 2018–19 to allow full alignment with the introduction of the QCS 10-year plan.

## Ensure robust governance practices

### **Renewing the corporate governance framework**

During 2017–18, work commenced on a revised corporate governance framework, with further development to occur in 2018–19 to allow full alignment with the introduction of the QCS 10-year plan.

A structural review of QCS occurred alongside implementation of the MoG changes. The review focused on examining and reforming QCS' structure to support the work necessary for QCS to operate as a department, and to ensure QCS is best placed to implement the opportunities arising out of its 10-year plan.

The structural review will result in significant changes to QCS' organisational and governance structures which will be implemented during the 2018–19 financial year.

### **Implementing the recommendations from the Queensland Audit Office's (QAO) Report: Criminal justice system—prison sentences**

A QCS action plan was developed by the Lawful Detention Expert Reference Group in response to the QAO Criminal Justice System—prison sentences audit.

The action plan ensured a number of recommendations were completed and progressed to the QAO for closure and endorsement throughout the year.

The remaining recommendations will be implemented during 2018–19.

## Embed the Queensland Public Service culture and values

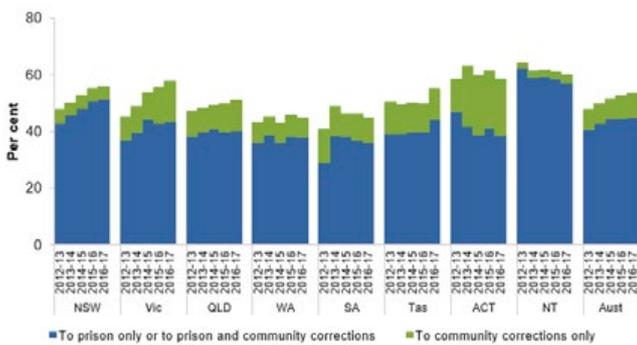
### **The 2017–18 QCS Business Plan**

The business plan identifies our values as integrity, service, respect, opportunity and accountability. The ongoing work to develop the QCS 10-year plan embeds our support for the Queensland Public Service culture and values as a separate department.

# National comparison 2016–17

QCS annually reviews its performance against other correctional jurisdictions in Australia. The charts below demonstrate how QCS compares to other Australian states and territories for key indicators reported in the Steering Committee for the Review of Government Service Provision (SCRGPS), Report on Government Services 2018, Productivity Commission, Canberra. Rates shown are per 100 prisoners over the period 2016–17.

## Recidivism



## Escapes

Rate and number of prisoner escapes, 2016–2017

	NSW	Vic	Qld	WA	SA	Tas	ACT	NT	Aust
Escapes/100 prisoners									
Open	0.26	0.22	1.51	–	–	–	–	1.05	0.38
Secure	0.04	0.02	–	0.04	–	–	0.46	0.34	0.03
Number of escapes									
Open	12	2	10	–	–	–	–	8	32
Secure	3	1	–	2	–	–	2	3	11

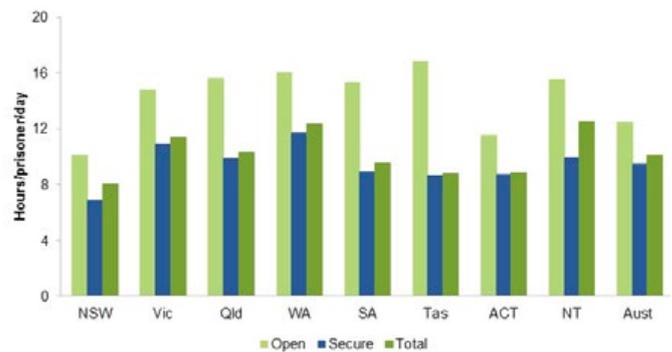
## Deaths in custody

Rate and number of prisoner deaths from apparent unnatural causes, by Indigenous status, 2016–2017

	NSW	Vic	Qld	WA	SA	Tas	ACT	NT	Aust
Deaths/100 prisoners									
Aboriginal and Torres Strait Islander	0.03	–	0.04	0.08	–	–	–	0.07	0.05
Non-Indigenous	0.11	0.05	–	–	–	–	0.29	–	0.05
Number of deaths									
Aboriginal and Torres Strait Islander	1	–	1	2	–	–	–	1	5
Non-Indigenous	11	3	–	–	–	–	1	–	15

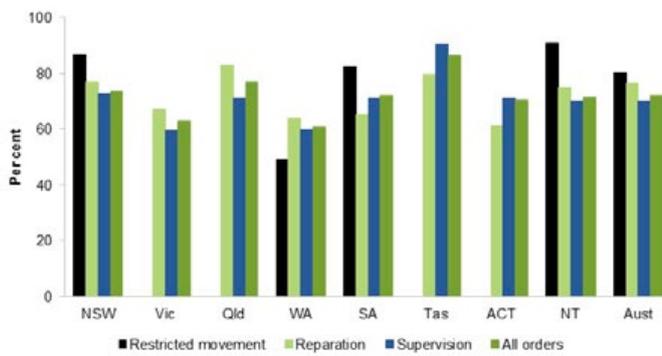
## Time out-of-cells

Time out-of-cells (average hours per day), 2016–2017



## Community-based orders

Completion of community correction orders, by type of order, 2016–2017



## Cost

Recurrent expenditure per prisoner per day, 2016–2017



# Service performance

The service area structure presented reflects the MoG changes, effective 21 December 2017, under which QCS was created.

As part of the MoG changes, the Corrective Services service area was transferred from the Department of Justice and Attorney-General.

## Corrective Services

### Service area objective

Our objective is to provide safe, modern and responsive correctional services to rehabilitate prisoners and offenders and prevent crime, making Queensland safer.

### Service area description

QCS, in partnership with other key criminal justice agencies, including the Queensland Police Service and the Department of Justice and Attorney-General, performs a crucial role in community safety and crime prevention. QCS performs this role through the humane containment, supervision and rehabilitation of prisoners and offenders.

### Services

- » Custodial
- » Probation and parole
- » Correctional intervention

The following tables provide an overview of the key performance measures for QCS for the financial year 2017–18. Data for the previous financial years is sourced from the previously published annual reports.

SERVICE STANDARDS AND OTHER MEASURES	NOTES	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 TARGET/EST.	2017-18 ACTUAL
Service area: Corrective Services							
Service: Custodial							
Service Standards							
Effectiveness measures							
Escape Rate:							
High security facilities	1	0	0	0	0	0	0
Low security facilities	1, 2	0.31	0.82	0.90	1.51	<0.63	1.05
Assault Rate:							
Serious assault (prisoner on officer)	3, 4	0.06	0.08	0.01	0.11	<0.02	0.07
Assault (prisoner on officer)	3, 4	0.34	0.25	0.90	1.01	<0.24	0.57
Serious assault (prisoner on prisoner)	3, 5	1.54	1.80	2.25	3.08	<0.69	2.94
Assault (prisoner on prisoner)	3, 5	5.20	5.00	7.09	10.49	<3.40	8.52
Deaths from apparent unnatural causes:							
Indigenous prisoners	6, 7	0.05	0.09	0.04	0.04	0	0.00
Non-Indigenous prisoners	6, 7	0.04	0.02	0.04	0.00	0	0.03
All prisoners	6, 7	0.04	0.04	0.04	0.01	0	0.02
Prisoners returning to corrective services with a new correctional sanction within two years (per cent)							
Prisoners returning to:							
Prison	8	39.8%	40.9%	39.7%	40.2%	<39.8%	42.7%
Corrective services	8, 9	48.0%	49.1%	49.8%	51.1%	<48.4%	53.7%
Prisoner employment (per cent)	10, 11	69.2%	66.0%	68.9%	68.8%	>75%	67.0%
Efficiency measures							
Facility utilisation (per cent):							
High security facilities	12, 13, 14	99.6%	106.1%	115.7%	121.7%	<95%	129.1%
Low security facilities	12, 13, 14	85.1%	77.5%	82.1%	81.7%	<95%	82.5%
All facilities	12, 13, 14	98.0%	102.8%	111.7%	117%	<95%	123.7%
Cost of containment per prisoner per day	15, 16	\$180.29	\$177.86	\$177.26	\$183.07	\$194	\$181.55

Service: Probation and parole							
Service Standards							
Effectiveness measures							
Percentage of successfully completed orders:							
Supervision orders	17	71.1%	69.6%	72.6%	71.2%	>68%	73.3%
Reparation orders	18	83.5%	81.6%	83.1%	82.9%	>68%	84.4%
All orders	19	77.3%	75.6%	77.7%	77.0%	>68%	78.0%
Offenders discharged from community corrections orders who returned with a new correctional sanction within two years (per cent)							
Offenders returning to:							
Community corrections	20	12.1%	12.2%	15.8%	16.2%	<11.9%	16.2%
Corrective services	20, 21	17.5%	17.0%	21.7%	22.0%	<16.8%	22.3%
Efficiency measure							
Cost of supervision per offender per day	22	\$13.21	\$14.01	\$12.69	\$12.35	\$15	\$13.79
Service: Correctional intervention							
Service standards							
Effectiveness measures							
Program completions:							
Sex offender programs	23	441	395	409	425	390	410
Other programs	23	1,620	1,691	2,762	3,125	2,000	3,236
Re-Entry							
In-prison re-entry support	24	New measure	New measure	New measure	New measure	11,000	19,691
Post-release re-entry support	24	New measure	New measure	New measure	New measure	2,848	5,086
Prisoners in education (per cent):	25	26.4%	27.9%	35.6%	39.1%	32%	36.2%
Financial value of work performed in the community by prisoners from low security facilities	26	\$5.5 million	\$5.7 million	\$6.4 million	\$6.34 million	>\$3 million	\$6.8 million
Financial value of community service work performed (court ordered)	26	\$7.0 million	\$7.5 million	\$8.4 million	\$9.1 million	>\$6.2 million	\$8.6 million

## Notes:

1. This measure reports escapes per 100 prisoners.
2. There were seven escapes from low security correctional facilities in 2017–18. Low security correctional centres do not have razor wire security fences like high security facilities. Escape risks from low security facilities are managed through a thorough assessment of prisoners to determine suitability before transfer to these facilities. QCS continues to enforce strict requirements to be assessed as suitable for low custody. Prisoners who escape from lawful custody face additional criminal sanctions, such as being charged with the offence of escape from lawful custody, and are returned to a high security facility for the remainder of their sentence.
3. This measure reports assaults per 100 prisoners. QCS officers are required to report any assault in a correctional centre. All assaults that occur in Queensland correctional centres are taken very seriously and are referred to the Queensland Police Service (QPS) and to officers in the Corrective Services Investigation Unit (CSIU). QCS continues to monitor both the frequency and the penalties imposed on the perpetrators of assault.
4. QCS considers safety of corrective services officers to be of paramount importance, promoting corrective services officers' safety through various initiatives. All custodial correctional officers are trained in de-escalation techniques, control and restraint, weapons and first aid, and are supported by an array of safety and security equipment including body-worn cameras, tactical and riot gear, chemical agents and weapons. In 2017–18, QCS strengthened the Violence Prevention Strategy with initiatives to enhance the safety of corrective services officers, visitors and prisoners, such as openly operating body-worn cameras, monitoring and addressing 'hot spots' for incidents and analysing assault incidents to address trends and improve corrective services officers safety.
5. An increase in the number of assaults has seen the assault rates exceed the target in categories of prisoner assaults in custody: prisoner-on-prisoner (serious assault) and prisoner-on-prisoner (assault). In 2016–17, QCS continued to strengthen the Violence Prevention Strategy initiatives to prevent violence among prisoners. These initiatives included increasing the use of behaviour management strategies, such as staggered unlocks to reduce demand for services which is a known trigger for incidents and tension among prisoners; worked hard to locate, seize and disrupt prisoner contraband trade—another trigger for violence in prisons; and continued the monitoring and analysis of 'hot spots' for prisoner violence to ensure resources and security measures are focused in those areas. These efforts have contributed to the reduction in the assault rate in 2017–18 when compared to the previous financial year.
6. This measure reports deaths by apparent unnatural causes per 100 prisoners. In 2017–18 there were two deaths of prisoners from apparent unnatural causes. Neither prisoner identified as Aboriginal or Torres Strait Islander.
7. Following any death in custody, immediate attention is given to any operational issues initially identified. The matter is reported to the QPS which prepares a report for the State Coroner under the Coroners Act 2003. An investigation is also conducted by the Office of the Chief Inspector, in accordance with section 295 of the Corrective Services Act 2006. Any recommendations made following these processes are considered for implementation by QCS.
8. This measure captures all prisoners released during 2015–16 following a term of sentenced imprisonment and then returned with a new correctional sanction (i.e. sentenced to a new term of imprisonment or community-based order supervised by QCS) within two years of discharge (returned by 2017–18). Data includes returns to prison resulting from the cancellation of a parole order where a new offence was committed.
9. Returns to corrective services include a return to a prison sentence or a community corrections order.
10. Participation in prison industries provides prisoners with the opportunity to acquire vocational skills and contributes to their ability to gain and retain employment upon release. The percentage of prisoners employed is defined as the number of prisoners employed as a percentage of those eligible to work. Those prisoners unable to participate in work programs because of full-time education, ill health, age or other reasons, are excluded. This measure includes commercial industries which employ prisoners operating on a commercial fee-for-service basis and service industries which employ prisoners to maintain the self-sufficiency of the correctional system, as well as prisoners involved in community service projects and other unpaid work.
11. Queensland continued to experience growth in the number of prisoners in custody during 2017–18. There has not been a corresponding increase in the number of employment opportunities for prisoners in custody. As a result, the rate of prisoner employment for 2017–18 is below the target. QCS is continuing to explore ways to increase prison employment.
12. This measure reports the daily average prisoner population as a percentage of the number of single occupancy cells and designated beds in shared occupancy cells provided for in the design-built-cell capacity of correctional facilities. The optimal prison facility utilisation is around 95 per cent to ensure maximum use of facilities while preserving flexibility in the allocation of prisoners to facilities. The utilisation rate for high security facilities averaged 129.1 per cent for the reporting period—with an average of 7,962 prisoners accommodated in secure custody and an average built-cell capacity (for secure centres) of 6,166 cells. The utilisation rate for low security facilities averaged 82.5 per cent for the reporting period—with an average of 668 prisoners accommodated in low custody and an average built bed capacity (for low security centres) of 810 built beds. The full year utilisation rate for all facilities averaged 123.7 per cent, significantly exceeding the 2017–18 target/estimate of less than 95 per cent.
13. During 2017–18, Queensland continued to experience a growth in the number of prisoners in custody. QCS uses a variety of approaches to safely incarcerate prisoners when numbers exceed the built capacity of a correctional centre, including 'buddy cells' built for dual occupancy, temporary bunk beds, trundle beds and mattresses in secure cells or residential areas. QCS forecasts prisoner numbers annually. In 2017–18, QCS commenced the construction and installation of 1,000 permanent bunk beds across Queensland's correctional centres to increase prisoner bed capacity.

14. QCS remains responsive to the growing pressures by enhancing current demand management strategies such as expanding re-entry services to more prisoners and proactively identifying and exploring new strategies such as facilitating access to transitional housing post release. QCS currently employs a number of strategies to mitigate the impact of doubling up prisoners, including: accommodating additional prisoners in residential-style accommodation within secure centres where safe and appropriate; doubling up prisoners in purpose-built, double-up cells which have additional space; using temporary bunk beds and trundle beds; reviewing double-up arrangements to reduce the amount of time a prisoner spends in a double cell; and ensuring there are no ongoing matters that may compromise prisoner safety.
15. This measure reports the daily cost of providing custodial containment services per prisoner. From 2015–16, the Report on Government Services measure of net cost per prisoner per day has been amended to exclude prisoner health costs incurred by corrective services. The majority of prisoner health costs are incurred by Queensland Health which is responsible for the delivery of health services in publicly operated correctional centres. The figures for previous financial years have not been retrospectively amended to exclude health costs.
16. QCS' low expenditure per prisoner per day is attributed to the use of double-up accommodation and modern correctional infrastructure to manage the growth in prisoner numbers. QCS continues to deliver cost-efficient corrective services through effective management of infrastructure without compromising the safety and security of correctional centres.
17. This measure reports the proportion of supervision orders successfully completed. Supervision orders include a range of orders other than those categorised as reparation and include Probation Orders, Parole Orders (excluding court ordered), Court Ordered Parole Orders and Intensive Correction Orders.
18. This measure reports the proportion of reparation orders successfully completed. Reparation orders include Community Service Orders, Graffiti Removal Orders, Fine Option Orders and Work Development Orders which require offenders to undertake unpaid work.
19. This measure reports the proportion of all community-based orders successfully completed. During 2017–18, Queensland continued to experience a growth in the average daily number of offenders in the community. QCS' performance is a result of effective case management, ongoing assessment and monitoring of risk to ensure responsive supervision through each offender's order. Performance above the SDS target levels indicates more offenders have complied with the conditions of their order and completed the length of the sentence.
20. This measure refers to offenders who were discharged during 2015–16 after serving direct-from-court orders (excluding post-prison orders such as parole or licence) administered by community corrections, and then returned with a new correctional sanction within two years of discharge (returned by 2017–18). Offenders who spent any time in prison under sentence in their episode prior to being discharged from community corrections are excluded.
21. Returns to Corrective Services include a return to prison sentence or a community corrections order. QCS received funding in 2017–18 to expand re-entry services and increase the number of rehabilitation opportunities for prisoners to address their offending behaviour, including additional drug and alcohol programs, and the statewide rollout of the opioid substitution treatment program.
22. This measure reports the real net operating expenditure per offender per day. QCS' low cost per offender per day is attributed to a combination of stable rates for order completions along with a higher probation and parole offender-to-all-corrective services officer ratio. QCS continues to create an efficient delivery capacity for Probation and Parole Services without compromising the effective management of offenders within the community.
23. This is a measure of the number of programs completed by offenders to reduce their risk of re-offending. Program targets are developed based on demand, resource availability and business practice. Programs deliver activities that support prisoners to desist from further offending, enhancing community safety. Sex offender programs include preparatory, medium, high and maintenance programs for sexual offenders. Other programs include drug and alcohol interventions.
24. Re-entry services have performed above the estimated actuals in the Service Delivery Statement. Service performance improved in the latter part of 2017–18 due to the provision of additional resources and internal strategies implemented to streamline service usage and reduce access barriers. It is also noted that checks of manual data reports upon the implementation of new automated processes identified anomalies in the manually provided data on the true number of contacts between prisoners, offenders and service providers.
25. The percentage of eligible prisoners participating in education is defined as the number of prisoners participating in one or more accredited education and training courses under the Australian Qualifications Framework, as a percentage of those eligible to participate (i.e. excluding those unable to participate for reasons of ill health, or other reasons). Education figures do not include participation in non-accredited education programs or a range of offence-related programs that are provided in prisons, such as drug and alcohol programs, psychological programs, psychological counselling and personal development courses.
26. In 2017–18, 325,929 hours of court ordered community service was completed. A further 270,623 hours of community service was completed by prisoners from low security facilities. The financial value of work performed in the community by prisoners from low security facilities and court ordered community service work is representative of making offenders accountable and providing reparation to the community as part of their rehabilitation. The result is influenced by the availability of suitable community service projects. QCS assesses the suitability of prisoners and offenders for a range of work sites to ensure placements are suitable and maximise the work performed.

# Our partners

# Our partners

## Parole Board Queensland

The Parole Board Queensland (the Board) was established by the Queensland Government on 3 July 2017 in response to a key recommendation of the Sofronoff Review. This recommended establishing one board to hear all board-ordered parole matters in Queensland. The Parole Board Queensland has the legislative power pursuant to the *Corrective Services Act 2006* to grant parole orders and amend, suspend or cancel a court ordered parole order or a board ordered parole order.

The Minister provides guidelines outlining expectations of the independent Board—the paramount consideration of which must be community safety.

The Board decides if a prisoner should be granted parole and, if so, what conditions they should be subject to in order to reduce the risk of re-offending. The Board also decides if the parole order of a released prisoner should be amended, suspended or cancelled based on risk to the community. Authorised delegates from QCS may request the Board immediately suspend a prisoner's parole order if they deem the prisoner is an unacceptable risk in the community.

As an independent statutory authority, the Board operates to ensure transparent, evidence-based decisions are made which are objective and not dependent upon the authorities responsible for the case management and supervision of prisoners.

In accordance with key recommendations of the Sofronoff Review, the power to suspend parole is vested solely in the Parole Board Queensland. At least one professional member of the Parole Board is rostered 24 hours a day, seven days a week, for the purposes of considering an urgent application for a warrant.

When a parole order is suspended or cancelled, a warrant is immediately issued to the QPS for the prisoner's arrest and return to prison.

## Key statistics

Between 3 July 2017 and 30 June 2018, the Board's Professional Members decided 3,626 requests for immediate suspension of a parole order made by authorised QCS delegates.

During the same period the Board decided to:

- » grant 1,749 parole orders
- » refuse 768 parole orders
- » amend 832 parole orders
- » suspend 3,611 parole orders
- » cancel or lift 427 suspended parole orders
- » cancel 1,458 parole orders.

## Composition of the Board

The Parole Board Queensland has 29 appointed members (seven full-time and 22 part-time) and six full-time members nominated by the Police Commissioner or QCS Commissioner. Appointed members include a president, two deputy presidents, four professional board members and 22 community board members (part-time). Nominated members include three police representatives and three public service representatives.

Community board members represent the diversity of the Queensland people, and include nine men (40 per cent), 13 women (60 per cent), seven people of Aboriginal or Torres Strait Islander background (32 per cent) and eight members who reside in regional Queensland (36 per cent).

## Partnerships with other agencies

QCS is responsible for managing a number of services delivered to offenders by contracted service providers. These key services include the following.

### Visitor transport services

QCS recognises the important support role of family and friends in the successful rehabilitation of prisoners in custody.

QCS funds visitor transport services to all correctional centres. These bus services are available to the families and friends of prisoners and operate from the major metropolitan areas close to each correctional centre.

The current visitor transport service providers are:

- » Prison Transport Group
- » Down Under Tours
- » Detour Coaches
- » Hinter-Coast Transport.

### Religious and chaplaincy services

QCS supports prisoners to practice their faith in a variety of ways. Religious visitors and chaplaincy services support prisoners to practice their faith and promote prisoner reintegration by empowering prisoners to build personal support networks they can continue to access after release. Prisoners can participate in personal visits with an approved faith representative.

Specialist religious visits may also be approved by the General Manager of a correctional centre as required.

QCS funds the State Chaplaincy Board (SCB) and the First Peoples Chaplaincy Services to provide pastoral care services to prisoners in correctional centres.

The SCB is made up of six religious organisations including Catholic, Anglican and Uniting churches, Salvation Army, Prison Fellowship and Inside Out Chaplaincy. They are available to all prisoners a minimum of five days a week, regardless of their faith or denomination.

### Islamic Council of Queensland

QCS works with the Islamic Council of Queensland to provide pastoral care for Muslim prisoners. This includes regular meetings with the Islamic Council of Queensland and QCS attendance at community events.

QCS has approved five specialist religious visitors from the Islamic Council of Queensland to attend correctional centres, so they may contribute to and attend celebrations such as Ramadan, Eid and Friday Prayers in the centres.

QCS has also arranged for the Islamic Council of Queensland to deliver educational sessions at the Wolston Correctional Centre to increase awareness of culture and practice to all staff, and is exploring expanding these sessions to other South East Queensland correctional centres.

A trial of an enhanced service delivery model has also commenced in South East Queensland at the Wolston and Southern Queensland Correctional Centres where approved representatives attend the centres on a weekly basis.

### Aboriginal and Torres Strait Islander services

QCS is determined to reduce barriers to Aboriginal and Torres Strait Islander prisoners' safe return to the community, and is actively working with Elder groups and First People's Chaplaincy Services to support Aboriginal and Torres Strait Islander prisoners across Queensland.

The current Elder service providers are:

- » Brisbane Council of Elders
- » Amaroo Aboriginal and Torres Strait Islander Elders Justice Group
- » Binga Birry Justice Group
- » Juwarki Kapu-Lug.

NAIDOC celebrations are another important aspect of celebrating Australian Aboriginal and Torres Strait Islander culture and supporting Aboriginal and Torres Strait Islander offenders to maintain links to their communities.

A number of recommendations being actioned under the Sofronoff Review relate to addressing the specific needs of Aboriginal and Torres Strait Islander people in the correctional system and reducing the number of Aboriginal and Torres Strait Islander people returning to prison.

QCS will deliver a greater variety of rehabilitation programs, developed by and provided to Aboriginal and Torres Strait Islander people. Consultation has already occurred with Youth Justice, the Queensland Indigenous Substance Misuse Council and the Department of Aboriginal and Torres Strait Islander Partnerships.

In cooperation with Queensland Health, the Indigenous Mental Health Intervention Program has been extended to Woodford Correctional Centre, and mental health services in prisons are being reviewed to ensure services available to prisoners are equal to that which is available in the community.

The Parole Board Queensland now has seven out of 24 community board members who identify as Aboriginal or Torres Strait Islander.

### **Intervention for problematic substance use**

QCS cannot rehabilitate offenders alone. QCS partners with multiple community agencies to address and provide expert services in the area of problematic substance use.

These services provide a mix of individual support, programs and workshops to provide low-intensity interventions for problematic substance use.

In the community, QCS works with local, community-based organisations to address individual needs of offenders under supervision in the community.

An Offender Programs and Services Accreditation Panel ensures all offender programs are evidence-based and meet nationally accredited standards known to support desistance from offending.

### **Playgroups for mothers and children**

Playgroups are funded by QCS for mothers who are in custody and their children and those who have children who can attend the centre for the session. Playgroups operate weekly in Townsville and Brisbane Women's Correctional Centres and at the Helana Jones Centre. This service supports the mothers to engage

with their children (0–5 years) in a safe, supported environment with structured play activities appropriate to the children's developmental needs.

Save the Children are the contracted service providers at all delivery sites.

### **Supreme Court Bail Program**

QCS is expanding a Supreme Court Bail Program to support eligible women on remand to apply for bail through the Supreme Court. The program includes access to legal support to make an application as well as support to address the factors leading to remand. The program is available at Brisbane Women's and Numinbah correctional centres.

Sisters Inside is the contracted service provider.

### **Domestic violence support for victims**

QCS is trialling a program and individualised counselling service in Brisbane Women's and Numinbah correctional centres to support women who have experienced domestic violence. The program is psychoeducational and aims to facilitate discussion and personal reflection that assists women to recognise and understand the dynamics and impact of domestic and family violence on them, their children and their relationships.

The Domestic Violence Prevention Centre is the contracted service provider.

### **Vocational education and training**

QCS has partnerships with numerous registered training organisations for the delivery of education and vocational education and training (VET) to prisoners, either through QCS funding or through funding under the Department of Employment, Small Business and Training's Certificate 3 Guarantee program.

Secondary education is delivered via distance education in partnership with the Charters Towers School of Distance Education. Tertiary education is delivered through partnerships with universities.

## Prisoner health and mental health services

Queensland Health is responsible for the delivery of prisoner health services in all publicly operated correctional centres. Queensland Health provides services through eight Hospital and Health Service (HHS) regions across Queensland.

Queensland's two privately managed correctional centres, the Arthur Gorrie and Southern Queensland correctional centres, are directly responsible for providing all health services to prisoners in their centres, with the exception of mental and oral health services which are provided by Queensland Health.

Correctional centres refer prisoners to Queensland Health, Prison Mental Health Service and regular consultation occurs regarding the management of those whom are open mental health patients. This includes meetings on each correctional centre as well as engagement in broader monthly meetings held with senior Queensland Health and corrective services officers. Additional support is provided to prisoners including assessment and treatment on an as-need basis by corrective services officers in Offender Development, particularly psychologists. Corrective services officers also undertake training in mental health first aid and specific mental health presentations.

## Re-entry services

QCS has a suite of re-entry services across Queensland, providing a range of support options to prisoners to ensure they are well prepared for their release and supported to be successful on parole.

Enhanced re-entry services were implemented in 2016 to allow service providers to work with prisoners before and after release to assist in resolving barriers to offenders' safe return to the community. The three services currently operating are Community Re-entry Services Team (CREST), SEQ Women's Re-entry Service (MARA) and the Borallon Training and Correctional Centre (BTCC) Throughcare Services. Access to services after release is continuing to grow, with improvements expected to continue into the next financial year.

CREST services provide in-prison information and referral services, pre- and post-release throughcare support for prisoners assessed as high risk of re-offending or with complex re-entry needs, and crisis support for offenders in the community at risk of being returned to custody.

MARA was developed specifically for female prisoners in South East Queensland and helps offenders to prioritise their specific needs including reconnecting with children, accommodation, domestic violence victim support, mental health support and gender-focused substance abuse intervention.

In keeping with the philosophy of BTCC, there are on-site providers working closely with QCS corrective services officers to coordinate an individualised employment and education pathway and throughcare services that provide ongoing support to the prisoner as they reintegrate into the community.

## Centrelink

QCS has a partnership with the Commonwealth Department of Human Services (Centrelink, Medicare and Childcare Agency) (DHS) to support prisoners' effective throughcare and transition from custody back into the community.

Since the early 2000s, Centrelink has had Program Protocol Agreements (PPAs) with state and territory departments responsible for correctional centres and youth detention centres, detailing responsibilities concerning the provision of services for prisoners.

The PPA covers DHS services to prisoners specifically to:

- » assist them to avoid debts as a result of entering custody
- » provide pre-release services to ensure timely payment of financial support on release
- » provide access to Medicare cards for use on release.

QCS and DHS are trialling phone-based service provision at BTCC to further enhance access to pre-release services.

## National and whole-of-state government initiatives

### National partnership against homelessness

In 2009–10, QCS received funding through National Partnership Agreement on Homelessness (NPAH) to appoint dedicated transitions coordinators in correctional centres.

In 2017–18, the Queensland Parole System Review (QPSR) Intergovernmental Housing Taskforce, led by the Department of Housing and Public Works (DHPW), was established and is meeting regularly. The taskforce aims to deliver a report to the QPSR Implementation Committee detailing options and recommendations for suitable long-term accommodation for prisoners and parolees.

DHPW is delivering a time-limited, subsidised housing initiative for women on parole as part of the Queensland Housing Strategy 2017–2020 Action Plan. The initiative, 'Next Step Home', started operation in January 2018 and is intended to assist 40 women in South East Queensland per year, over three years. The South East Queensland Women's Re-entry Service, MARA, provides support to women participating in this initiative.

CREST is a service available in Far Northern, Northern, Central, North Coast and South East Queensland regions (for male participants only). The service is available both in correctional centres and probation and parole districts. It delivers pre-release and post-release services to prisoners exiting custody with a focus on preventing homelessness, and includes dedicated assessment and planning for offenders who have complex needs.

In October 2017, QCS commenced a review of current QCS initiatives related to post-release housing capacity and sector engagement with housing and homelessness service providers.

QCS and DHPW have formed a practice improvement working group to examine and identify process improvements for prisoners accessing housing assistance, particularly social housing, and this work will continue into 2018–19.

### Prison to Work Report and Time to Work Employment Service

In the 2017–18 Federal Budget, the Commonwealth Government committed \$17.6 million over five years to trial additional employment assistance to Aboriginal and Torres Strait Islander prisoners. The trial aims to ensure they are provided with better preparation and assistance to transition from prison to an employment assistance program after their release, including additional support in the immediate post-release period.

The Time to Work Employment Service aims to improve the timeliness, coordination, appropriateness and quality of employment services provided to Aboriginal and Torres Strait Islander prisoners. The proposed model, as outlined in the consultation paper will provide eligible prisoners with:

- » employment services from three months before their scheduled release date
- » a comprehensive assessment to identify any employability needs/barriers they might face
- » a transition plan addressing and/or acknowledging these barriers
- » a facilitated transfer to an employment service provider, who will assist them to find work once they leave prison.

## Queensland Drone Strategy

Contraband introduced into correctional centres by drones is an emerging threat across Australia, placing the safety and security of correctional centres at risk. Drones operate quickly, accurately and quietly and can easily avoid detection by existing security systems and cameras.

A Drone Detection Capability Pilot commenced at the Southern Queensland Correctional Centre on 24 October 2017. The pilot is facilitated by Serco Australia in partnership with DeDrone. The Drone Detection Capability and the associated pilot are fully compliant with Queensland State and Commonwealth legislative requirements.

On 15 February 2018, the *Corrective Services (Remotely Piloted Aircraft) Amendment Regulation 2018* commenced, prohibiting unauthorised remotely piloted aircraft being brought within a correctional facility.

## Action on Ice Plan

The Queensland Government has committed \$77.1 million over five years to expand rehabilitation, drug and alcohol treatment, re-entry and mental health services in prison and in the community, including roll-out of opioid substitution therapy across Queensland prisons.

QCS is already working to reduce the harm caused by the use of ice, a potent form of methamphetamine, in the following ways:

### Preventing the use of ice

QCS minimises the supply of and access to drugs and contraband in correctional centres through continued efforts in detection, deterrence and intelligence. This includes random and targeted cell searches by trained custodial corrective services officers, prisoners undergoing random and targeted drug testing, and visitors being subject to criminal history checks and searches to ensure they do not bring illicit drugs or contraband into correctional facilities.

### Early intervention and treatment for people using ice

Upon admission into custody, where a prisoner presents with or identifies they are suffering from withdrawal symptoms, they are referred to the Offender Health Services for appropriate medical treatment. In addition, QCS provides a number of rehabilitative programs of varying lengths and intensities in correctional facilities to address prisoners' drug use, abuse and dependence. Offenders may also engage with prisoner re-entry services to assist with securing further treatment with a rehabilitation centre upon release. The additional funding committed to implement the recommendations of the Queensland Parole System Review will enhance these services.

### Protecting and supporting frontline workers

QCS supports this action through the delivery of training packages and initiatives to frontline corrective services staff. The MAYBO: Conflict and Challenging Behaviour Training program is a one-day workshop that aims to create a safer working environment with a focus on recognising and reducing risk, understanding human behaviour, developing positive interactions, challenging behaviour awareness, developing resolution skills and developing personal safety strategies.

As identified in the draft Action on Ice Plan, QCS will also provide expertise to Queensland Health on the implementation of recommendation 13 of the Occupational Violence Prevention in Queensland Health's Hospital and Health Services Taskforce Report. Recommendation 13 specifically seeks QCS' expertise to assist Queensland Health to monitor and assess the suitability of emergency and duress alarm systems for health workers—in particular, communications and tracking devices for health workers in remote and isolated and community health settings.

## Aurukun Justice Reintegration Project

The community of Aurukun is on the north-west coast of the Cape York Peninsula, 178km south of Weipa and 811km from Cairns. 99.6 per cent of the population lives within the township. The traditional homelands of the Wik, Wik Way and Kugu people lie in and around the Aurukun Shire.

The Aurukun Justice Reintegration Project (AJRP) is one part of a broader four-point framework developed as a whole-of-government strategy to improve community outcomes and achieve sustained calm in Aurukun. The framework provides direction and coordination across four priority areas:

- » strengthening community safety
- » providing access to education
- » strengthening the community and its governance
- » harnessing jobs and economic opportunities.

The AJRP is focused on strengthening community safety and aims to reduce re-incarceration rates of Aurukun people, and thereby reduce adverse impacts of incarceration upon families.

The reintegration process provides intensive case management support to adults and youth from entry to police custody, during incarceration, and after their release and return to Aurukun. The process includes the coordination and facilitation of regular stakeholder meetings, stakeholder engagement, motivational interviewing, case management, facilitation of intervention programs, referrals to appropriate services and the provision of targeted support to all individuals released from custody who return to Aurukun.

It is available to all prisoners (men and women, remanded and sentenced) who are likely to return to Aurukun. The QCS coordinator is responsible for facilitating prisoners' access to relevant programs and support while they are held in custody (irrespective of the correctional centre in which they are held) and liaising with the Aurukun community prior to and following prisoners' return. Prisoners in Lotus Glen Correctional Centre, near Cairns, also have access to a Cultural Connect Program developed and facilitated by the Apunipima Cape York Health Council.

# Governance

# Governance

## Boards and committees

QCS has internal accountability mechanisms in place to ensure we operate effectively and transparently. These enable us to manage risks, realise opportunities, and monitor, evaluate and report on our performance.

### QCS Board of Management

The QCS Board of Management (BOM) is the principal advisory group to the Commissioner, which provides advice to the Minister for Police and Minister for Corrective Services.

BOM provides accountability and transparency in leadership, as the authorising environment for strategic and operational issues affecting QCS. It supports the Commissioner as the sole decision-making authority pursuant to the *Corrective Services Act 2006* and the *Financial Accountability Act 2009*.

BOM:

- » determines the strategic priorities and direction in accordance with government requirements
- » monitors non-financial performance, risks and emerging issues
- » allocates resources to meet service demands and government outcomes
- » assesses the delivery of corporate services.

BOM comprises the Commissioner (Chair); the Deputy Commissioner, Statewide Operations; the Executive Director, Specialist Operations; the Executive Director, Operational Support Services; the General Manager, Strategy and Governance and the General Manager, Capability and Development. The Chief Inspector attends as an observer. BOM meets weekly.

### Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) is an independent advisory body directly responsible to, and supporting, the Commissioner. It assists the Commissioner to effectively discharge his legislative accountabilities under the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2009.

The committee does not replace nor replicate established management responsibilities and delegations, the responsibilities of other executive management groups within QCS, or the reporting lines and responsibilities of either internal audit or external audit functions.

The committee operates under an approved charter that outlines the committee's duties and responsibilities, and has due regard to Queensland Treasury's Audit Committee Guidelines: Improving accountability and performance.

ARMC members, appointed by the Commissioner, are all internal and include the Commissioner (Chair); the Deputy Commissioner, Statewide Operations; the General Manager, Strategy and Governance and the Executive Director, Operational Support Service.

After the Committee membership was established, its first general meeting was held in June 2018, which included:

- » endorsement of the Committee Charter and Forward Work Program 2018–2019
- » reviewing progress on the 2017–2018 QCS Financial Statements, and the financial governance and reporting risk update
- » endorsement of the Internal Audit Charter, and the strategic and annual audit plans
- » discussing the outcomes from the internal and external audit programs including all audit recommendations
- » reviewing progress in building and improving risk management approach in QCS.

The current interim committee membership is under review with consideration being given to external members and with revised internal representation after completion of the QCS restructure.

## Finance Committee

The Finance Committee monitors the ongoing financial and workforce performance of QCS and determines appropriate budgetary adjustments, enhancements and remedial actions. The committee is responsible for:

- » management and oversight of the financial position, issues and risks faced by QCS
- » monitoring and oversight of the efficiency and effectiveness of financial management of QCS operations
- » monitoring and oversight of the efficiency and effectiveness of workforce management of QCS operations
- » considering and determining submissions in relation to financial and corrective services officer resources of QCS
- » providing advice to the QCS Commissioner and BOM in relation to the financial implications of special projects, initiatives and operational changes.

The Finance Committee comprises the Commissioner (Chair); the Deputy Commissioner, Statewide Operations; the Executive Director, Specialist Operations; the Executive Director, Operational Support Services; the General Manager, Strategy and Governance; the Director, Finance and Contracts; the Director, Human Resources; the Principal Management Accountant and the Finance Officer, Finance and Contracts. The Finance Committee meets monthly.

## Workforce Performance Committee

The role of the Workforce Performance Committee is to:

- » ensure Human Resource programs, policies and procedures and practice guidelines are in place to recruit, develop and manage the QCS workforce
- » promote workforce competency and practice
- » enhance reporting, and strategy development to ensure informed decision-making that supports effective human resource and workforce performance management.

The Workforce Performance Committee comprises the Commissioner (Chair); the Deputy Commissioner, Statewide Operations; the Executive Director, Operational Support Services; the Executive Director, Specialist Operations; the General Manager, Strategy and Governance; the General Manager,

Capability and Development; the Director, Human Resources, and the Director, Finance and Contracts. The Workforce Performance Committee meets monthly.

## Health, Safety and Wellbeing Committee

The Health, Safety and Wellbeing Committee coordinates and implements health, safety and wellbeing strategies within QCS by providing oversight of the QCS Workplace Health and Safety Management System.

The Health, Safety and Wellbeing Committee comprises the Commissioner (Chair); the Executive Director, Specialist Operations; the Executive Director, Operational Support Services; the General Manager, Strategy and Governance; the General Manager, Capability and Development; the Director, Human Resources; the Manager, HR Systems, and a representative from the Together Union. The Health, Safety and Wellbeing Committee meets monthly.

## Other committees

QCS has a number of other committees that meet regularly. They include:

- » the Incident Oversight Committee
- » the Offender Information System Committee
- » the Offender IT Board
- » the Safety and Security Committee
- » the Data Integrity Group
- » the Research and Evaluation Committee.

## Ethical Standards Unit

On 1 March 2018, the Ethical Standards Unit (ESU) transitioned to QCS. Data supplied for this annual report comprises information for the 2017–18 financial year, including while the ESU was within the Department of Justice and Attorney-General.

As at 30 June 2018, the ESU forms one arm of the Office of the Chief Inspector (OCI) on an interim basis. The ESU comprises of a director, ethics consultants, and administrative corrective services officers.

The ESU is responsible for:

- » investigating allegations of misconduct and corrupt conduct
- » completion of reports to decision-makers involving serious workplace misconduct
- » referrals to external stakeholders for further investigation and action, including the Crime and Corruption Commission (CCC) and the Queensland Police Service (QPS) via the Corrective Services Investigation Unit (CSIU)
- » assessment of conflicts of interest and other employment applications
- » promoting ethics awareness and ethical decision-making by providing advice, training and workplace support strategies.

The Director, ESU, is the CCC Liaison Officer and the Public Interest Disclosure Officer.

QCS employees are bound by the *Public Services Act 2008* and the *Public Sector Ethics Act 1994*.

The Public Sector Ethics Act 1994 lays down the four ethical principles which are embedded in the Code of Conduct for the Queensland Public Service.

The principles are:

- » integrity and impartiality
- » promoting the public good
- » commitment to the system of government
- » accountability and transparency.

All QCS employees are required to familiarise themselves with, and act in accordance with, the Code of Conduct and the policies of the department.

Allegations of misconduct and corrupt conduct are to be referred to ESU immediately.

### Investigations

In the period 1 July 2017 to 30 June 2018, the ESU opened 366 investigation files in relation to officers of QCS.

Of the matters finalised as at 30 June 2018, four officers had their services terminated, three officers resigned, one officer was subject to a reduction in remuneration level, four officers received a reprimand, 20 officers received a written formal warning, 19 officers received a written reminder of their obligations and eight officers were counselled. There were 91 investigations that concluded with the allegations found to be not capable of productive investigation or unsubstantiated.

### Training

From 1 July 2017 to 30 June 2018, QCS through the ESU complied with section 12K of the *Public Sector Ethics Act 1994* by conducting face-to-face training in workplace ethics for new and existing QCS employees.

Face-to-face workplace ethics training was provided to all custodial and probation and parole corrective services officers during induction courses and other sessions were provided for corrective services officers in Queensland. In total, 973 departmental corrective services officers received face-to-face workplace ethics training.

The face-to-face workplace ethics training was supplemented by online refresher training available to all QCS staff up to 30 June 2018. This was completed by 1803 staff during 2017–18.

Additionally, 172 supervisors and managers received the Tools of the Trade training. These training sessions are dedicated to further strengthening the ethical decision-making, knowledge and skills of managers and supervisors in QCS.

# Risk management and accountability

## Risk management

In QCS, the primary responsibility for controlling and mitigating operational risks lies with management of each operational area. Under this approach, managers play a key role in identifying and assessing the risks associated with their business, including developing and monitoring mitigating controls. The responsibility for controlling and mitigating strategic risks lies with the senior executive more generally, supported by the advisory role of the ARMC.

QCS continues to operate under the DJAG Risk Management Framework (RMF). The RMF is based on AS/NZS ISO 31000:2009, Risk Management—Principles and Guidelines and is designed to integrate risk management into business planning processes and standard business processes.

QCS is developing a new risk management framework which will include new policy and revised risk register templates, practices and tools.

## External scrutiny

External audits and reviews aid transparency in government and help QCS to improve performance. This is critical for QCS to meet the government's and communities' expectations of accountability and value-for-money service delivery.

This section provides information about external agencies and processes which examined the operations of QCS or other agencies with findings/issues requiring consideration by or impacting on QCS.

## Crime and Corruption Commission

On 22 March 2018, Alan MacSparran QC, Chair of the CCC, announced the formation of Taskforce Flaxton to examine corruption and corruption risks in QCS facilities.

Taskforce Flaxton aims to identify possible systemic issues with a view to raising standards of integrity relevant to detecting, managing and preventing corruption risks associated with Queensland corrective services facilities.

As part of its examination, the CCC held public hearings at which QCS corrective services officers, including the QCS Commissioner, gave evidence. QCS provided an initial submission in April 2018 and a supplementary submission in August 2018 and has cooperated fully with information and data requests from the CCC.

## Queensland Ombudsman

As part of its oversight role of Queensland public sector agencies, the Queensland Ombudsman visits each correctional centre at least once a year and this was achieved in 2017–18. Inspection reports are provided by the Ombudsman to the Commissioner.

No public reports about QCS were published by the Ombudsman in 2017–18.

## Queensland Coroner

In accordance with the *Coroner's Act 2003*, the Queensland Coroner is responsible for investigating reportable deaths including deaths that occur in custody.

To satisfy the Queensland Government's coronial reporting requirements, QCS facilitates an Incident Oversight Committee (IOC) to ensure recommendations resulting from major incidents in correctional centres—including deaths in custody—are recorded, monitored and resolved in an efficient and timely manner.

During 2017–18, the State Coroner conducted inquests into six deaths in custody of natural causes. There were no findings or recommendations relevant to QCS in relation to these matters. The State Coroner delivered findings requiring consideration by QCS relating to two coronial inquests into deaths in custody by suicide.

In one matter, the Coroner noted the QCS Office of the Chief Inspector (OCI) had prepared an investigation report outlining five recommendations. These recommendations were accepted by the Coroner and were noted to have been responded to appropriately.

In the other matter, the Coroner noted that the OCI had prepared an investigation report and the recommendations outlined in this report were responded to appropriately. There were two coronial recommendations arising from this matter, one of which relates to information sharing between QCS and Queensland Health when conducting investigations.

The Queensland Government responds to recommendations and comments made at coronial inquests. The QCS publishes responses to coronial recommendations on the Coroners Court of Queensland website at: <http://www.courts.qld.gov.au/courts/coroners-court/findings>.

The community is kept informed of the government's progress in implementing recommendations with the publication of implementation updates twice a year until recommendations are delivered.

## Queensland Audit Office

The Queensland Audit Office (QAO) tabled an audit in Parliament relating to the services provided by QCS and its partner justice agencies.

The report, QAO Report 14: 2017–18 The National Disability Insurance Scheme, was tabled on 3 May 2018. In this report, the QAO identified the need for the Queensland Government to strengthen program management, and monitor readiness and reporting across government.

The QAO also found that, while QCS recognised the impacts and benefits of the National Disability Insurance Scheme (NDIS) for Queensland correctional centres, QCS had not implemented all of the changes to its business practices required to integrate with the NDIS model.

Recommendation 7 of the proposed report recommended QCS strengthen internal governance and reporting arrangements at a service level to ensure the lead agency is provided with accurate assessments about agencies' readiness for NDIS.

Since becoming a standalone department in December 2017, QCS has implemented a range of initiatives to strengthen internal governance practices. These include establishing an intra-agency working party to develop a QCS NDIS implementation plan, and working on a range of initiatives to ensure NDIS is effectively implemented in correctional centres.

Prisoners with disabilities are also captured within the scope of the Sofronoff Review and QCS' 10-year plan.

## Anti-Discrimination Commission Queensland

In March 2006, the Anti-Discrimination Commission Queensland tabled the report *Women in Prison: A Report* by the Anti-Discrimination Commission Queensland (ADCQ 2006 Report).

In 2017–18, ADCQ announced a 10-year review of the 2006 report.

## Internal review

### Office of the Chief Inspector

The Office of the Chief Inspector (OCI) is the key central unit that provides a strong accountability framework for QCS.

The Chief Inspector (CI) performs statutory functions under the *Corrective Services Act 2006* which provides the authority to conduct inspections, investigations and reviews within the correctional system in Queensland. The OCI is also responsible for coordinating the Official Visitor Scheme.

### Official Visitor Scheme

The Official Visitor Scheme (OVS) plays an important role in the Queensland corrections system by ensuring a regular, accessible, independent program of visitation to assist prisoners to manage and resolve their complaints. An Official Visitor (OV) is a statutory role performed by a person who attends correctional centres as an observer and to whom prisoners can raise complaints. OVs are drawn from the community and are appointed under a delegation by the CI. An OV provides copies of their reports on the outcome of investigations and other issues relating to the remit of the CI. These reports assist the CI to identify systemic issues and inform the process of centre inspections. An OV must act independently of, but collaboratively with, centre management and corrective services officers.

### Inspections

The OCI conducts full announced inspections to assess the performance of correctional centres. The OCI assesses correctional centres against 41 Healthy Prisons inspection standards. These standards cover four categories: prisoner safety, respect, purposeful activity and the preparation of prisoners for re-entry into the community. Additionally, there are four annexures that outline standards for specialised areas covering women and children in custody, youthful offenders, maximum security units, and cultural development and enhancement.

A follow-up inspection is conducted 12 months after the release of each full inspection report, ensuring any required remedial steps have been implemented. Further, snapshot inspections are conducted in response to identified emerging risks and trends.

Inspection teams are made up of internal and external inspectors. External inspectors also include barristers who investigate breaches of discipline, prisoner segregation, and removal-of-clothing searches.

The CI makes recommendations to the Commissioner on findings from inspections and suggested improvements for safety and security.

### Investigations and reviews

A minimum of two inspectors are appointed by the CI to undertake each incident investigation. At least one inspector must be an external appointee and not an employee or service provider to QCS. An Aboriginal or Torres Strait Islander inspector is appointed if the incident involves an Aboriginal or Torres Strait Islander prisoner. The OCI analyses the investigation findings to identify local and system factors contributing to the incident.

A written report of the investigation findings and recommendations are provided to the Commissioner. Investigation reports concerning all deaths in custody are provided to the Coroner. The implementation of these recommendations is monitored by the Incident Oversight Committee, which is chaired by the CI.

### Internal Audit

Internal Audit, as part of the OCI, provides independent, objective assurance and advisory services, and is a key component of QCS' corporate governance.

Internal Audit's services are provided using a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls and governance activities across QCS.

The Internal Audit focus is to improve operational processes and financial practices by:

- » assessing if department operations are being managed in an efficient, effective, economic and ethical manner and where improvements can be made
- » identifying non-compliance with legislation or prescribed requirements
- » assisting in risk management and suggesting solutions to identified deficiencies
- » monitoring if agreed remedial actions are undertaken.

The Audit and Risk Management Committee (ARMC) monitors Internal Audit to ensure it operates ethically and professionally.

Internal Audit operates under the powers pursuant to section 61 of the *Financial Accountability Act 2009* and its approved charter that incorporates the Institute of Internal Auditors (IIA) professional standards. Due regard is also given to Queensland Treasury's Audit Committee Guidelines (June 2012) and the IIA's Internal Professional Practices Framework (IPPF).

Since its establishment in April 2018, Internal Audit has:

- » performed the Secretariat role for the ARMC in June 2018
- » developed a comprehensive, risk-based strategic and annual internal audit plan
- » continued the review of audits-in-progress from the previous department's internal audit unit for completion in 2018–19
- » provided advice and assistance on key projects and initiatives
- » monitored and reported on the implementation status of agreed audit recommendations
- » maintained an effective working relationship with Queensland Audit Office to coordinate activities and minimise duplication of effort.

## Information systems and recordkeeping

QCS' information management, including records management, is governed by the *Public Records Act 2002*, *Right to Information Act 2009*, *Information Privacy Act 2009*, Queensland Government information management policies, and any relevant guidelines issued by Queensland State Archives and the Queensland Government Chief Information Office.

QCS uses a variety of information systems to manage its records. The two major recordkeeping systems are RecFind 6 and the Integrated Offender Management System (IOMS). RecFind 6 is a paper-based recordkeeping system which is used to effectively track and manage administrative and core business records both regionally and centrally. IOMS is the core line-of-business system for QCS, and is used to perform case management for offenders, including prisoners.

QCS recordkeeping responsibilities are disseminated throughout all business units. However, there is a centralised records management unit that provides holistic recordkeeping advice, guidance, training and RecFind 6 technical support to all QCS corrective services officers. This unit also provides an archival service to QCS, sentencing and disposing of records using the:

- » General Retention and Disposal Schedule (GRDS) for common and administrative records created by all Queensland Government agencies
- » QCS Retention and Disposal Schedule (Queensland Disposal Authority Number (QDAN) 638 v0.2).

IOMS is supported by the offender information systems team and the wider information technology corrective services officers' group. This support includes system enhancements, training and security management. All records are retained for the appropriate length of time as required by QDAN 638.

All records are managed in accordance with Queensland Government information security policies and frameworks, including the Queensland Government Information Security Classification Framework (QGISCF). QCS will transition to the latest security classification levels and requirements of the updated QGISCF once it is approved.

In order to improve recordkeeping capability, efficiency and compliance, QCS is delivering a Recordkeeping Foundations Project. This project will provide a QCS-specific business classification scheme, Records Management Strategy and Strategic Recordkeeping Implementation Plan. These new products will assist in:

- » the integration of the new corporate functions acquired by QCS through the recent MoG changes
- » any review of the QDAN 638
- » the planning and use of any electronic document and records management system.

QCS is also delivering a foundational technology project, which includes the redevelopment of IOMS. The technologies being investigated will deliver improved records management functionality for IOMS, including improved searching, automated retention and disposal, and a greater breadth of content management.

# Our people

In establishing itself as a standalone department, QCS had to identify key resources to be transitioned into the department and build a structure that supported good corporate governance and business continuity.

As at 30 June 2018, QCS employed 4,937 full-time equivalent corrective services officers. To ensure and maintain the quality of our service, QCS employs fully trained custodial and corrective services officers and professionals from a range of disciplines, including psychologists, vocational and educational training instructors and counsellors.

Women represent 44 per cent of the total workforce, 55 per cent of senior officer positions and 37 per cent of senior executive positions. QCS strives to ensure gender balance to meet the foundational target of 50 per cent of women in senior officer and senior executive service roles, maintaining a consistent 49 per cent female representation.

## Strategic workforce planning and performance

The shape of the QCS workforce underwent significant change when it was established as a department in its own right in late December 2017.

While the operational arms of the department continue to deliver a consistent and high level of correctional services and supervision of offenders in the community, the corporate and strategic elements of our business were subject to significant change as QCS separated from the Department of Justice and Attorney-General through the second half of the financial year.

In establishing itself as a standalone department, QCS had to identify key resources to be transitioned into the department and build a structure that supported good corporate governance and business continuity.

The QCS Commissioner immediately commenced a review of the department's structure utilising specialist external providers to manage this work, in addition to the 10-year plan for QCS. At the end of the financial year, both pieces of work were nearing completion.

In 2018–19, QCS will work with its internally produced artefacts to build a departmental people capability strategy that both supports the 10-year plan and the broader agenda of the government through the Public Service Commission's Strategic Workforce Objectives 2015–2020, and the Queensland Public Service Commission Strategic Plan 2018–2022.

QCS has continued to plan for the growth in corrective services officers associated with increasing prisoner numbers by aligning rosters and recruitment, attrition and transfers, and reviewing additional funding tranches.

A contractual arrangement with the Manpower group to deliver base-grade recruitment services has enabled QCS to monitor the effectiveness of its candidate attraction through quarterly review of key performance indicators.

### Workforce profile

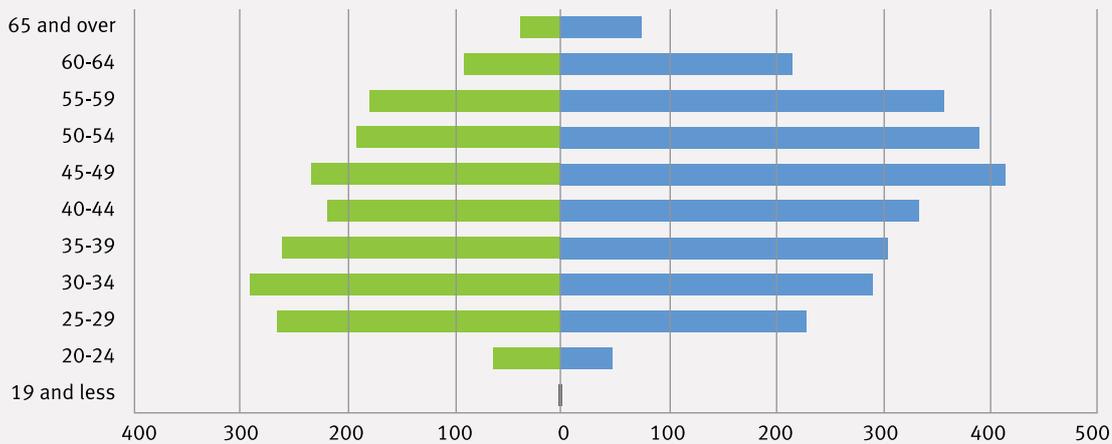
Full-time equivalent (FTE) (as at 30 June 2018) **4,937**

Permanent corrective services officers separation rate **7%**

Within QCS, 956 (21 per cent) permanent corrective services officers are over the age of 55. This is similar to the rest of the public sector (22 per cent).

The graph opposite profiles the age and gender composition of permanent employees across QCS, indicating an average age of 44.

### Permanent employee age and gender headcount



	1	63	264	291	263	218	233	192	180	91	39
	0	47	228	291	303	333	415	390	357	215	74

### Human Resource Information Solutions—Human Capital Management Project

The Human Resource Information Solutions (HRIS)—Human Capital Management (HCM) Project aims to implement a human capital management solution within QCS. The HCM solution will include a suite of integrated products that will provide: recruitment management, on-boarding, learning management, performance management, succession and development, workplace health and safety and executive reporting.

The implementation of HCM is the second stage of the HRIS program and follows the successful implementation of a new payroll system for QCS. A business case was finalised in March 2018 to confirm business requirements, identify benefits to be realised and give approval to commencing the HCM project.

Subject matter experts began working with a project team from the Department of Housing and Public Works with a scheduled implementation of HCM products of mid-2019.

### Inclusion and diversity

QCS will implement strategies to meet the Public Service Commission (PSC) foundational inclusion and diversity targets through its HR strategy and 10-year plan.

QCS is well placed with regard to meeting the foundational target of 50 per cent women in senior officer and senior executive service roles, maintaining a consistent 49 per cent female representation.

Similarly, QCS has already met the foundational target of 3 per cent for corrective services officers who identify as Aboriginal or Torres Strait Islander with an overall percentage of 3.4 per cent achieved, and importantly in custodial operations and probation and parole services with 4 per cent and 3.1 per cent respectively.

## Corrective services officers' health and wellbeing

As with other Queensland Government departments, QCS holds White Ribbon accreditation for its approach to supporting corrective services officers experiencing domestic and family violence. QCS maintains a cohort of DFV support corrective services officers across its business units and delivers face-to-face and online training to corrective services officers to maintain contemporary knowledge in this difficult area.

QCS supports flexible work practices wherever possible, acknowledging the operational nature of our business can sometimes present challenges to providing that flexibility. QCS will continue to seek guidance from the PSC and the Office of Industrial Relations to ensure all corrective services officers can access work-life balance arrangements.

QCS provides and promotes a range of services to support the health, safety and wellbeing of our corrective services officers. They include:

- » free annual influenza vaccinations to employees across the state
- » active case-managed rehabilitation/return-to-work programs assisting corrective services officers to remain at work or to facilitate early and safe return to work following injury or illness
- » an employee assistance program (EAP) providing professional, free, short-term counselling and support to corrective services officers and immediate family members
- » promoting national and state campaigns raising awareness and understanding of mental health issues, physical health issues, and diversity and inclusion-related campaigns
- » contemporary flexible work arrangements enabling corrective services officers to integrate family and work responsibilities.

## Workforce engagement and performance

QCS is committed to maximising every corrective services officer's capability and opportunity to contribute to the department through excellent conduct, high performance and a workplace culture that reflects the public service values. We aim to achieve this through our performance management framework, induction processes, reward and recognition program and corrective services officers' development.

We measure our corrective services officers' engagement through participation in the PSC's annual Working for Queensland employee opinion survey. The 2017 results for the Department of Justice and Attorney-General revealed positive improvements across all survey factors, compared with the 2016 results.

The largest increases were in the areas of:

- » learning and development (6 per cent)
- » agency engagement (4 per cent)
- » organisational leadership (4 per cent).

In 2017, 69 per cent of our workforce completed the survey, compared with 55 per cent in 2016.

### Leadership and management development

QCS is committed to the professional development and celebration of our high-performing corrective services officers to ensure the agency's continued reputation as a service leader within Australasia and globally. The following training programs are currently offered by QCS for corrective services officers across the organisation with the view to building workforce capacity and leadership capability.

#### Excellence in Leadership—scholarship program

This is a management development program open to permanent employees of QCS who are highly motivated to progress their career within the correctional industry; possess a desire and potential to lead staff; are motivated to innovate, build networks and create and sustain change; and demonstrate an exceptional level of integrity. The program commenced in July 2018. A scholarship will be offered to each successful applicant to assist in furthering their skills and to study in a focus area of their choice.

#### Masterclass series

Masterclasses aim to enhance leadership capability and capacity by providing professional development opportunities via a series of one-day leadership masterclasses offered both centrally and regionally. This Masterclass series aims to introduce corrective services officers in supervisory roles including leading projects to experts in the field of contemporary leadership practices.

Nominations for participation in the Excellence in Leadership Masterclass Program are open to those in supervisory roles. Nominated corrective services officers will be dedicated to professionalism in the public service and can demonstrate a commitment to integrity and excellence within QCS.

### Early Management Development Program

The Early Management Development Program (EMDP) is specifically targeted at corrective services officers who have front line managerial and/or supervisory responsibilities. The aim of EMDP is to provide officers with a developmental program to:

- » increase the depth of knowledge and understanding of the services and functions of the correctional industry
- » introduce and develop concepts of human resource management in a human services environment
- » develop an understanding of supervisory/managerial responsibilities in the efficient and ethical use of departmental and government resources
- » provide the opportunity to apply and evaluate the application of this knowledge and understanding to the correctional workplace.

### Distance Education Diploma Program

This diploma is a qualification relevant across the correctional service industry. All correctional centre staff are invited to apply, although individuals are encouraged to have completed the Certificate IV in Correctional Practice before enrolling in this program. This program is run over two years. During this time, the participant is required to complete a number of work-based activities and be assessed as achieving these at the required standard.

### Mastering Difficult Conversations Workshops

The two-day Mastering Difficult Conversations Workshops aim to support participants in developing skills in managing difficult conversations and addressing workplace performance. These workshops examine such areas as effective communication, process management skills, situational leadership, emotional intelligence, coaching models, rapport-building and dealing with difficult individuals. These workshops also facilitate the development of a peer consultation network across agency disciplines to support supervisors in managing difficult behaviours.

### Supervisors' Leadership Program

This program is available to supervisors within the Custodial Directorate and Probation and Parole Directorate. Participants are selected by General Manager and Regional Managers, based on approved organisational criteria.

## Industrial and employee relations

QCS works actively with the relevant industrial union to ensure the effective management of industrial relations activities and issues. Regular meetings of the Agency Custodial Consultative Committee raise and manage statewide industrial matters, while local issues are dealt with through regular Local Workplace Consultative Committee meetings.

Acknowledging a broader range of corrective services officers' matters for the non-custodial cohort, QCS participated in the Department of Justice and Attorney-General Agency Consultative Committee.

### Early retirement, redundancy and retrenchment

QCS hires its workforce based on need. All roles in QCS are necessary to meet the operational and administrative needs of the department.

In 2017–18, as at 30 June 2018, no employees within QCS were made redundant, retrenched or displaced.



Queensland Corrective Services

# Financial Statements

for the period 1 January 2018 to 30 June 2018

## Queensland Corrective Services Financial Statements

### Understanding our financial statements

These financial statements enable readers to assess the Queensland Corrective Services financial results and cash flows for the reporting period 1 January 2018 to 30 June 2018, and its position as at 30 June 2018.

Queensland Corrective Services ("the department") is a Queensland Government department established under the *Public Service Act 2008* and controlled by the State of Queensland, which is the ultimate parent.

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This statement shows income and expenses and the results of operations for the reporting period.	
<i>Statement of Comprehensive Income by Major Departmental Service</i>	4
This statement provides information on income and expenses by each departmental service.	
<i>Statement of Financial Position</i>	5
This statement provides information concerning assets, liabilities and the department's equity at the end of the reporting period. Assets shown as current are reasonably expected to be converted to cash, sold or consumed in the operations of the department subsequent to the reporting period. Similarly, current liabilities are expected to consume cash subsequent to the reporting period.	
<i>Statement of Assets and Liabilities by Major Departmental Service</i>	6
This statement provides information on assets and liabilities by each departmental service.	
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### General information

The head office and principal place of business of the department is:

Level 23  
50 Ann Street  
BRISBANE QLD 4000

A description of the nature of the department's operations and its principal activities is included in the notes to the financial statements.

For information in relation to the department's financial statements, please call 13 QGOV (13 74 68) or visit the departmental website [www.correctiveservices.qld.gov.au](http://www.correctiveservices.qld.gov.au).

## Statement of Comprehensive Income

for the period 1 January 2018 to 30 June 2018

	Note	2018 Actual \$'000	2018 Adjusted Budget \$'000	Budget Variance* \$'000
<b>OPERATING RESULT</b>				
<b>Income from continuing operations</b>				
Appropriation revenue	6	460,129	471,098	(10,969)
User charges and fees	7	7,227	3,090	4,137
Grants and other contributions	8	2,067	-	2,067
Other revenue	9	6,478	4,480	1,998
<b>Total income from continuing operations</b>		<b>475,901</b>	<b>478,668</b>	<b>(2,767)</b>
<b>Expenses from continuing operations</b>				
Employee expenses	10	238,106	247,036	(8,930)
Supplies and services	11	159,389	162,909	(3,520)
Grants and subsidies		298	-	298
Depreciation and amortisation	16/17	72,938	66,837	6,101
Impairment losses	13	1,234	-	1,234
Other expenses	12	4,205	1,886	2,319
<b>Total expenses from continuing operations</b>		<b>476,170</b>	<b>478,668</b>	<b>(2,498)</b>
<b>Operating result from continuing operations</b>		<b>(269)</b>	<b>-</b>	<b>(269)</b>

\* An explanation of major variances is included at note 26.

The accompanying notes form part of these statements.

## Statement of Comprehensive Income by Major Departmental Service

for the period 1 January 2018 to 30 June 2018

	Custodial Operations \$'000	Probation and Parole \$'000	Inter- departmental eliminations \$'000	Department Total \$'000
<b>OPERATING RESULT</b>				
<b>Income from continuing operations</b>				
Appropriation revenue	403,276	56,853	-	460,129
User charges and fees	9,196	20	(1,989)	7,227
Grants and other contributions	1,766	301	-	2,067
Other revenue	6,440	38	-	6,478
<b>Total income from continuing operations</b>	<b>420,678</b>	<b>57,212</b>	<b>(1,989)</b>	<b>475,901</b>
<b>Expenses from continuing operations</b>				
Employee expenses	197,536	40,607	(37)	238,106
Supplies and services	146,611	14,730	(1,952)	159,389
Grants and subsidies	250	48	-	298
Depreciation and amortisation	71,783	1,155	-	72,938
Impairment losses	1,084	150	-	1,234
Other expenses	3,863	342	-	4,205
<b>Total expenses from continuing operations</b>	<b>421,127</b>	<b>57,032</b>	<b>(1,989)</b>	<b>476,170</b>
<b>Operating result from continuing operations</b>	<b>(449)</b>	<b>180</b>	<b>-</b>	<b>(269)</b>

The accompanying notes form part of these statements.

## Statement of Financial Position

as at 30 June 2018

	Note	2018 Actual \$'000	2018 Adjusted Budget \$'000	Budget Variance* \$'000
<b>Current assets</b>				
Cash and cash equivalents		31,416	19,899	11,517
Receivables	13	21,977	18,226	3,751
Inventories	14	4,869	4,478	391
Other current assets	15	2,265	2,480	(215)
<b>Total current assets</b>		<b>60,527</b>	<b>45,083</b>	<b>15,444</b>
<b>Non-current assets</b>				
Intangible assets	16	1,393	1,564	(171)
Property, plant and equipment	17	2,539,824	2,566,394	(26,570)
Other non-current assets	15	551	517	34
<b>Total non-current assets</b>		<b>2,541,768</b>	<b>2,568,475</b>	<b>(26,707)</b>
<b>Total assets</b>		<b>2,602,295</b>	<b>2,613,558</b>	<b>(11,263)</b>
<b>Current liabilities</b>				
Payables	18	36,471	27,816	8,655
Accrued employee benefits	19	23,564	17,222	6,342
Other current liabilities	20	77	45	32
<b>Total current liabilities</b>		<b>60,112</b>	<b>45,083</b>	<b>15,029</b>
<b>Non-current liabilities</b>				
Payables		-	222	(222)
Other non-current liabilities	20	463	-	463
<b>Total non-current liabilities</b>		<b>463</b>	<b>222</b>	<b>241</b>
<b>Total liabilities</b>		<b>60,575</b>	<b>45,305</b>	<b>15,270</b>
<b>Net assets</b>		<b>2,541,720</b>	<b>2,568,253</b>	<b>(26,533)</b>
<b>Equity</b>				
Contributed equity		2,541,989		
Accumulated deficit		(269)		
<b>Total equity</b>		<b>2,541,720</b>	<b>2,568,253</b>	<b>(26,533)</b>

\* An explanation of major variances is included at note 26.  
The accompanying notes form part of these statements.

## Statement of Assets and Liabilities by Major Departmental Service

as at 30 June 2018

	Custodial Operations \$'000	Probation and Parole \$'000	Department Total \$'000
<b>Current assets</b>			
Cash and cash equivalents	31,416	-	31,416
Receivables	20,518	1,459	21,977
Inventories	4,869	-	4,869
Other current assets	2,117	148	2,265
<b>Total current assets</b>	<b>58,920</b>	<b>1,607</b>	<b>60,527</b>
<b>Non-current assets</b>			
Intangible assets	1,393	-	1,393
Property, plant and equipment	2,530,857	8,967	2,539,824
Other non-current assets	551	-	551
<b>Total non-current assets</b>	<b>2,532,801</b>	<b>8,967</b>	<b>2,541,768</b>
<b>Total assets</b>	<b>2,591,721</b>	<b>10,574</b>	<b>2,602,295</b>
<b>Current liabilities</b>			
Payables	35,454	1,017	36,471
Accrued employee benefits	19,257	4,307	23,564
Other current liabilities	-	77	77
<b>Total current liabilities</b>	<b>54,711</b>	<b>5,401</b>	<b>60,112</b>
<b>Non-current liabilities</b>			
Other non-current liabilities	-	463	463
<b>Total non-current liabilities</b>	<b>-</b>	<b>463</b>	<b>463</b>
<b>Total liabilities</b>	<b>54,711</b>	<b>5,864</b>	<b>60,575</b>
<b>Net assets</b>	<b>2,537,010</b>	<b>4,710</b>	<b>2,541,720</b>

The accompanying notes form part of these statements.

## Statement of Changes in Equity

for the period 1 January 2018 to 30 June 2018

	Note	2018 \$'000
<b>Contributed equity</b>		
<b>Balance as at 1 January 2018</b>		-
<i>Transactions with owners as owners</i>		
Appropriated equity injections	6	47,262
Appropriated equity withdrawals	6	(72,716)
Net transfer in from other Queensland Government entities	28	2,567,443
<b>Balance at reporting date</b>		<b>2,541,989</b>
<b>Accumulated deficit</b>		
<b>Balance as at 1 January 2018</b>		-
<i>Operating result</i>		
Operating result from continuing operations		(269)
<b>Balance at reporting date</b>		<b>(269)</b>
<b>Total equity at reporting date</b>		<b>2,541,720</b>

The accompanying notes form part of these statements.

## Statement of Cash Flows

for the period 1 January 2018 to 30 June 2018

	Note	2018 Actual \$'000	2018 Adjusted Budget \$'000	Budget Variance* \$'000
<b>Cash flows from operating activities</b>				
<i>Inflows:</i>				
Service appropriation receipts	6	453,769	471,098	(17,329)
User charges and fees		6,491	3,090	3,401
Grants and other contributions		922	-	922
GST input tax credits from ATO		16,019	-	16,019
GST collected from customers		968	-	968
Other		6,478	4,480	1,998
<i>Outflows:</i>				
Employee expenses		(228,507)	(247,036)	18,529
Supplies and services		(157,311)	(162,909)	5,598
Grants and subsidies		(298)	-	(298)
GST paid to suppliers		(16,817)	-	(16,817)
GST remitted to ATO		(971)	-	(971)
Other		(1,955)	(1,886)	(69)
<b>Net cash provided by operating activities</b>		<b>78,788</b>	<b>66,837</b>	<b>11,951</b>
<b>Cash flows from investing activities</b>				
<i>Outflows:</i>				
Payments for property, plant and equipment	17	(47,256)	(65,622)	18,366
Payments for intangibles	16	(173)	-	(173)
<b>Net cash used in investing activities</b>		<b>(47,429)</b>	<b>(65,622)</b>	<b>18,193</b>
<b>Cash flows from financing activities</b>				
<i>Inflows:</i>				
Equity injections		46,026	66,669	(20,643)
<i>Outflows:</i>				
Equity withdrawals		(65,868)	(67,884)	2,016
<b>Net cash used in financing activities</b>	6	<b>(19,842)</b>	<b>(1,215)</b>	<b>(18,627)</b>
<b>Net increase in cash and cash equivalents</b>		<b>11,517</b>	<b>-</b>	<b>11,517</b>
Increase in cash and cash equivalents from restructuring		19,899	19,899	-
<b>Cash and cash equivalents – balance at reporting date **</b>		<b>31,416</b>	<b>19,899</b>	<b>11,517</b>

\* An explanation of major variances is included at note 26.

\*\* Cash and cash equivalents at reporting date reflects balances gained from the Department of Justice and Attorney-General of \$19.899 million as part of machinery-of-government change (refer note 28) and the net increase in cash from the department's activities during the reporting period.

The accompanying notes form part of these statements.

***Preparation information – basis of financial statement preparation***

- Note 1: First financial statements of the department as a result of machinery-of-government changes
- Note 2: Compliance with prescribed requirements
- Note 3: The reporting entity
- Note 4: Basis of measurement

***How we operate – our departmental objectives and activities***

- Note 5: Objectives and principal activities of the department

***Performance for the year***

- Note 6: Appropriation receipts
- Note 7: User charges and fees
- Note 8: Grants and other contributions
- Note 9: Other revenue
- Note 10: Employee expenses
- Note 11: Supplies and services
- Note 12: Other expenses

***Operating assets and liabilities***

- Note 13: Receivables
- Note 14: Inventories
- Note 15: Other current and non-current assets
- Note 16: Intangible assets
- Note 17: Property, plant and equipment
- Note 18: Payables
- Note 19: Accrued employee benefits
- Note 20: Other current and non-current liabilities

***Other key information***

- Note 21: Key management personnel disclosures
- Note 22: Related party transactions
- Note 23: Reconciliation of cash flows
- Note 24: Operating lease and capital commitments
- Note 25: Contingencies
- Note 26: Budgetary reporting disclosures
- Note 27: Trust transactions and balances
- Note 28: Machinery-of-Government transfers
- Note 29: Summary of other accounting policies

### 1. First financial statements of the department as a result of machinery-of-government changes

As a result of *Public Service Departmental Arrangements Notice (No.3 and No.4) 2017*, the department was established on 21 December 2017. Under this notice, responsibilities for functions and resources were transferred to the department from the Department of Justice and Attorney-General.

Pursuant to section 80(2) of the *Financial Accountability Act 2009*, for financial reporting purposes, the transfer is deemed to have occurred from the first day of the month following the gazettal date, that is, from 1 January 2018. Although the department was established on 21 December 2017, these financial statements include transactions for the period 1 January 2018 to 30 June 2018 only. Transactions for the period 21 December 2017 to 31 December 2017 are recorded in the financial statements of the Department of Justice and Attorney-General.

The values of assets and liabilities transferred to the department on establishment, as a result of restructuring activities, represent their carrying amounts immediately prior to the changes taking effect. Further details of these transfers are included in note 28.

### 2. Compliance with prescribed requirements

The department has prepared these financial statements in compliance with section 44 of the *Financial and Performance Management Standard 2009*. These financial statements comply with Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2017.

The department is a not-for-profit entity and these general purpose financial statements are prepared on an accrual basis (except for the Statement of Cash Flows, which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities.

New accounting standards early adopted and/or applied for the first time in these financial statements are outlined in note 29(i).

### 3. The reporting entity

The financial statements include all income, expenses, assets, liabilities and equity of the department. The department had no controlled entities during the reporting period. All transactions and balances internal to the department have been eliminated in full.

### 4. Basis of measurement

Historical cost is used as the measurement basis in this financial report, except for land and buildings, which are measured at fair value and inventories, which are measured at the lower of cost and net realisable value.

#### Historical cost

Under historical cost, assets are recorded at the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire assets at the time of their acquisition. Liabilities are recorded at the amount of proceeds received in exchange for the obligation or at the amounts of cash or cash equivalents expected to be paid to satisfy the liability in the normal course of business.

#### 4. Basis of measurement (continued)

##### Fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique. Fair value is determined using one of the following three approaches:

- The *market approach* uses prices and other relevant information generated by market transactions involving identical or comparable (i.e. similar) assets, liabilities or a group of assets and liabilities, such as a business.
- The *cost approach* reflects the amount that would be required currently to replace the service capacity of an asset. This method includes the current replacement cost methodology.
- The *income approach* converts multiple future cash flows amounts to a single current (i.e. discounted) amount. When the income approach is used, the fair value measurement reflects current market expectations about those future amounts.

Where fair value is used, the fair value approach is disclosed.

##### Net realisable value

Net realisable value represents the amount of cash or cash equivalents that currently could be obtained by selling an asset in an orderly disposal.

#### 5. Objectives and principal activities of the department

The department's service objective is to provide safe, modern and responsive correctional services to rehabilitate prisoners and offenders and prevent crime making Queensland safer. The department's strategic objectives are:

- safer correctional environments
- humane management of prisoners and offenders
- partnering and community collaboration
- stop crime

The department, in partnership with other key criminal justice agencies, including the Queensland Police Service and the Department of Justice and Attorney-General, performs a crucial role in community safety and crime prevention. The department performs this role through the humane containment, supervision and rehabilitation of prisoners and offenders.

The department is funded for the departmental services it delivers principally by parliamentary appropriations.

Further information regarding the objectives and principal activities of the department are detailed within the body of the annual report.

## 6. Appropriation receipts

### Reconciliation of payments from consolidated fund to appropriation revenue recognised in operating result 2018 \$'000

Transfers from Department of Justice and Attorney-General (redistribution of public business)	471,098
Lapsed appropriation revenue	(17,329)
<b>Total appropriation receipts (cash)</b>	<b>453,769</b>
Plus: Closing balance of appropriation revenue receivable	6,360
<b>Appropriation revenue recognised in Statement of Comprehensive Income</b>	<b>460,129</b>

### Reconciliation of payments from consolidated fund to equity adjustment

Transfers from Department of Justice and Attorney-General (redistribution of public business)	(1,215)
Lapsed equity adjustment	(18,627)
<b>Equity adjustment receipts (cash)</b>	<b>(19,842)</b>
Plus: Closing balance of equity adjustment payable	(5,612)
<b>Equity adjustment recognised in contributed equity</b>	<b>(25,454)</b>

#### Accounting policy

Appropriations provided under the Appropriation Act 2017 are recognised as revenue or equity when received or when a service rendered is recognised after approval from Queensland Treasury.

Interpretation 1038 Contributions by Owners Made to Wholly Owned Public Sector Entities specifies the principles for recognising contributed equity by the department. Appropriations and non-appropriated equity adjustments (refer to Statement of Changes in Equity) and non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of machinery-of-government changes (refer note 28) have been recognised as contributed equity by the department during the reporting period.

## 7. User charges and fees

Sales of goods and services – prison industries	7,216
Other	11
<b>Total</b>	<b>7,227</b>

#### Accounting policy

User charges and fees are recognised as revenues when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. This occurs upon delivery of the goods to the customer or completion of the requested services at which time the invoice is raised. Accrued revenue is recognised if the revenue has been earned but not yet invoiced.

## 8. Grants and other contributions

Services received below fair value	995
National Partnership Agreement on Homelessness	890
Terrorist Offender Assessment (Commonwealth grant)	150
Other	32
<b>Total</b>	<b>2,067</b>

### Services received below fair value

Received from:	Item:	
Queensland Police Service	Labour costs	987
Department of Housing and Public Works	Archival services	8
<b>Total</b>		<b>995</b>

## 8. Grants and other contributions (continued)

### **Accounting policy**

Grants, contributions and donations are non-reciprocal in nature so do not require any goods or services to be provided in return. Corresponding revenue is recognised in the year in which the department obtains control over the grant/contribution (control is generally obtained at the time of receipt).

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense.

9. Other revenue	2018 \$'000
Goods and services sold to prisoners	6,329
Insurance compensation – loss of property	59
Interest	40
Miscellaneous	50
<b>Total</b>	<b>6,478</b>

## 10. Employee expenses

### **Employee benefits**

Wages and salaries	178,088
Employer superannuation contributions	20,130
Annual leave levy	18,835
Sick leave	4,971
Long service leave levy	3,582
Termination benefits	697
Other employee benefits	1,490
<b>Total employee benefits</b>	<b>227,793</b>

### **Employee related expenses**

Workers' compensation premium	7,543
Other employee related expenses	2,770
<b>Total employee related expenses</b>	<b>10,313</b>
<b>Total</b>	<b>238,106</b>

The number of employees as at 30 June 2018, including both full-time, part-time and casual employees, measured on a full-time equivalent basis is 4,937. Key management personnel and remuneration disclosures are detailed in note 21.

### **Accounting policy**

*Wages, salaries and sick leave*

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates. As the department expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

History indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

## 10. Employee expenses (continued)

### Accounting policy

#### Annual leave and long service leave

Under the Queensland Government's Annual Leave Central Scheme a levy is made on the department to cover the cost of employees' annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears.

Under the Queensland Government's Long Service Leave Central Scheme, a levy is made on the department to cover the cost of employees' long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

#### Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment.

Defined contribution plans – Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant enterprise bargaining agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined benefit plan – The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 Whole of Government and General Government Sector Financial Reporting. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

#### Workers' compensation premiums

The department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation. Workers' compensation insurance is a consequence of employing employees, but is not counted in an employee's total remuneration package. It is not employee benefits and is recognised separately as employee related expenses.

Key management personnel and remuneration disclosures are detailed in note 21.

## 11. Supplies and services

2018  
\$'000

Outsourced works – private prison operations	50,692
Property utilities and maintenance	43,557
Offender expenses	26,543
Contractors and consultants	6,581
Cost of goods/services provided to prisoners	5,667
Operating lease rentals	5,177
Computer expenses	5,080
Shared services and other service contributions	4,042
Motor vehicle costs	3,226
Travel	2,305
Telecommunications	2,269
Printing, postage and stationery	1,526
Legal expenses	736
Other	1,988
<b>Total</b>	<b>159,389</b>

Operating leases are entered into as a means of acquiring access to office accommodation and storage facilities. Lease terms generally extend over a period of five to ten years. The department has no option to purchase the leased item at the conclusion of the lease although the lease provides for a right of renewal, at which time the lease terms are renegotiated.

Operating lease rental expenses comprise the minimum lease payments payable under operating lease contracts. Lease payments are generally fixed, but with annual escalation clauses upon which future year rentals are determined.

## 11. Supplies and services (continued)

### Accounting policy

For a transaction to be classified as supplies and services, the value of goods and services received by the department must be of approximately equal value to the value of the consideration exchanged for those goods or services. Where this is not the substance of the arrangement, the transaction is classified as a grant.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and are expensed in the periods in which they are incurred. Incentives received on entering into operating leases are recognised as liabilities.

Operating lease payments are allocated between operating lease rental expense and reduction of the operating lease incentive liability.

12. Other expenses	2018 \$'000
Insurance premiums – Queensland Government Insurance Fund (QGIF)	1,889
Queensland Audit Office – external audit fees for the audit of the financial statements*	86
Losses – public moneys	12
Special payments – ex-gratia payments	8
Goods and services received free of charge	1,743
Net loss from disposal of capital work in progress	422
Miscellaneous	45
<b>Total</b>	<b>4,205</b>

\* Total audit fees quoted by the Queensland Audit Office relating to the financial statements are \$220,000. There are no non-audit services included in this amount.

### Accounting policy

Special payments include ex-gratia expenditure and other expenditure that the department is not contractually or legally obligated to make to other parties. There were no special payments greater than \$5,000 during the reporting period.

## 13. Receivables

Trade debtors	3,418
Less: Allowance for impairment loss	(1,936)
<b>Net trade debtors</b>	<b>1,482</b>
GST receivable	4,453
GST payable	(168)
<b>Net GST</b>	<b>4,285</b>
Advances	272
Less: Allowance for impairment loss	(87)
<b>Net advances</b>	<b>185</b>
Annual leave reimbursements	7,487
Appropriation revenue receivable	6,360
Long service leave reimbursements	1,352
Accrued revenue	562
Other	264
<b>Total</b>	<b>21,977</b>

### 13. Receivables (continued)

#### **Accounting policy**

Receivables are measured at amortised cost which approximates their fair value at reporting date.

Trade debtors are recognised at the amounts due at the time of sale or service delivery (i.e. the agreed purchase/contract price). Settlement of these amounts is required within 30 days from invoice date.

Other debtors generally arise from transactions outside the usual operating activities of the department and are recognised at their assessed values. Terms are a maximum of three months, no interest is charged and no security is obtained.

#### **Credit risk exposure of receivables**

Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge its obligation. The maximum exposure to credit risk at balance date is the gross carrying amount of receivables, inclusive of any allowance for impairment loss. All receivables within terms and expected to be fully collectible are considered of good credit quality based upon recent collection history.

The department manages its credit risk through the use of a credit management strategy. The strategy aims to reduce the exposure to credit default by ensuring that the department invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.

No collateral is held as security and no credit enhancements relate to receivables held by the department. Receivables fall into one of the following categories when assessing collectability:

- within terms and expected to be fully collectable
- within terms but impaired
- past due but not impaired
- past due and impaired

#### **Impairment loss**

Impairment loss expense for the current year regarding the department's receivables is \$1.234 million. This is due to a number of loss events associated with uncertain collectability in respect of departmental debtors.

#### **Accounting policy**

The allowance for impairment reflects the occurrence of loss events. The most readily identifiable loss event is where a debtor is overdue in paying a debt to the department, according to the due date (normally terms of 30 days). Economic changes impacting the department's debtors, and relevant industry data, also form part of the department's documented risk analysis.

If no loss events have arisen in respect of a particular debtor or group of debtors, no allowance for impairment is made in respect of that debtor/group of debtors. If the department determines that an amount owing by such a debtor does become uncollectible (after an appropriate range of debt recovery actions), that amount is recognised as a bad debt expense and written-off directly against receivables. In other cases where a debt becomes uncollectible but the uncollectible amount exceeds the amount already allowed for impairment of that debt, the excess is recognised directly as a bad debt expense and written-off directly against receivables.

No receivables have had their terms re-negotiated so as to prevent them from being past due, or impaired, and are stated at the carrying amounts as indicated.

### 13. Receivables (continued)

	2018 \$'000
<b>Ageing of past due but not impaired trade receivables</b>	
Overdue	
1 to 30 days	340
30 to 60 days	73
61 to 90 days	31
Greater than 90 days	34
<b>Total</b>	<b>478</b>

#### Individually impaired trade receivables position (aged)

Overdue	
60 to 90 days	3
Less: Allowance for impairment	(3)
Carrying amount	-
Greater than 90 days	1,933
Less: Allowance for impairment	(1,933)
Carrying amount	-
<b>Total carrying amount at reporting date</b>	<b>-</b>

#### Movements in allowance for impairment loss for impaired receivables

<b>Balance at 1 January (transferred from the Department of Justice and Attorney-General)</b>	<b>856</b>
Increase in allowance recognised in operating result*	1,234
Amounts written-off during the reporting period in respect of bad debts**	(67)
<b>Balance at reporting date</b>	<b>2,023</b>

\* The movements in allowance above include movements relating to impairment loss for impaired advances.

\*\* All known bad debts were written-off as at 30 June 2018.

### 14. Inventories

#### Supplies and consumables – at cost

Bulk fuel	355
Bedding	252
Uniforms, clothing and merchandise	1,468
<b>Total supplies and consumables</b>	<b>2,075</b>

#### Inventory held for sale – at cost

Raw materials	1,090
Work in progress	182
Finished goods	690
Canteen	832
<b>Total inventory held for sale</b>	<b>2,794</b>
<b>Total</b>	<b>4,869</b>

#### **Accounting policy**

*Inventories held for sale and supplies and consumables are valued at the lower of cost and net realisable value.*

*Cost is assigned on a weighted average basis and includes expenditure incurred in acquiring the inventories and bringing them to their existing condition, except for training costs which are expensed as incurred.*

*Net realisable value is determined on the basis of the department's normal selling pattern. Expenses associated with marketing, selling and distribution are deducted to determine net realisable value.*

15. Other current and non-current assets

2018  
\$'000

**Current**

Prepayments	2,072
Biological assets	135
Other	58
<b>Total</b>	<b>2,265</b>

**Non-current**

Biological assets	551
<b>Total</b>	<b>551</b>

16. Intangible assets

	Software purchased	Software internally generated	Total
	2018 \$'000	2018 \$'000	2018 \$'000
Acquisitions	173	-	173
Transfers in from other Queensland Government entities	94	1,470	1,564
Amortisation	(52)	(292)	(344)
<b>Total carrying amount at reporting date</b>	<b>215</b>	<b>1,178</b>	<b>1,393</b>
Gross	1,352	17,549	18,901
Less: Accumulated amortisation	(1,137)	(16,371)	(17,508)
<b>Total carrying amount at reporting date</b>	<b>215</b>	<b>1,178</b>	<b>1,393</b>

At 30 June the department holds a significant intangible asset, Integrated Offender Management System that has a carrying amount of \$0.735 million and a remaining amortisation period of two years.

**Accounting policy**

*Intangible assets of the department comprise purchased and internally generated computer software. Intangible assets with a historical cost or other value equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed. Any training costs are expensed as incurred.*

*There is no active market for any of the department's intangible assets. As such, the assets are recognised and carried at historical cost less accumulated amortisation.*

*Costs associated with the internal development of computer software are capitalised and amortised under the amortisation policy below. No intangible assets have been classified as held for sale or form part of a disposal group held for sale.*

*All intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.*

*Intangible assets are principally assessed for impairment by reference to the actual and expected continuing use of the asset by the department, including discontinuing the use of software. Recoverable amount is determined as the higher of the asset's fair value less costs to sell and its value-in-use.*

*All intangible assets of the department have finite useful lives and are amortised on a straight line basis over their estimated useful life to the department. Straight line amortisation is used reflecting the expected consumption of economic benefits on a progressive basis over the intangibles useful life. The residual value of the department's intangible assets is zero.*

*For each class of intangible assets the following useful lives are used.*

*Software purchased 3 – 8 years  
Software internally generated 5 – 14 years*

## 17. Property, plant and equipment

	Land	Buildings	Capital works in progress	Plant and equipment	Total
	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000
Acquisitions	-	-	47,085	171	47,256
Disposals	-	(258)	-	(164)	(422)
Transfers in from other Queensland Government entities	261,795	2,151,452	117,296	35,041	2,565,584
Transfers between classes	-	45,730	(49,064)	3,334	-
Depreciation	-	(69,563)	-	(3,031)	(72,594)
<b>Total carrying amount at reporting date</b>	<b>261,795</b>	<b>2,127,361</b>	<b>115,317</b>	<b>35,351</b>	<b>2,539,824</b>
Gross	261,795	3,705,257	115,317	101,088	4,183,457
Less: Accumulated depreciation	-	(1,577,896)	-	(65,737)	(1,643,633)
<b>Total carrying amount at reporting date</b>	<b>261,795</b>	<b>2,127,361</b>	<b>115,317</b>	<b>35,351</b>	<b>2,539,824</b>

### Basis of fair values

Categorisation of fair values	Basis of Valuation	Fair Value Measurement	Last specific appraisal
Land	Indexation	Level 2	31 March 2014
Buildings*	Indexation	Level 3	31 March 2014

\* Borallon Training and Correctional Centre was revalued through a specific appraisal on 31 October 2016.

As detailed in note 28, land and building assets were transferred to the department on 1 January 2018 following machinery-of-government changes. Valuations were performed upon land and building assets immediately prior to those changes, with an effective date of 31 December 2017. The value of land and building assets transferred to the department reflected their revalued amounts.

### Land

Land assets, largely comprising correctional centres land assets, were revalued by AssetVal Pty Ltd under an index-based valuation, using a market approach, with an effective date of 31 December 2017. As indices were developed for the movements in each relevant property market based on publicly available sales data over the past 12 months, it is a Level 2 fair value measurement. AssetVal Pty Ltd considered whether any material movement in the value of correctional centres land assets had occurred between the valuation date of 31 December 2017 and 30 June 2018 and found no material change in fair value during the reporting period.

### Buildings

All of the department's buildings, including land improvements in respect of correctional centres, have been assessed as specialised buildings and land improvements. The valuation of these assets is based on the fact that current use is highest and best use.

Building assets, largely comprising correctional centres, were revalued by AssetVal Pty Ltd under an index-based valuation with an effective date of 31 December 2017. Indices applied were estimated based on price movements of recent actual costs, contract data for similar structure, cost guides, other relevant publications such as Rawlinson's rates for building and construction and the AssetVal Pty Ltd internal database of unit rates. These inputs are considered as significant unobservable inputs in nature, therefore specialised buildings are classified as Level 3 fair value measurements. The basis of derivation of these indices was consistent with the underlying data inputs adopted for the last specific appraisal.

AssetVal Pty Ltd considered whether any material movement in the value of correctional centres building assets had occurred between the valuation date of 31 December 2017 and 30 June 2018 and found no material change in fair value during the reporting period.

17. Property, plant and equipment (continued)

**Accounting policy**

**a) What is fair value?**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price), regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique.

Observable inputs are publicly available data that are relevant to the characteristics of the assets being valued. Observable inputs used by the department include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgments that are not available publicly, but are relevant to the characteristics of the assets being valued. Significant unobservable inputs used by the department include, but are not limited to, subjective adjustments made to observable data to take account of the characteristics of the department's assets, internal records of recent construction costs (and/or estimates of such costs) for assets' characteristics/functionality, and assessments of physical condition and remaining useful life. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset at its highest and best use.

**b) Fair value measurement hierarchy**

The department does not recognise any financial assets or financial liabilities at fair value.

All assets and liabilities of the department, for which fair value is measured or disclosed in the financial statements, are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

Level 1 represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;

Level 2 represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and

Level 3 represents fair value measurements that are substantially derived from unobservable inputs.

**c) Basis of capitalisation and recognition thresholds**

Items of property, plant and equipment with a historical cost or other value equal to or exceeding the following thresholds in the year of acquisition are reported as property, plant and equipment in the following classes:

Land	\$1
Buildings (including land improvements)	\$10,000
Plant and equipment	\$5,000

Items with a lesser value are expensed in the year of acquisition. Expenditure on property, plant and equipment is capitalised where it is probable that the expenditure will produce future service potential for the department. Subsequent expenditure is only added to an asset's carrying amount if it increases the service potential or useful life of that asset. Maintenance expenditure that merely restores original service potential (lost through ordinary wear and tear) is expensed. Land improvements undertaken by the department are included with buildings.

**d) Capital work in progress**

Work in progress is recognised at cost. All costs relating to items of property, plant and equipment constructed in-house are recorded as work in progress until completion of the project using all direct costs and, where applicable, reliable attributed indirect costs. Work in progress performed under external contracts is recorded using the invoice amount supplied by the contractor.

## 17. Property, plant and equipment (continued)

### **Accounting policy**

#### **e) Componentisation of complex assets**

The department's complex assets are its correctional centres. Complex assets comprise separately identifiable components (or groups of components) of significant value, that require replacement at regular intervals and at different times to other components comprising the complex asset.

On initial recognition, the asset recognition thresholds outlined above apply to the complex asset as a single item. Where the complex asset qualifies for recognition, components are then separately recorded in line with the department's complex asset component structures. The complex assets are componentised to ensure a more accurate recognition of depreciation expense.

When a separately identifiable component (or group of components) of significant value is replaced, the existing component(s) is derecognised. The replacement component(s) are capitalised when it is probable that future economic benefits from the significant component will flow to the department in conjunction with the other components comprising the complex asset and the cost exceeds the asset recognition thresholds specified above. Replacement components that do not meet the asset recognition thresholds for capitalisation are expensed.

Components are separately recorded and valued on the same basis as the asset class to which they relate. The accounting policy for depreciation of complex assets is disclosed in note 17(l) and estimated useful lives of components included in note 17(m).

#### **f) Cost of acquisition**

Historical cost is used for the initial recording of all property, plant and equipment acquisitions. Historical cost is determined as the value given as consideration and costs incidental to the acquisition (such as architects' fees and engineering design fees), plus all other costs incurred in getting the assets ready for use.

Where assets are received free of charge from another Queensland Government entity (whether as a result of a machinery-of-government change or other involuntary transfer), the acquisition cost is recognised as the carrying amount in the books of the other entity immediately prior to the transfer.

Assets acquired at no cost or for nominal consideration, other than from another Queensland Government entity, are recognised at their fair value at date of acquisition.

#### **g) Measurement using historical cost**

Plant and equipment is measured at historical cost in accordance with Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. The carrying amounts for such plant and equipment is not materially different from their fair value. Separately identified components of assets are measured on the same basis as the assets to which they relate.

#### **h) Measurement of non-current physical assets using fair value**

Land and buildings assets are measured at fair value as required by Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. These assets are reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and subsequent accumulated impairment losses, where applicable.

The cost of items acquired during the reporting period has been judged by the management of the department to materially represent their fair value at the end of the reporting period.

Property, plant and equipment classes measured at fair value are revalued on an annual basis either by specific appraisals undertaken by an independent professional valuer or internal expert, or by the use of appropriate and relevant indices. For financial reporting purposes, the revaluation process is managed by a team in the department's Finance and Contracts branch, which determines the specific revaluation practices and procedures. The department undertakes annual reviews of the revaluation practices (after each year's revaluation process), and reports to the department's Audit and Risk Management Committee (of which the department's Director, Finance is an invitee) regarding the outcomes of, and recommendations arising from, each annual review.

#### **i) Use of specific appraisals**

Revaluations using an independent professional valuer or internal expert appraisals are undertaken at least once every five years. However, if a particular asset class experiences significant and volatile changes in fair value, that class is subject to specific appraisal in the reporting period, where practicable, regardless of the timing of the last specific appraisal. This is arranged by the department's Finance and Contracts branch after consultation with the department's Audit and Risk Management Committee.

The fair values reported by the department are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs, and minimise the use of unobservable inputs, as defined in note 17(a). Materiality is considered in determining whether the difference between the carrying amount and the fair value of an asset is material (in which case, revaluation is warranted).

## 17. Property, plant and equipment (continued)

### **Accounting policy**

#### **j) Use of indices**

Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up to date via the application of relevant indices. The department ensures that the application of such indices results in a valid estimation of the assets' fair values at reporting date. AssetVal Pty Ltd supplies the indices used for the various types of assets. Such indices are either publicly available, or are derived from market information available to AssetVal Pty Ltd. AssetVal Pty Ltd provides assurance of its robustness, validity and appropriateness for application to the relevant assets.

Indices used are also tested for reasonableness by comparing the results against other relevant indices, industry indicators and market information. Through this process, which is undertaken annually, the department assesses and confirms the relevance and suitability of indices provided by AssetVal Pty Ltd based on the department's own particular circumstances.

#### **k) Accounting for changes in fair value**

Any revaluation increment arising from the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

For assets revalued using a cost valuation approach (e.g. current replacement cost), accumulated depreciation is adjusted to equal the difference between the gross amount and carrying amount. This is generally referred to as the 'gross method'.

For assets revalued using a market based valuation approach, accumulated depreciation is eliminated against the gross amount of the asset prior to restating for the revaluation. This is generally referred to as the 'net method'.

#### **l) Depreciation of property, plant and equipment**

Land is not depreciated as it has an unlimited useful life.

Property, plant and equipment (excluding land) is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less its estimated residual value, progressively over its estimated useful life to the department. For depreciable assets, residual value is determined to be zero, reflecting the estimated amount to be received on disposal at the end of their useful life.

**Key Judgment:** Straight line depreciation is used as that is consistent with the even consumption of service potential of these assets over their useful life to the department.

Separately identifiable components of complex assets are depreciated according to the useful lives of each component, as doing so results in a material impact on the depreciation expense reported.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the department

Assets under construction (work in progress) are not depreciated until they reach their service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use, or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes within property, plant and equipment.

The depreciable amount of improvements to or on leasehold land, is allocated progressively over the estimated useful lives of the improvements, or the unexpired period of the lease, whichever is the shorter. The unexpired period of a lease includes any option period where exercise of the option is probable.

## 17. Property, plant and equipment (continued)

### Accounting policy

#### m) Depreciation rates

**Key estimates:** For each class of depreciable assets, the following useful lives are used (including significant identifiable components):

<u>Class</u>	<u>Useful life</u>	<u>Class</u>	<u>Useful life</u>
<i>Buildings:</i>		<i>Plant and equipment:</i>	
<i>Building Structures</i>	18 – 50 years	<i>Leasehold improvements</i>	3 – 17 years
<i>Fittings and Finishes</i>	10 – 20 years	<i>Computer equipment</i>	3 – 11 years
<i>Building Services</i>	15 – 50 years	<i>Plant and machinery</i>	5 – 40 years
<i>Security Systems</i>	10 years	<i>Other plant and equipment</i>	5 – 45 years

Where appropriate, the depreciation rates applied to assets are determined on an individual basis.

#### n) Indicators of impairment and determining recoverable amount

All property, plant and equipment assets are assessed for indicators of impairment on an annual basis or, where the asset is measured at fair value, for indicators of a change in fair value/service potential since the last valuation was completed. Where indicators of a material change in fair value or service potential since the last valuation arise, the asset is revalued at the reporting date under AASB 13 Fair Value Measurement. If an indicator of possible impairment exists, the department determines the asset's recoverable amount under AASB 136 Impairment of Assets. Recoverable amount is equal to the higher of the fair value less costs of disposal and the asset's value in use.

For all other remaining assets measured at cost, recoverable amount is equal to the higher of the fair value less costs of disposal and the asset's value in use.

#### o) Recognising impairment losses

For assets measured at fair value, the impairment loss is treated as a revaluation decrease and offset against the asset revaluation surplus of the relevant class to the extent available. Where no asset revaluation surplus is available in respect of the class of asset, the loss is expensed in the statement of comprehensive income as a revaluation decrement.

For assets measured at cost, an impairment loss is recognised immediately in the statement of comprehensive income.

#### p) Reversal of impairment losses

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years.

For assets measured at fair value, to the extent the original decrease as expensed through the statement of comprehensive income, the reversal is recognised in income, otherwise the reversal is treated as a revaluation increase for the class of asset through asset revaluation surplus.

For assets measured at cost, impairment losses are reversed through income.

<b>18. Payables</b>	<b>2018 \$'000</b>
Trade creditors and accruals	30,859
Equity withdrawal payable	5,612
<b>Total</b>	<b>36,471</b>

**Accounting policy**

*Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the nominal amount i.e. agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured.*

**19. Accrued employee benefits**

Salaries, wages and other related expenses outstanding	11,384
Annual leave levy payable	10,131
Long service leave levy payable	1,972
Other	77
<b>Total</b>	<b>23,564</b>

**Accounting policy**

*No provision for annual leave or long service leave is recognised in the department's financial statements as the liability is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 Whole-of-Government and General Government Sector Financial Reporting.*

**20. Other current and non-current liabilities**

***Current***

Lease incentives	77
<b>Total</b>	<b>77</b>

***Non-Current***

Lease incentives	463
<b>Total</b>	<b>463</b>

## 21. Key management personnel disclosures

### Details of key management personnel (KMP)

As from 21 December 2017, the department's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Minister for Police and Minister for Corrective Services.

The following details for non-Ministerial KMP reflect those departmental positions that had authority and responsibility for planning, directing and controlling the activities of the department from 21 December 2017 to 30 June 2018. Further information about these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Position responsibilities
Commissioner	Overall efficient, effective and economic administration of the department.
Deputy Commissioner	Leads the delivery of probation and parole and custodial services in Queensland.
Executive Director, Specialist Operations	Leads the delivery of specialist services to prisoners, offenders, staff, victims and other stakeholders.
Executive Director, Operational Support Services	Leads the delivery of corporate services within the department, including finance, procurement, human resources, facilities management, business improvement and management of key information systems.
General Manager, Strategy and Governance	Provides strategic advice and support to the Commissioner and Minister on the performance and ongoing development of Queensland's corrective services system.
General Manager, Capability and Development	Leads the design, delivery and review of learning, development and cultural change programs to build the capability of the department's workforce and achieve organisational outcomes to meet current and future business needs.
Chief Inspector	Provides independent scrutiny over the standards and operational practices relating to Queensland's corrective services system.

### Remuneration policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers are disclosed in the Queensland General Government and Whole-of-Government Consolidated Financial Statements, which are published as part of the Queensland Treasury's Report on State Finances.

Remuneration policy for the department's other KMP is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. Individual remuneration and other terms of employment (including motor vehicle allowances) are specified in employment contracts.

## 21. Key management personnel disclosures (continued)

Remuneration expenses for those KMP comprise the following components:

Short-term employee expenses which include:

- salaries, allowances and leave entitlements earned and expensed for the year, or for that part of the year during which the employee occupied a KMP position; and
- non-monetary benefits – consisting of provision of car parking benefits together with fringe benefits tax applicable to the benefit.

Long-term employee expenses include amounts expensed in respect of long service leave entitlements earned.

Post-employment expenses include amounts expensed in respect of employer superannuation obligations.

Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

### Remuneration expenses

The following disclosures focus on the expenses incurred by the department attributable to non-Ministerial KMP during the reporting period. As the result of the machinery-of-government change outlined in note 28, the amounts disclosed are determined on the same basis as expenses recognised in the Statement of Comprehensive Income, except for the total remuneration expenses reported by other departments.

#### 1 January 2018 to 30 June 2018 \*

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Total expenses
	Monetary expenses	Non-monetary benefits			
	\$'000	\$'000			
Commissioner **	181	3	3	16	203
Deputy Commissioner (acting) from 15 January 2018	106	3	2	9	120
Executive Director, Operational Support Services	106	3	2	11	122
Executive Director, Specialist Operations	87	3	2	9	101
General Manager, Strategy and Governance	96	3	2	9	110
General Manager, Capability and Development	92	-	2	9	103
Chief Inspector	111	3	2	10	126

\* Although the department was established 21 December 2017, the remuneration in respect of the key management personnel referred to above is for the reporting period 1 January 2018 to 30 June 2018.

\*\* The position of Commissioner, Queensland Corrective Services transferred from the Department of Justice and Attorney-General. The remuneration for this position as disclosed in the Department of Justice and Attorney-General's financial statements for the period 1 July to 31 December 2017 was \$195,000.

## 21. Key management personnel disclosures (continued)

### Performance payments

No KMP remuneration packages provide for performance or bonus payments.

#### **Accounting policy**

*KMP and remuneration disclosures are made in accordance with section 3 of the Financial Reporting Requirements for Queensland Government agencies issued by Queensland Treasury.*

## 22. Related party transactions

### Transactions with people/entities related to KMP

Based upon KMP declarations, there have been no transactions with related parties that have materially affected the department's operating result and/or financial position.

### Transactions with other Queensland Government-controlled entities

The department's primary ongoing sources of funding from Queensland Government for its services are appropriation revenue and equity injections, both of which are provided in cash via Queensland Treasury (refer note 6).

The department also received capital works and building maintenance services at a cost of \$58.106 million from the Department of Housing and Public Works.

Note 8 outlines the services received below fair value provided by Queensland Government entities.

Note 28 outlines the transfer of assets and liabilities from the Department of Justice and Attorney-General arising from machinery-of-government changes.

### 23. Reconciliation of cash flows

<b>Reconciliation of operating result to net cash provided by operating activities</b>	<b>2018 \$'000</b>
<b>Operating result from continuing operations</b>	<b>(269)</b>
<b><i>Non-cash items included in operating result:</i></b>	
Depreciation and amortisation expense	72,938
Doubtful debts written off or provided for	1,234
Loss on sale or disposal of non-current assets	422
<b><i>Change in assets and liabilities:</i></b>	
(Increase)/decrease in net receivables	(299)
(Increase)/decrease in appropriation receivable	(6,360)
(Increase)/decrease in annual leave reimbursement receivable	2,120
(Increase)/decrease in long service leave reimbursement receivable	115
(Increase)/decrease in accrued revenue	1,091
(Increase)/decrease in other receivables	928
(Increase)/decrease in prepayments	170
(Increase)/decrease in other assets	12
(Increase)/decrease in inventories	(392)
Increase/(decrease) in accrued employee benefits	6,342
Increase/(decrease) in payables	2,148
Increase/(decrease) in other liabilities	272
(Increase)/decrease in GST input tax credits receivable	(1,680)
Increase/(decrease) in GST payable	(4)
<b>Net cash provided by operating activities</b>	<b>78,788</b>

#### **Accounting policy**

*Assets and liabilities received or transferred by the department as a result of machinery-of-government changes are set out in note 28.*

## 24. Operating lease and capital commitments

### Non-cancellable operating lease commitments 2018 \$'000

Commitments under operating leases at reporting date (inclusive of non-recoverable GST input tax credits) are payable as follows:

Not later than one year	10,731
Later than one year and not later than five years	19,447
Later than five years	5,632
<b>Total</b>	<b>35,810</b>

### Capital expenditure commitments

Material classes of capital expenditure commitments at reporting date (inclusive of non-recoverable GST input tax credits) are payable as follows:

#### Buildings

Payable:

Not later than one year	55,479
Later than one year but not later than five years	1,851
<b>Total</b>	<b>57,330</b>

## 25. Contingencies

### Litigation in progress

As at 30 June 2018, no claims against the department have been filed in the courts.

Effective 21 December 2017, the department joined the Queensland Government Insurance Fund (QGIF). Under the QGIF, the department would be able to claim back (less an excess of \$10,000), the amount paid to successful litigants. This includes any cases that existed as at 21 December 2017 and cases that have arisen since that date.

## 26. Budgetary reporting disclosures

Following machinery-of-government changes outlined in note 28 and as required by Queensland Treasury policy under such circumstances, the budget figures used in these financial statements reflect the adjusted budget for the reporting period 1 January 2018 to 30 June 2018 as published in the 2018-19 Service Delivery Statements tabled in Parliament.

### Explanations of major variances

#### Statement of comprehensive income

##### *Appropriation revenue*

The decrease primarily reflects the whole-of-government reprioritisation program which returned \$6.007 million in funding to the consolidated fund during the current year and deferral of funding of \$15.450 million to 2018-19 to meet the future operational needs of the department. These decreases are partially offset by additional funding to accommodate growth in offender numbers of \$4.787 million and additional depreciation funding of \$6.101 million to match the useful life profiles of the department's property, plant and equipment.

##### *User charges and fees*

The increase mainly reflects higher sales from prison industries of \$2.374 million and goods and services provided below fair value to local councils and community associations of \$1.743 million.

## 26. Budgetary reporting disclosures (continued)

### *Grants and other contributions*

The increase mainly reflects goods and services received below fair value from Queensland Police Service of \$0.987 million and funding for the national partnership against homelessness of \$0.890 million.

### *Other revenue*

The increase mainly reflects higher sales of goods and services to prisoners of \$1.850 million due to higher prisoner numbers.

### *Other expenses*

The increase mainly reflects goods and services provided below fair value to local councils and community associations of \$1.743 million and the write-off of discontinued capital works projects of \$0.422 million.

## Statement of financial position

### *Cash and cash equivalents*

The variance reflects the cash flow timing impacts of higher payables of \$8.655 million and accrued employee expenses of \$6.342 million offset by the increase in receivables of \$3.751 million.

### *Receivables*

The variance primarily reflects an increase in appropriation receivable of \$6.360 million to fund higher depreciation expense offset by the decrease in receivables for annual leave taken of \$2.119 million as a result of the timing of payments made to settle employee related receivables at year end.

### *Payables*

The variance relates to increase in equity withdrawal payables of \$5.612 million associated with the return of higher depreciation funding to the consolidated fund and higher trade creditors and accruals of \$3.043 million as a result of the timing of payments to creditors at year end.

### *Accrued employee benefits*

The increase reflects wages and salaries payable of \$3.253 million associated with higher staff numbers and accrued back pay payable to departmental psychologists of \$1.916 million.

## Statement of cash flows

### *Service appropriation receipts*

The decrease primarily reflects the whole-of-government reprioritisation program which returned \$6.007 million in funding to the consolidated fund during the current year and deferral of funding of \$15.450 million to 2018-19 to meet the future operational needs of the department. These decreases are partially offset by additional funding to accommodate growth in offender numbers of \$4.787 million.

### *User Charges*

The increase mainly reflects higher sales from prison industries of \$2.374 million.

### *Payments for property, plant and equipment*

This decrease mainly relates to the deferral of capital funding to future financial years to match revised project schedules for the following significant capital projects – Borallon Training and Correctional Centre of \$12.667 million and Brisbane Women's Correctional Centre of \$8.978 million.

### *Equity injections and equity withdrawals*

The variance is associated with the timing of capital funding associated with capital projects referred to above.

27. Trust transactions and balances	2018 \$'000
<b>Prisoners' trust fund</b>	
Revenue	13,161
Expenses	13,111
<b>Net surplus</b>	<b>50</b>
Assets	4,221
Liabilities	4,221
<b>Net assets</b>	<b>-</b>

**Accounting policy**

The Prisoners' Trust holds money in trust on behalf of offenders in custody in compliance with s.311 of the Corrective Services Act 2006.

The transactions and balances related to the above arrangements are not recognised in the financial statements because the department acts only in a custodial role. The disclosure of these notes are for the information of users. The Queensland Auditor-General performs the audit of the department's trust transactions for the reporting period.

**28. Machinery-of-Government transfers**

As a result of the *Public Service Departmental Arrangements Notice (No.3 and No.4) 2017*, dated 21 December 2017, the department on establishment has gained certain assets and liabilities from the Department of Justice and Attorney-General, effective from 1 January 2018 as follows:

	2018 \$'000
<b>Assets</b>	
Cash and cash equivalents	19,899
Receivables	18,226
Inventories	4,478
Other current assets	2,480
<b>Total current assets</b>	<b>45,083</b>
Property, plant and equipment	2,565,584
Intangibles	1,564
Other non-current assets	517
<b>Total non-current assets</b>	<b>2,567,665</b>
<b>Total assets</b>	<b>2,612,748</b>
<b>Liabilities</b>	
Payables	27,816
Accrued employee benefits	17,222
Other current liabilities	45
<b>Total current liabilities</b>	<b>45,083</b>
Other non-current liabilities	222
<b>Total non-current liabilities</b>	<b>222</b>
<b>Total liabilities</b>	<b>45,305</b>
<b>Net assets</b>	<b>2,567,443</b>
<b>Equity</b>	
Non-appropriated equity	2,567,443
<b>Total equity</b>	<b>2,567,443</b>

The net increase in assets of \$2.567 billion has been accounted for as an increase in contributed equity as disclosed in the Statement of Changes in Equity. Budgeted appropriation revenue of \$471.098 million was reallocated from the Department of Justice and Attorney-General to the department as part of the machinery-of-government changes, refer also note 6.

## 29. Summary of other accounting policies

### **a) Authorisation of financial statements for issue**

The financial statements are authorised for issue by the Commissioner and Director, Finance at the date of signing the Management Certificate.

### **b) Accounting estimates and judgments**

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgments that have the potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Such estimates, judgments and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions with the most significant effect are outlined in the following financial statement notes:

Receivables – note 13  
Valuation of property, plant and equipment – note 17  
Depreciation – note 17

Further, the matters covered in each of those notes (except for depreciation and amortisation) necessarily involve estimation uncertainty, with the potential to materially impact on the carrying amount of the department's assets and liabilities in the next reporting period. Reference should be made to the respective notes for more information.

### **c) Currency and rounding**

Amounts included in the financial statements are in Australian dollars and rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

### **d) Cash and cash equivalents**

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques received but not banked at reporting date, as well as deposits at call with financial institutions.

Departmental bank accounts are grouped within the whole-of-government set-off arrangement with the Queensland Treasury Corporation (QTC) and do not earn interest on surplus funds, except for Canteen and Prisoner Trust operations which are interest bearing accounts. Interest earned from Canteen and Prisoner Trust operations remains with the department and is used for prisoner amenities. Interest earned on cash deposited with the Commonwealth Bank of Australia earned 2.1% during the reporting period.

The department does not trade in foreign currency and does not undertake any hedging. The department is exposed to interest rate risk through cash deposited in interest bearing accounts.

### **e) Current/non-current classification**

Assets and liabilities are classified as either 'current' or 'non-current' in the Statement of Financial Position and associated notes. Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the department does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as non-current.

### **f) Financial instruments**

Financial assets and liabilities are recognised in the Statement of Financial Position when the department becomes party to the contractual provisions of the financial instrument. The department has the following categories of financial assets and financial liabilities.

Cash and cash equivalents – refer Statement of Cash Flows  
Receivables at amortised cost – refer note 13  
Payables at amortised cost – refer note 18

No financial assets and financial liabilities have been offset and presented on a net basis in the Statement of Financial Position.

The department does not enter into transactions for speculative purposes, nor for hedging.

### **g) Insurance**

The department's non-current physical assets and other risks, including those relating to business interruption following natural disasters, are insured through the Queensland Government Insurance Fund. Premiums are paid on a risk assessment basis. In addition, the department pays premiums to Workcover Queensland in respect of its obligations for employee compensation.

## 29. Summary of other accounting policies (continued)

### **h) Taxation**

The department is a State body as defined under the Income Tax Assessment Act, 1936 and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the department, GST credits receivable from, and GST payable to the ATO, are recognised (refer to note 13).

### **i) First-year application of new accounting standards or changes in accounting policy**

The department did not voluntarily change any of its accounting policies and no Australian Accounting Standards have been early adopted during the reporting period.

#### Accounting standards applied for the first time

AASB 2016-4 Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash Generating Specialised Assets for not-for-Profit Entities simplified and clarified the impairment testing requirements under AASB 136 for non-cash generating assets held by NFP entities. This amendment has not changed any reported amounts. References to the Depreciated Replacement Costs have been replaced with Current Replacement Cost in line with these amendments.

### **j) Future impact of accounting standards not yet effective**

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future effective dates are set out below:

#### AASB 9 Financial Instruments and AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)

These standards will first apply to the department from its financial statements for 2018-19 with a 1 July 2018 date of transition. The main impacts of these standards on the department are that they will change the requirements for the classification, measurement, impairment and disclosures associated with the department's financial assets. AASB 9 will introduce different criteria for whether financial assets can be measured at amortised cost or fair value.

The department has reviewed the impact of AASB 9 on the classification and measurement of its financial assets.

There will be no change to either the classification or valuation of the cash and cash equivalent item.

Trade receivables will be classified and measured at amortised cost, similar to the current classification of receivables. However, new impairment requirements will result in an allowance being applied to all receivables rather than only on those receivables that are credit impaired. The department will be adopting the simplified approach under AASB 9 and measure lifetime expected credit losses on all trade receivables using a provision matrix approach as a practical expedient to measure the impairment allowance.

Applying this approach, the department has estimated the opening allowance for impairment for trade receivables on 1 July 2018 will not be materially different from the amount currently reported at 30 June 2018 of \$1.936 million (refer note 13).

The amount of impairment for trade receivables owing from other government agencies of \$1.375 million is insignificant and immaterial due to the low credit risk (high quality credit rating) for the State of Queensland. No additional impairment allowance will be raised for these amounts on transition.

Aside from a number of one-off disclosures in the 2018-19 financial statements to explain the impact of adopting AASB 9, a number of new or changed disclosure requirements will apply from that time. Assuming no change in the types of financial instruments that the department enters into, the most likely ongoing disclosure impacts are expected to relate to the credit risk of financial assets subject to impairment, and de-recognition of these items.

#### AASB 1058 Income of Not-for-Profit Entities and AASB 15 Revenue from Contracts with Customers

These standards will first apply to the department from its financial statements for 2019-20.

The department has commenced analysing the new revenue recognition requirements under these standards and is yet to form conclusions about significant impacts. However the department does not currently have any revenue contracts with a material impact for the period after 1 July 2018, and will monitor the impact of any such contracts subsequently entered into before the new standards take effect. A range of new disclosures will also be required by the new standards in respect of the department's revenue.

## 29. Summary of other accounting policies (continued)

### j) Future impact of accounting standards not yet effective

#### AASB 16 Leases

This standard will first apply to the department from its financial statements for 2019-20. When applied, the standard supersedes AASB 117 Leases, AASB Interpretation 4 Determining whether an Arrangement contains a Lease, AASB Interpretation 115 Operating Leases – Incentives and AASB Interpretation 127 Evaluating the Substance of Transactions Involving the Legal Form of a Lease.

#### *Impact for Lessees*

Unlike AASB 117 Leases, AASB 16 introduces a single lease accounting model for lessees. Lessees will be required to recognise a right-of-use asset (representing rights to use the underlying leased asset) and a liability (representing the obligation to make lease payments) for all leases with a term of more than 12 months, unless the underlying assets are of low value.

In effect, the majority of operating leases (as defined by the current AASB 117 and shown at note 24) will be reported on the Statement of Financial Position under AASB 16.

The right-of-use asset will be initially recognised at cost, consisting of the initial amount of the associated lease liability, plus any lease payments made to the lessor at or before the effective date, less any lease incentive received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee. The right-of-use asset will give rise to a depreciation expense.

The lease liability will be initially recognised at an amount equal to the present value of the lease payments during the lease term that are not yet paid. Current operating lease rental payments will no longer be expensed in the Statement of Comprehensive Income. They will be apportioned between a reduction in the recognised lease liability and the implicit finance charge (the effective rate of interest) in the lease. The finance cost will also be recognised as an expense.

AASB 16 allows a 'cumulative approach' rather than full retrospective application to recognising existing operating leases. In accordance with Queensland Treasury's policy, the department will apply the 'cumulative approach', and will not need to restate comparative information. Instead, the cumulative effect of applying the standard is recognised as an adjustment to the opening balance of accumulated surplus (or other component of equity, as appropriate) at the date of initial application.

The department has analysed its existing operating lease commitments at note 24 by type of lessor and type of lease to estimate the expected impacts on transition based on information available at 30 June 2018.

Approximately 99% (\$35.374 million) of the department's operating lease commitments comprise arrangements with other Queensland Government agencies as lessor (i.e. internal-to-government leases). The remaining 1% (\$0.436 million) of operating lease commitments are with lessors external to Queensland Government.

#### *Internal-to-Government leases*

The department's leases with internal-to-government lessors are primarily for office accommodation through the Queensland Government Accommodation Office and employee housing under the Government Employee Housing program.

At 30 June 2018, the department has operating lease commitments of \$35.374 million and annual lease payments of \$9.165 million per year principally for office accommodation.

Considering their operations and impact across the whole-of-government, the department is currently awaiting formal guidance from Queensland Treasury as to whether these two arrangements should be accounted for on-balance sheet under AASB 16.

In the event these arrangements are to be accounted for on-balance sheet, the department estimates a right-to-use asset and lease liability on transition of approximately \$42.254 million for office accommodation leases and \$1.838 million for employee housing based on current operating lease commitments. There will be no material financial impact if these arrangements are not accounted for on-balance sheet.

The department also has a number of cancellable motor vehicle leases with QFleet that are not presently included as part of the operating lease commitments note as they do not constitute a lease under AASB 117 and Accounting Interpretation 4. The department is also awaiting confirmation from Queensland Treasury that QFleet arrangements will continue to fall outside the requirements of AASB 16 for on-balance sheet accounting.

All other Australian accounting standards and interpretations with future effective dates are either not applicable to the department's activities, or have no material impact on the department.

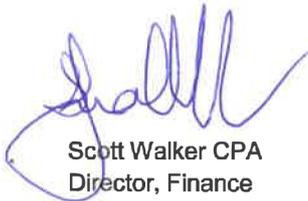
## Queensland Corrective Services

### Management Certificate

for the reporting period 1 January 2018 to 30 June 2018

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 42 of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act, we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Queensland Corrective Services for the reporting period 1 January 2018 to 30 June 2018 and of the financial position of the department for the same reporting period; and
- (c) these assertions are based upon an appropriate system of internal controls and risk management processes being effective, in all material aspects, with respect to financial reporting throughout the reporting period.



Scott Walker CPA  
Director, Finance

28 August 2018



Peter Martin APM  
Commissioner

28 August 2018

## INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of Queensland Corrective Services

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of Queensland Corrective Services.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2018, and its financial performance and cash flows for the period then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards.

The financial report comprises the statement of financial position and statement of assets and liabilities by major departmental service as at 30 June 2018, the statement of comprehensive income, statement of comprehensive income by major departmental service, statement of changes in equity and statement of cash flows for the period then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the **Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants** (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## Key audit matters

### **Specialised building valuations (\$2,151.5 million)**

### **Depreciation expense (\$69.6 million)**

Refer to note 17 in the financial report

Key audit matter	How my audit addressed the key audit matter
<p>Buildings were material Queensland Corrective Services (QCS) at balance date and were measured at fair value using the current replacement cost method.</p> <p>Buildings were transferred to QCS from the Department of Justice and Attorney-General (DJAG) on 1 January 2018 as part of a Machinery of Government change. Prior to their transfer, buildings were revalued as at 31 December 2017 by indexation.</p> <p>For the financial period ended 30 June 2018, QCS buildings were measured at fair value using the current replacement cost method. This comprises:</p> <ul style="list-style-type: none"> <li>• Gross replacement cost, less</li> <li>• Accumulated depreciation</li> </ul> <p>Fair Value was derived at balance date by having regard to the movement in the building index since 1 January 2018. Using indexation required significant judgements for:</p> <ul style="list-style-type: none"> <li>• determining indexation factors that reflect the estimated change, since the previous valuation, in the cost inputs used in developing the gross replacement.</li> <li>• assumptions and judgements used in the determination of fair value in intervening period between the transfer of assets from DJAG and the period end to ensure ongoing validity of assumptions and judgements used.</li> </ul> <p>The measurement of accumulated depreciation involved significant judgements for forecasting the remaining useful lives of building components.</p>	<p>My procedures for the valuation of Buildings included, but were not limited to:</p> <p>For the assets transferred from the Department of Justice and Attorney-General:</p> <ul style="list-style-type: none"> <li>• Assessing the adequacy of management's review of the valuation process.</li> <li>• Assessing the competence, capability and objectivity of the independent valuation specialist used by the department.</li> <li>• Reviewing the scope and instructions provided to the valuer, and obtaining an understanding of the methodology used and assessing its appropriateness with reference to common industry practices</li> </ul> <p>In the current period:</p> <ul style="list-style-type: none"> <li>• Evaluating the reasonableness of <b>management's assessment that the movement in the building index from 1 January 2018 to 30 June 2018 was not material.</b></li> <li>• Evaluating useful life estimates for reasonableness by: <ul style="list-style-type: none"> <li>• <b>reviewing management's annual assessment of useful lives</b></li> <li>• assessing that no asset in use has reached or exceeded its useful life</li> <li>• enquiring of management about their plans for assets that are nearing the end of their useful life.</li> </ul> </li> <li>• Where changes in useful lives were identified, evaluating whether the effective dates of change applied for depreciation expense were supported by appropriate evidence.</li> </ul>

### **Other information**

Other information comprises the information included in the **entity's** annual report for the period ended 30 June 2018, **but does not include the financial report and my auditor's report** thereon.

Those charged with governance are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

### **Responsibilities of the department for the financial report**

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an **auditor's report that includes my opinion**. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the department's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the department.
- Conclude on the appropriateness of the department's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material **uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern.**
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are **therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.**

In accordance with s.40 of the *Auditor-General Act 2009*, for the period ended 30 June 2018:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



31 August 2018

J F Welsh  
as delegate of the Auditor-General

Queensland Audit Office  
Brisbane

# Glossary

# Glossary

ACRONYM	TITLE
ACC	Agency Consultative Committee
AJRP	Aurukun Justice Reintegration Project
ARMC	Audit and Risk Management Committee
BOM	Board of Management
BWC	Body-worn Camera
CBRC	Cabinet Budget Review Committee
CCC	Crime and Corruption Commission
CI	Chief Inspector
CLLO	Cabinet Legislation and Liaison Officer
COPD	Custodial Operations Practice Directive
CREST	Community Re-entry Services Team
CSA	<i>Corrective Services Act 2006</i>
CSIU	Corrective Services Investigations Unit
DET	Department of Education and Training
DFV	Domestic and Family Violence
DJAG	Department of Justice and Attorney-General
DHPW	Department of Housing and Public Works
DPSOA	<i>Dangerous Prisoners (Sexual Offenders) Act 2003</i>
ESU	Ethical Standards Unit
EBLR	Elevated Base Line Risk
GPS	Global Positioning System
GRDS	General Retention and Disposal Schedule
HCM	Human Capital Management
HHS	Hospital and Health Service
HR	Human Resources
HROMU	High Risk Offender Management Unit
ICT	Information and Communication Technology
IIA	Institute of Internal Auditors
IIB	Intelligence and Investigations Branch
IOMS	Integrated Offender Management System
IPPF	Internal Professional Practices Framework

ACRONYM	TITLE
LGCC	Lotus Glen Correctional Centre
LinCT	Leadership in Counter Terrorism
MAPA	Managing of Actual or Potential Aggression
MoG	Machinery-of-government
NPAH	National Partnership Agreement on Homelessness
OCI	Office of the Chief Inspector
OIS	Offender Information Systems
OSS	Operational Support Services
OV	Official Visitor
OVS	Official Visitor Scheme
PBQ	Parole Board Queensland
PRV	Protective Response Vehicle
PSC	Public Service Commission
QAO	Queensland Audit Office
QCS	Queensland Corrective Services
QDAN	Queensland Disposal Authority Number
QGSIG	Queensland Corrective Services Intelligence Group
QGISCF	Queensland Government Information Security Classification Framework
QPS	Queensland Police Service
QPSR	Queensland Parole System Review/Reform
RPCU	Reform Planning and Coordination Unit
S&G	Strategy and Governance
SCRGP	Steering Committee for the Review of Government Services
SCSU	Specialised Clinical Services Unit
SPER	State Penalties Enforcement Register
SQCC	Southern Queensland Correctional Centre
SWO	Statewide Operations
WDO	Work and Development Order
VET	Vocational Educational Education and Training

# Appendices

## QCS service areas

### Statewide Operations

Statewide Operations (SWO) provides strategic oversight, governance, communications and support to regions in the delivery of statewide probation and parole and custodial operational services in Queensland.

SWO is responsible for developing and monitoring processes in the delivery of probation and parole and custodial services throughout Queensland through key functional areas of operational practice and governance compliance and risk.

### Custodial Operations

QCS manages approximately 8600 average daily number of prisoners detained in custody. These prisoners are managed in a variety of high, low and community custody facilities across Queensland, including:

- » 11 high security prisons
- » 6 low security facilities
- » the Princess Alexandra Hospital Secure Unit
- » 13 work camps.

### High security facilities

#### Locations

- » Arthur Gorrie Correctional Centre—Wacol (GEO Group)
- » Borallon Training and Correctional Centre—Ipswich
- » Brisbane Correctional Centre—Wacol
- » Brisbane Women's Correctional Centre—Wacol
- » Capricornia Correctional Centre—Rockhampton
- » Lotus Glen Correctional Centre—Mareeba
- » Maryborough Correctional Centre
- » Southern Queensland Correctional Centre—Gatton (Serco)
- » Townsville Correctional Complex:
  - Male Correctional Centre
  - Female Correctional Centre
- » Wolston Correctional Centre—Wacol
- » Woodford Correctional Centre.

### Low security facilities

#### Locations

- » Capricornia Correctional Centre (farm)
- » Helana Jones Centre at Albion (community custody)
- » Lotus Glen Correctional Centre (farm)
- » Numinbah Women's Correctional Centre (farm)
- » Palen Creek Correctional Centre (farm), and
- » Townsville Correctional Centre – including separate men's (farm) and women's facilities.

### Work camps

There are currently 13 work camps that operate throughout Queensland, of which 11 are for male prisoners and two for female prisoners.

### Locations

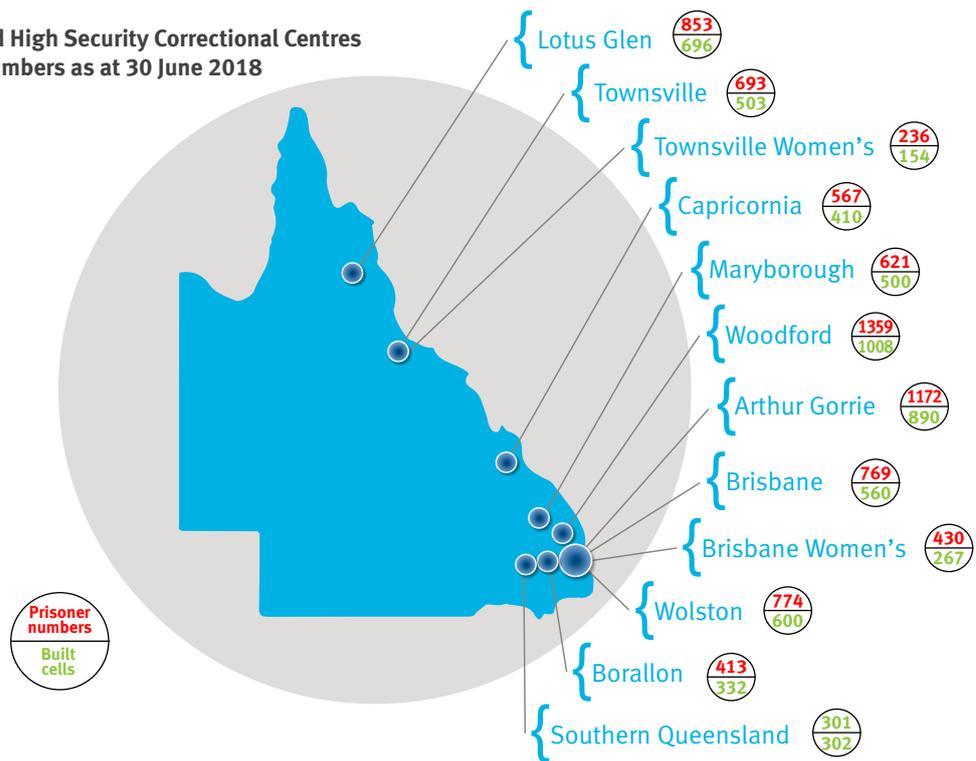
#### Men's

- » Blackall
- » Boulia
- » Charleville
- » Clermont
- » Dirranbandi
- » Innisfail
- » Julia Creek
- » Mitchell
- » Springsure
- » St George
- » Winton.

#### Women's

- » Bowen
- » Warwick Showgrounds.

**Queensland High Security Correctional Centres  
Prisoner Numbers as at 30 June 2018**



### Escort and Security Branch

The Escort and Security Branch, based at Wacol, is responsible for the safe and secure transportation of prisoners in South East Queensland between corrective services facilities and places where prisoners are required to attend.

The branch is responsible for the custody of prisoners while within the confines of the Brisbane Magistrates Court and the Brisbane Supreme and District Court. The branch also operates the Princess Alexandra Hospital Secure Unit, the Escort Unit and the Courts Unit.

### Probation and Parole

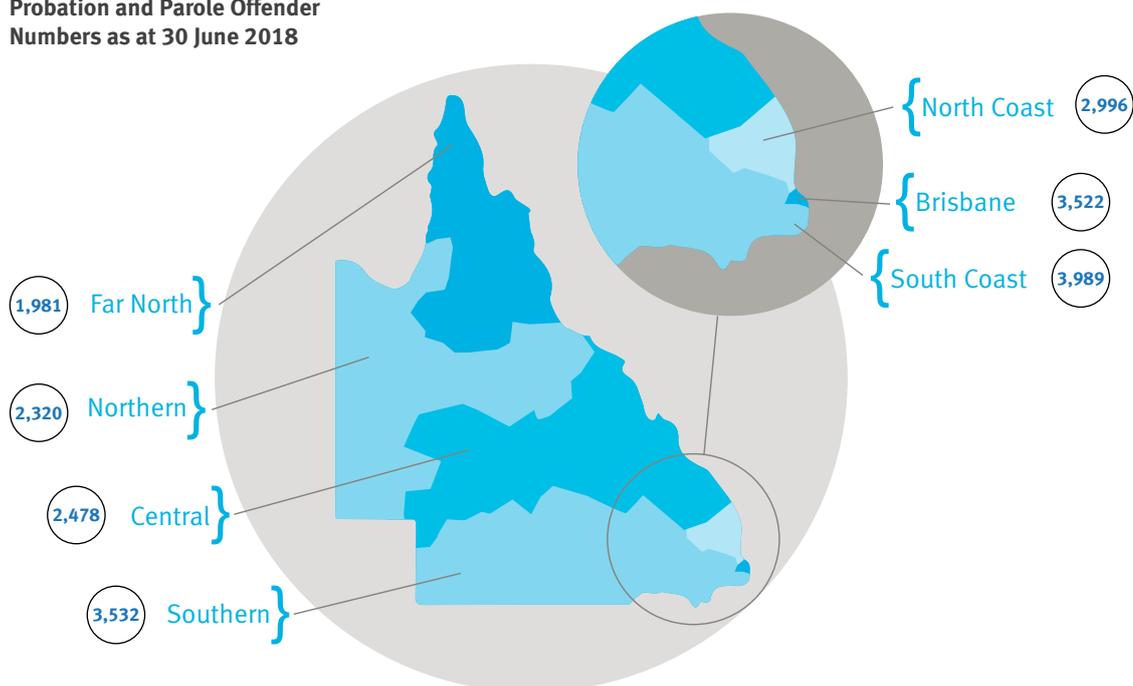
There are seven regions, with 34 district offices servicing major areas of Queensland.

There are 11 permanent reporting centres and more than 140 reporting centres that are visited frequently or as required to service community offenders.

### Regions and district offices

REGION	DISTRICT OFFICE LOCATIONS
Central	Hervey Bay Bundaberg Emerald Gladstone Rockhampton
Far Northern	Cairns Innisfail Mareeba Thursday Island Weipa
Brisbane	Brisbane Central Brisbane North Brisbane South Mt Gravatt Redlands Wacol (HROMU) Wynnum
North Coast	Pine Rivers Redcliffe Caboolture Gympie Maroochydore
Northern	Mt Isa Mackay Townsville
South Coast	Beenleigh Burleigh Heads Logan Southport
Southern	Kingaroy Ipswich Inala Roma Toowoomba

## Probation and Parole Offender Numbers as at 30 June 2018



### High Risk Offender Management Unit

The High Risk Offender Management Unit (HROMU) is responsible for key agency functions associated with the management of prisoners and offenders under the *Dangerous Prisoner (Sexual Offenders) Act 2003*.

HROMU is comprised of four organisational units:

- » Strategic Risk and Support
- » Electronic Monitoring and Surveillance Unit
- » HROMU – South East Queensland, and
- » HROMU – Central to Far North Queensland.

## Specialist Operations

Specialist Operations enhances community safety through the delivery of specialist services to prisoners, offenders, corrective services officers, victims and other stakeholders.

### Sentence Management Services

Sentence Management Services is responsible for sentence calculation and sentence administration functions to ensure the lawful detention of prisoners. It determines prisoner security classification, plans for prisoner rehabilitation and progression, determines prisoner placement, and compiles reports to assist decision-making by the parole boards. It ensures effective utilisation of custodial capacity while ensuring appropriate access to rehabilitative activities and progression. It provides specialised advice, assessment and intervention regarding high harm offenders and those with complex mental health needs, and aids in informing registered persons of important events in a prisoner's sentence.

Sentence Management Services comprises:

- » regional sentence management hubs with staff located in each publicly run centre
- » Sentence Administration Unit
- » Serious Offenders Unit
- » Operations Unit
- » Specialised Clinical Services
- » Victims Register.

### Intelligence and Investigations Branch

The Intelligence and Investigations Branch (IIB) consists of the QCS Intelligence Group (QCSIG) and the Corrective Services Investigations Unit (CSIU). The IIB promotes the safety and security of all QCS operations by providing timely and efficient intelligence and investigations. This prompt action allows for risk management and informed decision-making in relation to extreme and high risk offenders and in support of QCS statewide operations.

QCSIG comprises corrective services officers and seconded QPS Officers with specialist intelligence skills. In addition to developing and coordinating QCS intelligence resources, QCSIG is responsible for QCS' central intelligence function and the delivery of relevant strategic, tactical and operational intelligence products.

The CSIU is staffed with sworn QPS officers with specialised investigative skills. It provides a statewide investigative response to crime within correctional centres. The CSIU also operates a drug desk to proactively target and combat the introduction of drugs into correctional centres and an escape desk that coordinates police investigations in locating Queensland escapees and parole absconders. Policing assistance in managing high-risk community supervised offenders is also provided by the CSIU.

### Offender Rehabilitation and Management Services

Offender Rehabilitation and Management Services develops agency rehabilitation and offender management strategies. It plays a lead role in providing evidence-based offender rehabilitation and management activities across a range of functions including:

- » developing and monitoring frameworks and systems to manage offenders appropriately, including suicide prevention
- » statewide planning, coordination and monitoring of rehabilitation services including education, vocational training, literacy and numeracy, re-entry, and associated offender programs and services
- » providing advice and support to field corrective services officers, other government agencies and service providers to support the effective management of prisoners
- » providing training and practice supervision to build agency capability relating to assessing, managing and rehabilitating offenders, including online training
- » program and service development
- » developing partnerships that contribute to successfully rehabilitating offenders.

Offender Rehabilitation and Management Services consists of three organisational units:

- » Education and Offender Services Unit
- » Re-entry Unit, and
- » Offender Intervention Unit.

## Operational Support Services

Operational Support Services (OSS) coordinates and oversees activities that affect all of QCS and assists with the delivery of corporate services to operational areas of QCS.

OSS consists of four business units:

- » Finance and Contracts
- » Human Resources
- » Offender Information Systems
- » Business Improvement.

OSS works closely with other QCS directorates to ensure QCS' activities are coordinated and resourced appropriately.

OSS also plays a key role in maintaining systems and processes for QCS which are essential to the delivery of QCS core business.

These include:

- » workforce planning
- » supporting and maintaining QCS' core business information system IOMS
- » strategic infrastructure planning
- » managing assets
- » monitoring budget and resource allocations
- » supporting and assisting QCS business areas with strategic project management and business change processes.

### Finance and Contracts

The primary function of the Finance and Contracts branch is to provide high-level advice to the Minister, Commissioner and senior management on budgetary, financial and contract management issues. The branch incorporates two broad areas of responsibility—the Management Accounting Unit and the Contract Management Unit.

The Management Accounting Unit provides budget and financial management advisory services to the QCS Finance Committee, QCS BOM and managers and corrective services officers of all operational units.

The Contract Management Unit is split into two distinct areas of responsibility. The first sub-unit is responsible for the suite of prison management and maintenance contracts while the second is responsible for all support services arrangements. The second sub-unit also provides linkage to the operational business units to ensure specifications and other contract documents for relevant support service arrangements are effectively developed and renewed.

### Human Resources

Key functions of this unit include the management of establishment, role descriptions, recruitment and appointment oversight, rostering, custodial officer recruitment, workforce planning and integration with training, HR support to the field and senior management, WHS coordination, injury management, ID cards, and criminal history checks.

### Offender Information Systems

The core purpose of the Offender Information Systems (OIS) branch is to support the business in delivering services by maintaining line-of-business software applications and working with third parties to deliver a joined-up ICT environment. OIS responsibilities include managing line-of-business applications as they relate to offender management, working with justice partners to achieve whole-of-government outcomes and managing the QCS network and associated infrastructure. The branch also manages the base ICT expenditure on behalf of the BOM, including providing technical solutions that support prisoner and offender rehabilitation and reintegration needs.

### Business Improvement

The Business Improvement Unit facilitates continuous improvement in the operations of QCS, working closely with the operational parts of the organisation to solve current and emerging issues. Some projects have long-term time horizons, such as the replacement of the Integrated Offender Information Systems. Other projects are directed at more immediate issues, such as body-worn cameras and the introduction of anti-drone technologies. The unit uses a business model that engages industry expertise, largely from the private sector, to provide solutions within tight deadlines.

## Strategy and Governance

Strategy and Governance is responsible for providing strategic advice and support to the Minister, Commissioner and senior managers on the performance and ongoing development of Queensland's corrective services system.

The areas within this division are:

- » the Office of the Commissioner
- » Cabinet Legislation and Liaison Office
- » Policy and Legislation Branch
- » Research, Evaluation and Performance Branch
- » Reform Planning and Coordination Unit
- » Legal, Right to Information and Privacy Branch.

### Office of the Commissioner

The Office of the Commissioner provides strategic and operational support to the Commissioner, including Ministerial and departmental briefings and communications, media relations, and government and non-government stakeholder relations.

### Cabinet Legislation and Liaison Office

The Cabinet Legislation and Liaison Office is part of a network of officers across government that provides support to the Cabinet Secretariat.

### Policy and Legislation Branch

The Policy and Legislation Branch is responsible for developing and coordinating QCS policies and corporate and operational plans. Policy and Legislation provides strategic advice to the Minister, Commissioner, BOM and senior managers on current and emerging policy issues relevant to QCS. Policy and Legislation manages the preparation of corrective services submissions to Cabinet and the Cabinet Budget Review Committee. The Policy and Legislation Branch leads the preparation of legislation for corrective services.

## Research, Evaluation and Performance Branch

The Research and Evaluation Unit is responsible for leading and managing complex research projects and evaluating the implementation outcomes as a result of the Queensland Parole System Review, and other research activities for QCS. The Research and Evaluation team also manages QCS' relationships with external researchers and university partnerships.

The Performance and Reporting Unit is responsible for developing, reviewing, evaluating and analysing key performance measures, indicators and counting rules, ensuring QCS meets strategic and operational information requirements. The Performance and Reporting Unit provides advice and support to corrective services officers and stakeholders on how to apply the Queensland Government Performance Framework. The unit is also the coordination point for strategic risk management and business continuity plans across QCS, along with reporting against key government strategies and action plans.

The Forecasting and Modelling Unit is responsible for providing strategic, high-level advice on QCS operations by performing mathematical modelling and statistical analysis based on complex data extractions.

### Reform Planning and Coordination Unit

The Reform Planning and Coordination Unit is responsible for coordinating the implementation of reforms associated with the parole system and providing oversight and specialist support to other projects as required. The Reform Planning and Coordination Unit is also responsible for ongoing governance, oversight, reporting, identifying linkages between projects, change management planning and providing support to project teams.

### Legal, Right to Information and Privacy

QCS established the Legal, Right to Information and Privacy function following 2017 MoG changes.

The Legal Unit provides legal services to the Commissioner and the executive management of QCS on a wide range of matters, including:

- » the statutory responsibilities of the Commissioner and his delegates
- » contractual and administrative law issues, statutory interpretation and workplace issues
- » managing litigation and other court or tribunal proceedings involving QCS or QCS officers
- » drafting statements of reasons and submissions for courts and tribunals
- » monitoring QCS' legal compliance.

The Right to Information and Privacy Unit is responsible for processing all applications seeking access or amendment to documents held by QCS under either the *Right to Information Act 2009* or the *Information Privacy Act 2009*.

The unit is responsible for ensuring QCS meets all of its privacy requirements under the *Information Privacy Act 2009*, including preparing reports on all reported privacy breaches, and investigating and managing privacy complaints received by QCS.

This unit also provides statewide training for QCS officers on their own responsibilities under these pieces of legislation.

## Capability and Development

Capability and Development provides leadership to design, deliver and review learning, development and cultural change programs aligned to building the capability of the QCS workforce and achieving organisational outcomes to meet current and future needs.

There are three business areas within the CAD group:

- » QCS Academy
- » Workplace Engagement Unit
- » Murridhagun Cultural Centre.

### QCS Academy

The QCS Academy provides education, training and professional development to corrective services officers across the state. The QCS Academy operates as the registered training organisation (RTO) for QCS (RTO registration number 5292).

The QCS Academy delivers Certificate III, Certificate IV and Diploma level qualifications from the National Corrections Training Package, in addition to a range of QCS-specific training programs, through:

- » custodial training
- » probation and parole training
- » dog squad training
- » management and leadership training.

### Workplace Engagement Unit

The Workplace Engagement Unit was established to implement the recommendations arising out of the Anti-Bullying and Harassment Committee.

The Workplace Engagement Unit contributes to healthy and safe workplaces. The unit's purpose is to empower staff to resolve conflict and foster relationships so QCS workplaces

are courteous and respectful. The unit engages staff in a timely manner to assist in identifying relevant issues and challenges, and by supporting them to respond accordingly.

### Murridhagun Cultural Centre

The Murridhagun Cultural Centre was established to provide advice and cultural support for all corrective services officers in QCS. In particular, the unit was established to support and deliver:

- » increases in the number of Aboriginal and Torres Strait Islander corrective services officers working within QCS
- » information to senior management and others in relation to Aboriginal and Torres Strait Islander culture and traditions
- » the development and delivery of cultural understanding and responsiveness training to QCS corrective services officers
- » strengthened partnerships with government and non-government agencies working to address the over-representation of Aboriginal and Torres Strait Islander people in the criminal justice system.

## Office of the Chief Inspector

The Chief Inspector is a statutory position created under the CSA.

The Office of the Chief Inspector (OCI) has multiple functions that help to ensure Queensland has a strong and evidence-based accountability framework.

The OCI provides scrutiny of prisoner treatment and the effectiveness of prisoner services by inspecting and assessing correctional centres against established Healthy Prison standards.

The OCI also conducts and coordinates investigations of significant incidents in corrective services facilities, including escapes, deaths in custody (other than by apparent natural causes), riots or other acts of sustained resistance by prisoners. As part of these investigations, incidents are critically analysed and recommendations made with a view to reducing the likelihood of a similar incident re-occurring.

The Chief Inspector coordinates the Official Visitor Scheme, which provides a regular, easily accessible and independent visitation program to assist prisoners to manage and resolve their complaints with QCS. In addition, Official Visitors review key decisions and orders in the correctional system—for example, safety orders and maximum security orders. Official Visitors are independent members of the community.

### **Ethical Standards Unit**

Ethical Standards Unit (ESU) develops and delivers programs and services to maintain ethical culture and decision-making throughout the department.

ESU is responsible for:

- » investigating allegations of misconduct and corrupt conduct
- » completing reports to decision-makers involving serious workplace conduct
- » referrals to external stakeholders for further investigation and action, including CCC and QPS via the CSIU
- » assessing conflicts of interest and other employment applications
- » promoting ethics awareness and ethical decision-making by providing advice, training and workplace support strategies.

### **Internal Audit**

Internal Audit's services are provided using a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls and governance activities across QCS.

Internal Audit's focus is to improve operational processes and financial practices by:

- » assessing whether or not departmental operations are being managed in an efficient, effective, economic and ethical manner, and where improvements can be made
- » identifying non-compliance with legislation or prescribed requirements
- » assisting in risk management and suggesting solutions to identified deficiencies
- » monitoring whether or not agreed remedial actions are undertaken.

# Key statistics

**Table 1: Daily average number of prisoner**

Correctional facility	2013–14	2014–15	2015–16	2016–17	2017–18
High security facilities	6,047	6,554	6,858	7,468	7,962
Arthur Gorrie Correctional Centre	890	984	1,091	1,170	1,171
Borallon Training and Correctional Centre	-	-	29	245	317
Brisbane Correctional Centre	567	570	615	686	716
Brisbane Women's Correctional Centre	336	381	364	389	419
Capricornia Correctional Centre	447	489	490	526	547
Lotus Glen Correctional Centre	635	704	732	759	817
Maryborough Correctional Centre	527	570	581	618	659
Southern Queensland Correctional Centre	347	376	374	372	378
Townsville Correctional Centre (Men's)	499	529	613	646	675
Townsville Women's Correctional Centre	161	155	141	167	196
Wolston Correctional Centre	669	716	719	722	754
Woodford Correctional Centre	970	1,080	1,109	1,168	1,312
Low security facilities	646	612	664	661	668
Capricornia Correctional Centre — low custody	86	88	79	76	67
Helana Jones Centre	25	19	18	19	18
Lotus Glen Correctional Centre — low custody	125	112	118	119	121
Numinbah Correctional Centre	86	85	112	105	101
Palen Creek Correctional Centre	152	130	135	139	163
Townsville Correctional Centre — male low custody	74	75	77	77	74
Townsville Women's Correctional Centre — low custody	12	18	27	31	30
Work Camps (Male)	77	74	86	84	84
Work Camps (Female)	9	11	11	13	9
Aboriginal and Torres Strait Islander prisoners	2,108	2,284	2,444	2,605	2,757
Aboriginal and Torres Strait Islander prisoners — percentage	31.5%	31.9%	32.5%	32.1%	31.9%
Non-Indigenous prisoners	4,585	4,882	5,078	5,524	5,872
Non-Indigenous prisoners — percentage	68.5%	68.1%	67.5%	67.9%	68.1%
Male prisoners	6,063	6,498	6,849	7,405	7,856
Male prisoners — percentage	90.6%	90.7%	91.1%	91.1%	91.0%
Female prisoners	630	669	673	724	773
Female prisoners — percentage	9.4%	9.3%	8.9%	8.9%	9.0%
<b>Total prisoners</b>	<b>6,693</b>	<b>7,167</b>	<b>7,522</b>	<b>8,129</b>	<b>8,629</b>

**Table 2: Legal status of prisoners as at 30 June 2018**

Legal status	MALE			FEMALE			TOTAL	
	Aboriginal and/or Torres Strait Islander	Non-Indigenous	Total	Aboriginal and/or Torres Strait Islander	Non-Indigenous	Total	Total	% of total
Sentenced	1,722	3,764	5,486	191	355	546	6,032	68.2%
Unsentenced *	722	1,793	2,515	102	190	292	2,807	31.8%
<b>Total</b>	<b>2,444</b>	<b>5,557</b>	<b>8,001</b>	<b>293</b>	<b>545</b>	<b>838</b>	<b>8,839</b>	<b>100.0%</b>

\* Unsentenced prisoners includes 'post-sentence' prisoners and prisoners who have a legal status of 'remand' or 'unknown/not stated'.

**Table 3: Age group of prisoners as at 30 June 2018**

Age group	MALE			FEMALE			TOTAL	
	Aboriginal and/or Torres Strait Islander	Non-Indigenous	Total	Aboriginal and/or Torres Strait Islander	Non-Indigenous	Total	Total	% of total
17	6	1	7	1	-	1	8	0.1%
18-19	135	123	258	20	11	31	289	3.3%
20-24	474	671	1,145	50	69	119	1,264	14.3%
25-29	546	1,027	1,573	64	107	171	1,744	19.7%
30-34	442	1,023	1,465	57	99	156	1,621	18.3%
35-39	342	860	1,202	46	93	139	1,341	15.2%
40-44	230	652	882	24	79	103	985	11.1%
45-49	152	492	644	20	34	54	698	7.9%
50-54	72	264	336	8	30	38	374	4.2%
55+	45	444	489	3	23	26	515	5.8%
<b>Total</b>	<b>2,444</b>	<b>5,557</b>	<b>8,001</b>	<b>293</b>	<b>545</b>	<b>838</b>	<b>8,839</b>	<b>100.0%</b>

**Table 4: Security classification of prisoners as at 30 June 2018**

Security classification	MALE			FEMALE			TOTAL
	Aboriginal and/or Torres Strait Islander	Non-Indigenous	Total	Aboriginal and/or Torres Strait Islander	Non-Indigenous	Total	
Max	14	26	40	0	0	0	40
High	1,920	4,584	6,504	194	288	482	6,986
Low	343	580	923	52	181	233	1,156
Unclassified	167	367	534	47	76	123	657
<b>Total</b>	<b>2,444</b>	<b>5,557</b>	<b>8,001</b>	<b>293</b>	<b>545</b>	<b>838</b>	<b>8,839</b>

**Table 5: Most serious offence/charge of prisoners as at 30 June 2018**

Most serious offence/charge	MALE			FEMALE			TOTAL
	Aboriginal and/or Torres Strait Islander	Non-Indigenous	Total	Aboriginal and/or Torres Strait Islander	Non-Indigenous	Total	
Homicide and related offences	134	484	618	21	46	67	685
Acts intended to cause injury	857	1,016	1,873	113	62	175	3,921
Sexual assault and related offences	251	790	1,041	2	6	8	2,090
Dangerous and negligent acts endangering persons	84	232	316	8	26	34	666
Abduction and related offences	13	26	39	2	1	3	81
Robbery, extortion and related offences	281	512	793	27	31	58	1,644
Unlawful entry with intent/burglary, break and enter	339	573	912	42	53	95	1,919
Theft and related offences	81	196	277	19	43	62	616
Deception and related offences	6	126	132	5	68	73	337
Illicit drug offences	102	1,131	1,233	26	162	188	2,654
Weapons and explosives offences	20	76	96	4	15	19	211
Property damage and environmental pollution	26	77	103	3	9	12	218
Public order offences	10	10	20	2	1	3	43
Road traffic and motor vehicle regulatory offences	15	66	81	1	5	6	168
"Offences against justice procedures, government security and government operations"	214	215	429	16	18	34	892
Miscellaneous offences	0	0	0	1	0	1	1
<b>Total</b>	<b>2,433</b>	<b>5,530</b>	<b>7,963</b>	<b>292</b>	<b>546</b>	<b>838</b>	<b>8,801</b>

The data in the above table includes the Most Serious Offence for sentenced prisoners and Most Serious Charge for Unsented Prisoners. This data does not include prisoners detained on Post-Sentence Detention Orders. Definitions: Most Serious Offence: The most serious offence is the offence for which the sentenced prisoner has received the longest sentence in the current episode for a single offence. Where a prisoner has multiple offences with the same sentence length the most serious offence is determined by using the offence which has the Australian and New Zealand Standard Offence Classification (ANZSOC) with the lowest Index number in the National Offence Index (NOI). Most Serious Charge: The most serious charge for unsented prisoners is the charge which has the ANZSOC code with the lowest Index number in the NOI. Note: This data may vary from the published ABS Prisoner Census data.

**Table 6: Deaths in custody (number and rate)**

Apparent cause of death	2013–14		2014–15		2015–16		2016–17		2017–18	
	Aboriginal and/or Torres Strait Islander	Non-Indigenous								
Apparent unnatural	1	2	2	1	1	2	1	0	0	2
Accident or misadventure	1	0	0	0	0	0	0	0	0	0
Murder	0	0	0	0	0	0	0	0	0	0
Suicide	0	2	2	1	1	2	1	0	0	2
Unknown cause	0	0	0	0	0	0	0	3	1	0
Apparent natural	3	5	1	3	2	5	3	5	2	6
Total — all deaths	4	7	3	4	3	7	4	8	3	8
Rate of deaths in custody										
Apparent unnatural cause deaths	0.05	0.04	0.09	0.02	0.04	0.04	0.04	0.00	0.00	0.03
<b>All deaths</b>	<b>0.19</b>	<b>0.15</b>	<b>0.13</b>	<b>0.08</b>	<b>0.12</b>	<b>0.14</b>	<b>0.15</b>	<b>0.14</b>	<b>0.11</b>	<b>0.14</b>

**Table 7: Escapes (number and rate)**

CORRECTIONAL CENTRE	2013–14	2014–15	2015–16	2016–17	2017–18
<b>High security facilities</b>	-	-	-	-	-
Arthur Gorrie Correctional Centre	-	-	-	-	-
Borallon Training and Correctional Centre	-	-	-	-	-
Brisbane Correctional Centre	-	-	-	-	-
Brisbane Women’s Correctional Centre	-	-	-	-	-
Capricornia Correctional Centre	-	-	-	-	-
Lotus Glen Correctional Centre	-	-	-	-	-
Maryborough Correctional Centre	-	-	-	-	-
Southern Queensland Correctional Centre	-	-	-	-	-
Townsville Correctional Centre (Men’s)	-	-	-	-	-
Townsville Women’s Correctional Centre	-	-	-	-	-
Wolston Correctional Centre	-	-	-	-	-
Woodford Correctional Centre	-	-	-	-	-
<b>Low security facilities</b>	<b>2</b>	<b>5</b>	<b>6</b>	<b>10</b>	<b>7</b>
Capricornia Correctional Centre — low custody	2	-	1	4	2
Helana Jones Centre	-	-	-	-	-
Lotus Glen Correctional Centre — low custody	-	5	-	-	-
Numinbah Correctional Centre	-	-	2	3	2
Palen Creek Correctional Centre	-	-	-	3	3
Townsville Correctional Centre — male low custody	-	-	3	-	-
Townsville Women’s Correctional Centre — low custody	-	-	-	-	-
<b>Other escapes*</b>	<b>1</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>2</b>
<b>Escape rate</b>					
<b>High security facilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Low security facilities</b>	<b>0.31</b>	<b>0.82</b>	<b>0.90</b>	<b>1.51</b>	<b>1.05</b>

\* Other escapes — escapes of prisoners at work camps, while on unescorted leave of absence, on medical escort, or on escorted leave of absence (other than one-on-one supervision) are counted as ‘other escapes’ and are excluded from the escape rate.

**Table 8: Assault victims in custody**

TYPE OF ASSAULTS	2013–14		2014–15		2015–16		2016–17		2017–18	
	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE
<b>Prisoner on prisoner</b>										
Serious	103	1.54	129	1.80	169	2.25	250	3.08	254	2.94
Assault	348	5.20	358	5.00	533	7.09	853	10.49	735	8.52
Assault – Other <sup>1</sup>	344	5.14	606	8.46	721	9.59	640	7.87	675	7.82
<b>Prisoner on officer</b>										
Serious	4	0.06	6	0.08	1	0.01	9	0.11	6	0.07
Assault	23	0.34	18	0.25	68	0.90	82	1.01	49	0.57
Assault – Other <sup>1</sup>	107	1.60	139	1.94	200	2.66	214	2.63	260	3.01

Assaults are counted by the number of victims identified. Rate of assault = number of victims divided by the daily average prison population multiplied by 100.

<sup>1</sup> Other assaults are classified as incidents that did not result in a physical injury or require any form of medical treatment at the time of the incident. However, every incident of this nature is assessed and reported to the Corrective Services Investigation Unit.

**Table 9: Average daily number of offenders subject to community supervision**

Gender/Indigenous status		2013–14	2014–15	2015–16	2016–17	2017–18
Male Aboriginal and Torres Strait Islander offenders	No.	2,799	2,847	3,101	3,342	3,346
Male non-Indigenous offenders	No.	9,793	10,025	11,006	11,931	12,078
Female Aboriginal and Torres Strait Islander offenders	No.	876	936	1,047	1,237	1,325
Female non-Indigenous offenders	No.	2,327	2,524	2,851	3,269	3,410
Total Aboriginal and Torres Strait Islander offenders	No.	3,675	3,783	4,148	4,579	4,671
Percentage of Aboriginal and Torres Strait Islander offenders	%	23.3%	23.2%	23.0%	23.2%	23.2%
Total non-Indigenous offenders	No.	12,120	12,549	13,857	15,201	15,487
Percentage non-Indigenous offenders	%	76.7%	76.8%	77.0%	76.8%	76.8%
Total male offenders	No.	12,593	12,873	14,106	15,273	15,424
Percentage male offenders	%	79.7%	78.8%	78.3%	77.2%	76.5%
Total female offenders	No.	3,202	3,459	3,898	4,507	4,735
Percentage female offenders	%	20.3%	21.2%	21.7%	22.8%	23.5%
<b>Total offenders</b>	<b>No.</b>	<b>15,795</b>	<b>16,332</b>	<b>18,004</b>	<b>19,780</b>	<b>20,158</b>

**Table 10: Hours of community service work completed in the community**

COMMUNITY SUPERVISION REGION	2013–14	2014–15	2015–16	2016–17	2017–18
Far Northern	33,175	35,148	38,229	43,639	38,856
Northern	25,907	28,570	26,529	40,189	32,954
Central	27,206	30,074	35,628	33,615	26,529
North Coast	54,176	57,251	50,501	57,423	48,925
Brisbane	69,654	69,478	86,589	63,617	64,736
Southern	41,096	39,910	45,675	56,642	54,098
South Coast	65,948	69,435	71,641	76,137	59,831
<b>Total hours completed</b>	<b>317,162</b>	<b>329,866</b>	<b>354,792</b>	<b>371,262</b>	<b>325,929</b>

**Table 11: Financial value of community service work completed in the community**

COMMUNITY SUPERVISION REGION	2013–14	2014–15	2015–16	2016–17	2017–18
\$ MILLIONS					
Far Northern	\$0.7	\$0.8	\$0.9	\$1.1	\$1.0
Northern	\$0.6	\$0.7	\$0.6	\$1.0	\$0.8
Central	\$0.6	\$0.7	\$0.8	\$0.8	\$0.7
North Coast	\$1.2	\$1.3	\$1.2	\$1.4	\$1.3
Brisbane	\$1.5	\$1.6	\$2.0	\$1.6	\$1.7
Southern	\$0.9	\$0.9	\$1.1	\$1.4	\$1.4
South Coast	\$1.5	\$1.6	\$1.7	\$1.9	\$1.6
<b>Total financial value</b>	<b>\$7.0</b>	<b>\$7.5</b>	<b>\$8.4</b>	<b>\$9.1</b>	<b>\$8.6</b>

**Table 12: Community-based supervision orders as at 30 June 2018**

TYPE OF ORDER	2014	2015	2016	2017	2018
<b>Supervision orders</b>	<b>14,030</b>	<b>14,765</b>	<b>17,007</b>	<b>17,665</b>	<b>18,157</b>
Board Ordered Parole	1,348	1,425	1,631	1,505	1,872
Court Ordered Parole	3,496	3,875	4,434	4,620	5,042
Probation	9,030	9,284	10,751	11,374	11,080
Intensive Correction Order	156	181	191	166	152
Drug and Alcohol Treatment Order	-	-	-	-	11
<b>Reparation orders</b>	<b>3,217</b>	<b>3,412</b>	<b>4,079</b>	<b>3,801</b>	<b>4,157</b>
Community Service Order	2,020	2,108	2,402	2,195	1,932
Mandatory Community Service Order	-	181	408	400	70
Alcohol-Fuelled Violence Order	-	-	-	-	324
Graffiti Removal Order	39	68	84	84	72
Work and Development Order	-	-	-	-	1,634
Fine Option Order	1,158	1,055	1,185	1,122	125
<b>Post-Sentence Detention Order</b>					
Dangerous Prisoner (Sexual Offenders) Act Supervision Order	95	99	98	112	127
<b>Total orders</b>	<b>17,342</b>	<b>18,276</b>	<b>21,184</b>	<b>21,578</b>	<b>22,441</b>

Notes: Date is inclusive of interstate orders that have been transferred or registered in Queensland and Commonwealth issued orders in the relevant order type. Drug and Alcohol Treatment Orders commenced in 2017–18. Mandatory Community Service Orders commenced in 2014–15. Alcohol-Fuelled Violence Orders commenced in 2017–18. Work and Development orders commenced in 2017–18 replacing the State Penalties Enforcement Registry (SPER) Fine Option Order. Fine Option Order (FOO) numbers decreased significantly in 2017–18 with the cessation of SPER FOOs.

**Table 13: Community-based supervision orders completed in 2016–17 and 2017–18**

Type of order	2016–17			2017–18		
	Total orders completed	Total orders successfully completed	% of orders successfully completed	Total orders completed	Total orders successfully completed	% of orders successfully completed
<b>Supervision orders</b>	<b>20,548</b>	<b>14,630</b>	<b>71.2%</b>	<b>20,920</b>	<b>15,339</b>	<b>73.3%</b>
Board Ordered Parole	1,456	929	63.8%	1,530	1,031	67.4%
Court Ordered Parole	7,665	5,492	71.7%	7,674	5,392	70.3%
Probation	11,113	7,989	71.9%	11,438	8,719	76.2%
Intensive Correction Order	314	220	70.1%	277	196	70.8%
Drug and Alcohol Treatment Order	-	-	-	1	1	100.0%
<b>Reparation orders</b>	<b>19,925</b>	<b>16,519</b>	<b>82.9%</b>	<b>15,316</b>	<b>12,930</b>	<b>84.4%</b>
Community Service Order	3,937	2,340	59.4%	3,537	2,122	60.0%
Mandatory Community Service Order	738	512	69.4%	542	334	61.6%
Alcohol Fuelled Violence Orders	-	-	-	122	104	85.2%
Graffiti Removal Orders	189	132	69.8%	184	123	66.8%
Work and Development Orders	-	-	-	1,494	1,469	98.3%
Fine Option Orders	15,061	13,535	89.9%	9,437	8,778	93.0%
<b>Dangerous Prisoner (Sexual Offenders) Act Supervision Order*</b>	<b>12</b>	<b>9</b>	<b>75.0%</b>	<b>16</b>	<b>13</b>	<b>81.3%</b>
<b>Total orders excluding post-sentence orders</b>	<b>40,473</b>	<b>31,149</b>	<b>77.0%</b>	<b>36,236</b>	<b>28,269</b>	<b>78.0%</b>
<b>Total orders including post-sentence orders</b>	<b>40,485</b>	<b>31,158</b>	<b>77.0%</b>	<b>36,252</b>	<b>28,282</b>	<b>78.0%</b>

\* Dangerous Prisoner (Sexual Offenders) Act Supervision Order is considered a post-sentence order.

## Appendix 3: Honours and Awards

QCS acknowledges the outstanding efforts of its corrective services officers and reviews corrective service officers who demonstrate exemplary commitment and dedication to their duties. Listed below are some of the awards that were presented to QCS members in recognition of their accomplishments.

### Australian Corrections Medal



The Australian Corrections Medal (ACM) is awarded to operational members of corrective services officers who have given distinguished service in occupations that are inherently more hazardous than most other roles in government.

The ACM was established on 19 June 2017 by Letters Patent published in the Commonwealth Government Notices Gazette on 18 August 2017.

The first award recipients were announced on 26 January 2018 as part of the Australia Day 2018 Honours List.

#### ACM award winners

*Leslie Elliott, Correctional Manager Farm, Lotus Glen Correctional Centre*

Mr Elliott commenced employment with QCS as a prison officer at Her Majesty's Prison Rockhampton in 1979. During his career he has served in a range of roles including as a Corrective Services Officer, Development Officer, Programs Officer, Dog Squad Officer, and as acting Deputy General Manager and General Manager at Lotus Glen Correctional Centre.

*Ursula Roeder, Regional Manager, North Coast Region, Probation and Parole Service*

Ms Roeder commenced employment with QCS in 1994 as a Custodial Correctional Officer at the former Sir David Longland Correctional Centre. Ms Roeder has provided more than 23 years of distinguished service in a variety of positions including as Correctional Counsellor, Custodial Psychologist and Senior Psychologist, Manager Accommodation, Manager Offender Development, Assistant General Manager, General Manager and Project Director.

## National Medal

### 35 YEARS

Alan Cooper	Gregory Ian Medlin
Peter David Copland	Marian Bogdan Naglik
Colin William Craig	John Sweeney
Leslie Joseph Elliott	Ian Robert Brannelly
Colin Richard Manning	Stephen Richard Cope

### 25 YEARS

Alan James Ah Gum	Raymond Leon Noonan
Neville Raymond Allan	Russell James Nuss
Arthur Edward Aspinall	Raymond John Peake
Roley Clinton Cameron	Michael Petrovic
Brett William Coad	Peter John Robertson
Ross Lyle Dobbs	Beau Andrew Robson
Leslie Joseph Elliott	Paul Arthur Rosolen
Darryll Graham Fleming	David John Southgate
Raymond Vincent Grigg	William Francis Tones
Richard William Hamilton	Ronald Nigel Wadforth
Shane Matthew Heirdsfield	William Walter Warwick
Francis Christopher Hornman	Anthony Graham Weekes
Jonathan Jamison	Brett Campbell Devenish
Scott Andrew Mawhinney	Darren Scott Jamesion
Anthony Charles Musgrove	Mark Anthony Patterson
Reagan Dave Noendeng	Mark William Raison

## DJAG Staff Excellence Awards

### Individual winners

*Claire Walker*

Customer focus

Claire, from the Murrighagun Cultural Centre, was highly commended for her tireless commitment to promoting and embedding awareness and respect for Aboriginal and Torres Strait Islander cultures and people, throughout the agency.

*Bruce Welk*

Leadership

Bruce was awarded in recognition of his exceptional leadership in correctional intelligence during the past 11 years.

### Team winners

*Aurukun Integrated Response Team*

Leadership

The team members were awarded for their professionalism and excellence in collaboration to integrate the case management of offenders returning to Aurukun by preventing disturbances and returns to custody.

### Brisbane North District Office and Helana Jones Correctional Centre

Innovation

The team was awarded in recognition of the development of the SPER Fine Option Order Pilot Program. This initiative is aimed at assisting low security prisoners manage their SPER debts while in custody through community service.

## QCS Commissioner's Awards for Excellence

The Commissioner's Awards for Excellence provides QCS with a great opportunity to recognise and honour individuals and teams for their outstanding contributions and performance.

### Team winners

*Performance and Reporting Unit*

Customer focus

The unit was awarded in recognition of its significant efforts to assist the Crime and Corruption Commission's Taskforce Flaxton Inquiry by providing accurate, well-sourced and quality-assured data.

*Brisbane Women's Correctional Centre – Safety Engagement Strategy*

Leadership

The team members received their award for their collaborative implementation of a strategy that has seen a significant drop in corrective services officers' assaults, an increase in safety and enhanced corrective services officers' decision-making.

*Queensland Parole System Review Program Team*

Performance

The team was recognised for excellence in program management, engagement and collaboration to deliver a significant number of recommendations from the Queensland Parole System Review.

*Escort and Security Branch – Humane Care Restraints*

Innovation

The team was recognised for developing an innovative solution to restrain the State's most vulnerable prisoners in a humane and dignified manner.

*Townsville Women's Correctional Centre—Boomerang Bag Project*

*Numinbah Correctional Centre—Boomerang Bag Project*

Sustainability

The team received recognition for its efforts to help prisoners create a sustainable alternative to plastic bags by producing environmentally friendly reusable bags.

## Individual winners

### *Michelle Moore*

#### Customer focus

Michelle was awarded in recognition of her exemplary customer focus in visualising, creating and establishing the Parole Board Queensland following the Queensland Parole System Review.

### *Robyn Gregory*

#### Leadership

Through her award, Robyn received recognition for her exemplary leadership through the machinery-of-government process, ensuring continuity of service and planning for QCS Information Technology.

### *Andrea Philp*

#### Performance

Andrea was awarded in recognition of her expertise and performance in establishing and implementing the QCS SAP Financial System.

### *Bianca Miller*

#### Performance

Bianca was recognised for her continued exemplary performance to support Strategy and Governance and her colleagues across QCS through the 2017 machinery-of-government changes, strategic and operational planning, annual reporting and Budget Estimates.

### *Alex Burton*

#### Innovation

Alex was recognised for her vision and exemplary efforts in delivering the inaugural 2017 Corrections Day and Excellence Awards, the 2018 National Corrections Day celebrations and her dedication to building the QCS brand and reputation.

### *Russell Stanford*

#### Sustainability

Russell was recognised for his efforts to research, source and establish the Australian Native Foods Orchard at the Palen Creek Correctional Centre.

# Contacts and key locations

## General

Phone: 07 3227 7111  
State Law Building, 50 Ann St, Brisbane QLD 4000  
GPO Box 1054, Brisbane QLD 4001

## Office of the Commissioner

Phone: 07 3227 6611  
Level 23, State Law Building, 50 Ann St, Brisbane QLD 4000

## Statewide Operations Directorate

Phone: 07 3239 0596  
Fax: 07 3239 0600  
Level 19, State Law Building, 50 Ann St, Brisbane QLD 4000

## Specialist Operations Directorate

Phone: 07 3227 7489  
Fax: 07 3224 6925  
Level 19, State Law Building, 50 Ann St, Brisbane QLD 4000

## Compliance Checklist

SUMMARY OF REQUIREMENT		BASIS FOR REQUIREMENT	ANNUAL REPORT REFERENCE
Letter of compliance	» A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	4
Accessibility	» Table of contents	ARRs – section 9.1	3
	» Glossary		104
	» Public availability	ARRs – section 9.2	2
	» Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	2
	» Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	2
» Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5	2	
General information	» Introductory Information	ARRs – section 10.1	10
	» Machinery of Government changes	ARRs – section 31 and 32	10
	» Agency role and main functions	ARRs – section 10.2	10
	» Operating environment	ARRs – section 10.3	13
Non-financial performance	» Government's objectives for the community	ARRs – section 11.1	14
	» Other whole-of-government plans / specific initiatives	ARRs – section 11.2	21
	» Agency objectives and performance indicators	ARRs – section 11.3	27
	» Agency service areas and service standards	ARRs – section 11.4	40
Financial performance	» Summary of financial performance	ARRs – section 12.1	25

SUMMARY OF REQUIREMENT		BASIS FOR REQUIREMENT	ANNUAL REPORT REFERENCE
Governance – management and structure	» Organisational structure	ARRs – section 13.1	19
	» Executive management	ARRs – section 13.2	15
	» Government bodies (statutory bodies and other entities)	ARRs – section 13.3	30, 46
	» <i>Public Sector Ethics Act 1994</i>	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	56
	» Queensland public service values	ARRs – section 13.5	12
Governance – risk management and accountability	» Risk management	ARRs – section 14.1	57
	» Audit committee	ARRs – section 14.2	54
	» Internal audit	ARRs – section 14.3	59
	» External scrutiny	ARRs – section 14.4	57
	» Information systems and recordkeeping	ARRs – section 14.5	60
Governance – human resources	» Strategic workforce planning and performance	ARRs – section 15.1	61
	» Early retirement, redundancy and retrenchment	Directive 16/16 <i>Early Retirement, Redundancy and Retrenchment</i>	64
		Directive 04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	
Open Data	» Statement advising publication of information	ARRs – section 16	2
	» Consultancies	ARRs – section 33.1	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	» Overseas travel	ARRs – section 33.2	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	» Queensland Language Services Policy	ARRs – section 33.3	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
Financial statements	» Certification of financial statements	FAA – section 62	Page 35 of financial statements
		FPMS – sections 42, 43 and 50	
ARRs – section 17.1			
	» Independent Auditor’s Report	FAA – section 62	Page 36 of financial statements
		FPMS – section 50	
		ARRs – section 17.2	

FAA *Financial Accountability Act 2009*

FPMS Financial and Performance Management Standard 2009

ARRs Annual report requirements for Queensland Government agencies

