

2018–2019
ANNUAL
REPORT

Purpose

This annual report summarises financial and corporate performance information about Queensland Corrective Services for 2018-19. It has been prepared in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009, the Financial and Performance Management Standard 2019 and the Annual report requirements for Queensland Government agencies.

Enquiries and further information

This annual report, including additional information not reported in the published version, is available at:
www.corrections.qld.gov.au/documents/publications

Open Data reporting for additional information is available at:
www.data.qld.gov.au

Contact details for additional hard copies:
Telephone: 13 74 68
Visit: www.corrections.qld.gov.au
Email:
CORPGOV@corrections.qld.gov.au

Feedback

Feedback on the annual report can be provided through the Get Involved website:
www.qld.gov.au/annualreportfeedback

Other languages and formats



The Queensland Government is committed to providing accessible services to Queenslanders from culturally and

linguistically diverse backgrounds. If you have difficulty understanding the annual report, please call Translating and Interpreting Service (TIS National) on telephone number 131 450 and an interpreter will be arranged to communicate the report to you.

Copyright

© The State of Queensland, Queensland Corrective Services 2019

Licence

This annual report is licensed by the State of Queensland, Queensland Corrective Services under a Creative Commons Attribution (CC BY) 4.0 International licence.



CC BY Licence Summary Statement

In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland, Queensland Corrective Services. To view a copy of this licence, visit
www.creativecommons.org/licenses/by/4.0

Attribution

Content from this annual report should be attributed as:

The State of Queensland, Queensland Corrective Services Annual Report 2018–2019.

ISSN

Online: 2209-7082
Print: 2209-7074
Website www.corrections.qld.gov.au

Other social media sites:



www.facebook.com/qldcorrections



<https://mobile.twitter.com/QldCorrections>



<http://www.linkedin.com/company/queensland-corrective-services>



www.youtube.com/channel/UCDq_fzB0ZdxuMvu16hdVzCQ

Contents

Purpose	2
Letter of Compliance	5
Commissioner's message	6
2018-19 at a glance.....	8
Our organisation.....	11
Our contribution to Queensland Government objectives.....	12
Our operating environment	13
Recent amendments to corrective services legislation	14
Our Board of Management	14
QCS organisational structure.....	18
QCS state-wide map	19
2019-20 outlook	20
Financial performance summary.....	23
Our performance: 2018-19 service highlights.....	26
Safer correctional environments.....	26
Humane management of prisoners and offenders	30
Partnering and community collaboration	32
Stop crime	34
Service performance	42
Our people.....	50
Our partners	57
Partnerships with other agencies.....	58
National and whole-of-state government initiatives	63
Governance: Risk management and accountability	73
Honours and Awards	78
Financial Statements (pages 1-35)	82
Independent Auditor's Report (page 35 of Financial Statements).....	
Glossary	120
Compliance checklist	121
Contacts and key locations.....	123

Letter of Compliance

23 September 2019

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

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2018-2019 and financial statements for Queensland Corrective Services (QCS).

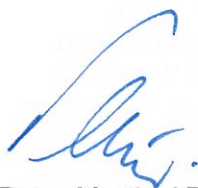
The activities and achievements outlined in this report are prepared on the basis of the administrative arrangements for this agency.

I certify that this annual report complies with:

- The prescribed requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2019 which came into effect on 1 September 2019, and
- The detailed requirements set out in the annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements is provided at page 118 of this annual report.

Yours sincerely



Peter Martin APM
Commissioner

Commissioner's message



It is with pleasure I present the 2018-19 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.

QCS plays a key role in the public safety of Queensland. Every day, about 5,000 professional corrective services officers work to make Queensland a safer place through the humane containment, supervision and rehabilitation of more than 8,800 prisoners and 21,000 offenders.

We deal with the most challenging cohort of society – ethically and respectfully— ensuring offenders abide by the sentence handed down by the court, and are supported by rehabilitation, supervision and reintegration to reduce reoffending. That is arguably the singular purpose of our business: to ensure those who come into contact with the corrective services system are less likely to return to crime.

Our complex service is not without challenges, including a growing prison population and an increasing number of offenders under our supervision in the community, and challenges such as problematic substance use, poor mental health, physical ailments and social disadvantage experienced in greater proportion in the correctional population.

To deliver corrective services to the highest standard, we must embrace every opportunity and harness the best evidence-based practices to reduce crime. A critical body of work was undertaken in 2018-19 to examine and reform our structure to ensure we are well placed to deliver superior outcomes for corrections in Queensland.

A shift is already happening as work continues to implement the fundamental changes brought about by the Queensland Parole System Review (QPSR). In 2018-19 QCS continued to grow services, build best practice and work with non-government and government partners to build a safer Queensland. Sweeping changes to increase the delivery of rehabilitation, build capability in the parole system, and deliver sustained and effective re-entry services are well underway. To date, 34 of the 89 accepted recommendations of the QPSR have been completed. QCS is developing new initiatives that focus on the needs of specific groups of prisoners and offenders, including Aboriginal and Torres Strait Islander people, women, and people with disabilities.

In 2018-19, the Government invested in a range of infrastructure strategies to address the growth in prisoner and offender numbers. QCS installed an additional 1,000 bunk beds in correctional centres across Queensland, completed the recommissioning of the Borallon Training and Correctional Centre, and repurposed the Southern Queensland Correctional Centre as a women's facility to expand capacity for women, and enhance access to health care, education and vocational training, and increase opportunities for rehabilitation. QCS expanded and relocated a number of Community Corrections offices to accommodate expanded services to supervise offenders in the community. The Government further announced the construction of Stage Two of the Southern Queensland Correctional Precinct which will build a minimum 1,000 bed modern, health and rehabilitation focused centre for men by 2022-23.

Further, QCS commenced its implementation of the 33 supported recommendations of the Crime and Corruption Commission's Taskforce Flaxton, an examination of corruption risks and corruption in Queensland prisons. The Government has invested \$25.2 million over four years and \$5.4 million ongoing to implement Taskforce Flaxton recommendations. Immediate priorities include implementing a new organisational structure and centralising key functions, establishing a robust Integrity and Professional Services Command, and commencing amendments to the *Corrective Services Act 2006* to ensure QCS can execute its duties to address corruption risks within the organisation. QCS is also working closely with the Department of Justice and Attorney-General to establish an independent inspectorate for places of detention.

Significantly, the Government announced Operation Certitude, which will involve the transfer of Queensland's two privately operated centres, the Arthur Gorrie and Southern Queensland correctional centres, to public operation. Early scoping and negotiation work began in 2018-19 for Operation Certitude, which will provide better staffing ratios and program delivery, strengthen corruption resistance, and ensure consistent implementation of Taskforce Flaxton and the QPSR recommendations.

In 2019-20, QCS will commence implementing Corrections 2030, a strategic roadmap to provide the foundation to deliver our services through safety, excellence, empowerment, respect and accountability. Corrections 2030 will chart a course for the strategic development of QCS as a forward-thinking, top-tier, public safety agency. This strategic document will define our organisation and build on the implementation of the reforms arising out of the QPSR and Taskforce Flaxton recommendations. Corrections 2030 is our commitment to contributing to a safer Queensland.

Peter Martin APM
Commissioner

2018–19 at a glance

CUSTODIAL



8,773

prisoners in custody



120

different reported
ethnicities of
prisoners in custody



2,710

remanded prisoners



815

total beds in low-custody
and work camp facilities



\$189.14

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 \$7.1 million

Correctional facilities



11

high security
prisons



6

low security
prisons



13

work camps

Facility utilisation

129.4%

high security

82.0%

low security

124%

all facilities

Demographics of prisoners



90.3%

male prisoners



9.7%

female prisoners

68.9%

Non-Indigenous
prisoners

31.1%

Aboriginal and Torres
Strait Islander prisoners

COMMUNITY CORRECTIONS



21,294

Offenders subject to
community supervision



\$14.61

cost of supervision
per offender per day



36

District
offices



1,570+

More than 1,570 parolees have
been fitted with GPS tracking
and monitoring devices

Demographics of offenders subject to community supervision

76.3%

male offenders

23.7%

female offenders

23.3%

Aboriginal and Torres
Strait Islander offenders

76.7%

Non-Indigenous offenders

383,000+



More than 383,000
hours of court-ordered
community service
equating to financial value
of \$10.8 million

WORKFORCE



5,000

Over 5000 full-time
equivalent staff



56/44

gender balance in
senior leadership



88%

Job security: 88%
of the workforce is
permanent



44%

Women in
the workforce

3.2%

of workforce identify as
Aboriginal and Torres
Strait Islander

CORRECTIONAL INTERVENTION

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



453

completions of sexual offending programs

4,765

other programs including

3,223

substance abuse interventions



38.2%

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



7,788

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

Re-entry



31,827

In-prison re-entry support contacts



18,524

Post-release re-entry support contacts

4,541

individuals in vocational training

5,381

individuals in literacy to Year 10 level

619

individuals in tertiary studies

INFRASTRUCTURE



1,000

additional bunk beds installed across the state



492

Completed the 492 cell, 736 bed Borallon Training and Correctional Centre

Converted the Southern Queensland Correctional Centre to a women's centre to expand capacity for women

OTHER

Dog squad



56

dog handlers



52

general purpose dogs



32

drug detection dogs

1,253

active registrations on the QCS Victims Register



376

new registrations processed by the Victims Register

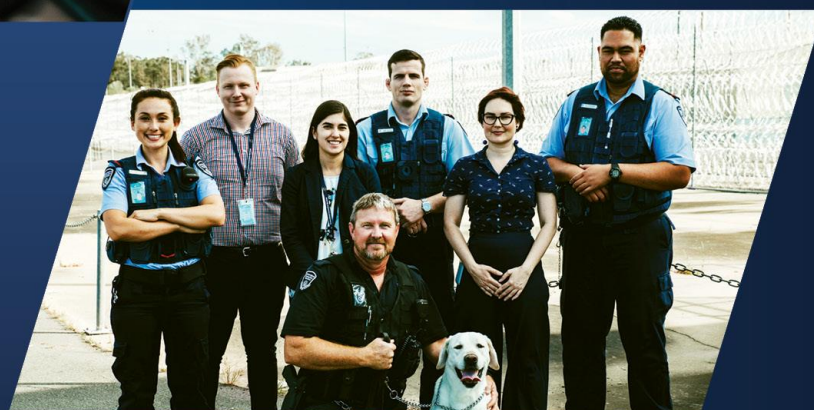


655

visits conducted by official visitors, plus an additional 40 visits conducted as part of the conversion of Southern Queensland to a women's centre (Operation Elevate)



Our Organisation



Who we are

QCS' strategic objectives are:

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

During 2018-19, QCS provided correctional services in custody and through community supervision in accordance with the *Corrective Services Act 2006* (CS Act), the *Penalties and Sentences Act 1992*, the *Dangerous Prisoners (Sex Offenders) Act 2003* 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.

Our vision

Enhance the safety of Queenslanders through modern, sustainable and evidence-based corrective services to maximise rehabilitation and reduce recidivism.

Our purpose

To provide safe, modern and responsive correctional services which rehabilitate prisoners and offenders and prevent crime, making Queensland safer.

Our values

<i>Professionalism</i>	We are a responsive criminal justice agency providing the highest standards of service delivery through diligence, efficiency, collaboration, sharing of knowledge and supporting our co-workers, stakeholders, the community, prisoners and offenders.
<i>Integrity</i>	We inspire trust by acting ethically at all times, acting with honesty and truthfulness and treating prisoners and offenders with dignity and respect.
<i>Accountability</i>	We are publicly accountable for the provision of community safety through our actions and preparedness to justify our decisions.
<i>Innovation</i>	We seek to continually improve through innovation, evidence-based best practice and research to improve correctional services.

QCS shares the [Queensland Public Service 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, top-tier public safety agency.

Our contribution to Queensland Government objectives

QCS contributes to the Government's *Our Future State: Advancing Queensland's Priorities*:

Keep communities safe

By working closely with the Queensland Police Service, Department of Justice and Attorney-General (DJAG), Department of Youth Justice and Department of Child Safety, Youth and Women to ensure safer communities for Queensland.

Keep Queenslanders healthy

By working with Queensland Health to improve prisoners' and offenders' general and mental health.



Our operating environment

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.

The main environmental factor impacting on the department in 2018-19 was the continued growth in prisoner and offender populations, with over 56 per cent and 38 per cent growth respectively since 2012.

As at 30 June 2019, all of Queensland's men's secure correctional centres were operating with an average utilisation rate of 133.5 per cent. The average rate of utilisation for all correctional centres was 124 per cent, or 128.6 per cent for men's correctional centres and 93.1 per cent for women's correctional centres. The average daily number of offenders being supervised in the community increased by over 900 people in 2018-19.

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 part of the implementation of the QPSR.

Demand on correctional capacity is a national and global issue for correctional authorities, and Queensland is no different. 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 2018-19 QCS:

- installed an additional 1,000 bunk beds in response to capacity challenges across the state
- completed the \$118 million, 492 cell, 736 bed Borallon Training and Correctional Centre redevelopment
- converted the Southern Queensland Correctional Centre to a women's centre to expand capacity for women
- completed a \$6 million staff enhancements project at Woodford Correctional Centre providing additional office accommodation and facilities for offender intervention and rehabilitation, sentence management and administration staff, as well as commissioning a second medical centre and expanding and relocating prisoner canteen services
- completed a \$6 million staff enhancements project at Brisbane Women's Correctional Centre involving the expansion and relocation of the bulk store and canteen services, expansion of prisoner property, staff dining and the carpark, and the provision of a temporary building for 26 staff, and
- expanded or relocated Community Corrections (previously referred to as Probation and Parole) offices at Maroochydore, Bundaberg, Yarrabah and Rockhampton to accommodate the expanded services to supervise offenders in the community.

In 2019-20 QCS will:

- commence procurement processes to build a new 1,000 cell men's therapeutic focused correctional centre at the Southern Queensland Correctional Precinct
- commission the expanded Capricornia Correctional Centre providing an additional 348 cells, 398 beds for male prisoners, and
- continue to install a further 1,000 purpose built bunk beds at correctional centres across the state, bringing the total additional beds to be delivered since 2015 to more than 4,000 by 2023.

Recent amendments to corrective services legislation

Human Rights Act 2019

The *Human Rights Act 2019* (HR Act) protects 23 human rights drawn from a number of international standards and commences on proclamation. The HR Act includes a consequential amendment to the *Corrective Services Act 2006* (CS Act) to provide that the Commissioner or a corrective services officer may take into account the security or good management of a corrective services facility, or the safe custody and welfare of all prisoners in addition to human rights considerations. This is limited to decisions related to humane treatment when deprived of liberty made about the segregation of convicted and non-convicted prisoners and the management of prisoners where it is not practicable for a prisoner to be provided with his or her own room. The amendments to the CS Act do not affect QCS' obligation to comply with the HR Act.

Justice Legislation (Links to Terrorist Activity) Amendment Act 2019

The *Justice Legislation (Links to Terrorist Activity) Amendment Act 2019* commenced on 11 April 2019. The Amendment Act delivers on a commitment by the Council of Australian Governments to establish a presumption that those involved in terrorism, those supporting terrorism, or those with links to terror activity will not be eligible for bail or parole. The legislation included amendments to the CS Act to provide a presumption against parole for prisoners with links to terrorist activity, with these prisoners only eligible for parole if the Parole Board Queensland (PBQ) is satisfied that there are exceptional circumstances.

Police Powers and Responsibilities and Other Legislation Amendment Act 2018

The *Police Powers and Responsibilities and Other Legislation Amendment Act 2018* commenced on 20 September 2018 and amended the CS Act to allow the PBQ to decide a period of time of not more than 12 months, within which a life sentenced prisoner cannot make a further application for parole after having their parole refused; enable the PBQ to consider a request for suspension as part of its daily meeting agenda with a single board member still able to consider and decide on applications for suspensions as required; and enable the PBQ to cancel a prescribed prisoner's parole while sitting as three members.

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 relating to strategic policy, strategic planning, corporate governance, performance management, service delivery, culture and values. Three Deputy Commissioners were appointed in 2018.

Membership of the BOM comprises:



Peter Martin APM Commissioner

Commissioner Peter Martin APM joined QCS in November 2017 after serving the people of Queensland, Australia, for 38 years in the Queensland Police Service (QPS).

He is a Doctor of Philosophy (PhD) in the Faculty of Health, School of Psychology and Counselling at Queensland University of Technology (QUT). His doctoral thesis was focused on the police role in reducing alcohol-related harm inside and outside licensed premises. Peter is an Adjunct Professor at the University of Queensland.

He also has an Executive Masters in Public Administration through the Australian and New Zealand School of Government and Griffith University. He has a Bachelor of Arts in Justice Administration as well as other tertiary qualifications. He is a graduate of the Leadership in Counter-Terrorism (LinCT) Pacific Program.

In 2010, Peter was inducted into the Evidence-Based Policing Hall of Fame at the George Mason University, Virginia, US. He was awarded the Australian Police Medal on Australia Day 2008 for his contribution to policing and the community of Queensland.

He is the recipient of the Emergency Services Medal, National Police Service Medal, National Medal and the Queensland Police Service Medal.

Prior to his commencement as Commissioner, QCS, he was Deputy Commissioner, Regional Operations, at the QPS, with responsibility for the strategic direction, leadership, overview and review of the delivery of policing services across all five regions in Queensland. Prior to his role as Deputy Commissioner, QPS, he held roles as Assistant Commissioner responsible for the Brisbane Region; Assistant Commissioner responsible for Operations Support Command, which includes the state-wide tactical and specialist elements of the QPS; Assistant Commissioner responsible for Metropolitan North Region; and Assistant Commissioner, Ethical Standards Command.



James Koulouris
Deputy Commissioner
Organisational Capability

Deputy Commissioner Koulouris has extensive senior leadership experience gained in Commonwealth and State jurisdictions.

James began his career in the Commonwealth Public Service and held a number of senior executive positions including Assistant Secretary in the Department of Families, Housing, Community Services and Indigenous Affairs. James also held a number of senior operational and leadership roles in several national law enforcement agencies comprising the Australian Federal Police, Australian Protective Service and the Australian Transaction Reports and Analysis Centre (AUSTRAC).

In 2009, James took up the role of Director, Strategic Initiatives and Performance in the NSW Department of Premier and Cabinet. In this role he led various public sector wide reform initiatives at the request of the NSW Premier. This included leading major components of the largest reform ever undertaken in the NSW Public Sector through the 2011 machinery of government changes that amalgamated 180 separate agencies into nine new super Departments with over 400,000 staff and a combined operating budget of \$73 billion.

Prior to joining QCS, James was the Assistant Commissioner, Governance and Continuous Improvement in Corrective Services NSW. James holds a Master of Public Administration; Bachelor of Economics (Social Science) from the University of Sydney; Bachelor of Laws (Honours) from Macquarie University; and a Diploma of Government (Investigations). James has served a number of public sector Boards including the NSW Commissioning and Contestability Advisory Board and the South Australian Government's Better Prisons Advisory Board.



Paul Stewart APM
Deputy Commissioner
Community Corrections and Specialist Operations

Prior to joining QCS, Mr Stewart was the Assistant Commissioner of People Capability Command within the QPS and prior to that the Assistant Commissioner of Community Contact Command and Information and Communications Technology.

Paul's background within the QPS was in the forensic science field where he contributed to significant strategic projects including the introduction of DNA into Queensland. He holds a Master of Technology Management and a Bachelor of Science and was the Chair of the Senior Managers Australian and New Zealand Forensic Laboratories Group and the President of the Australian and New Zealand Forensic Science Society.

Paul is a Graduate of the Federal Bureau of Investigation (FBI) National Academy in Quantico, Virginia with studies in police leadership and management, human behaviour, criminal profiling and crime analysis. He is also a Graduate of the Australian Institute of Company Directors and is currently a Director on the Board of the Police Citizens Youth Clubs. During his policing career Paul was involved in the 1982 Commonwealth Games as a newly graduated constable and, in more recent times, at the 2018 Commonwealth Games as one of three Commanders for the security operation during the Games.

Deputy Commissioner Stewart's achievements during his career have been recognised through numerous awards and citations including the Australian Police Medal awarded in 2008.



Andrew Beck
**Deputy Commissioner
Custodial Operations**

Mr Andrew Beck joined QCS following a wide range of international experience in custodial and security roles.

Deputy Commissioner Beck started his career as a Royal Marine before moving into the United Kingdom Prison Service, first as a prison officer, and then progressing to become the Governor of Nottingham Prison in 2002.

Andrew moved to Australia in 2004 to join Western Australia's Department of Justice. During his time with the Department, he was the Assistant Commissioner for Community and Juvenile Justice Services and also assisted in the formation of the new Department of Corrective Services as Deputy Commissioner Adult Custodial Operations.

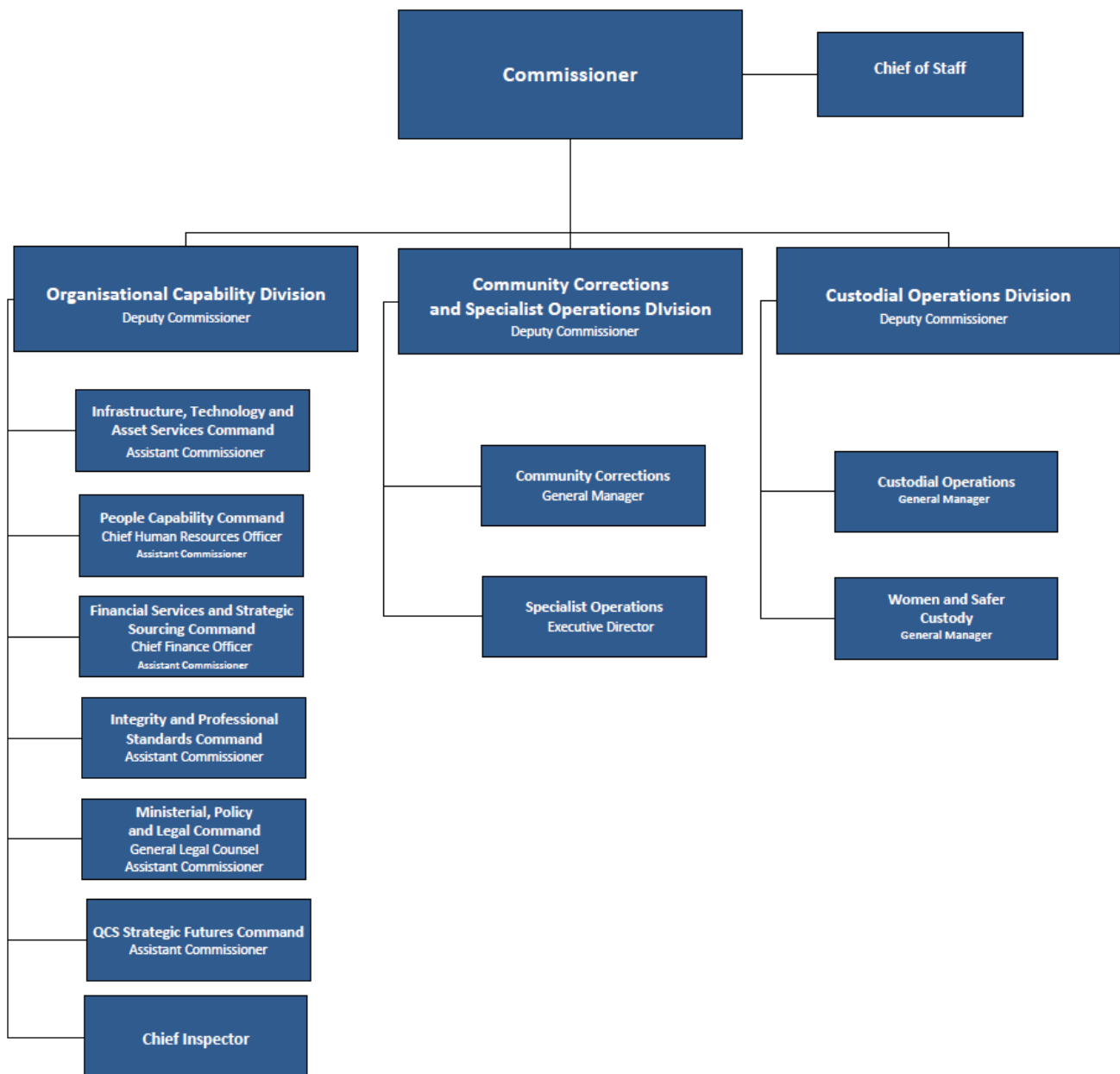
Following this Andrew moved to Serco Australia, first as the Director of Acacia Prison, then Deputy Managing Director and Director Operations Justice and Health. Most recently he was consulting as General Manager Environment, Health, Safety and Security for the development of an underground gold mine in the Philippines.

Deputy Commissioner Beck brings to QCS a wealth of operational and Senior Executive experience, both in the public and private sectors, with a strong focus on safety, security and offender rehabilitation.

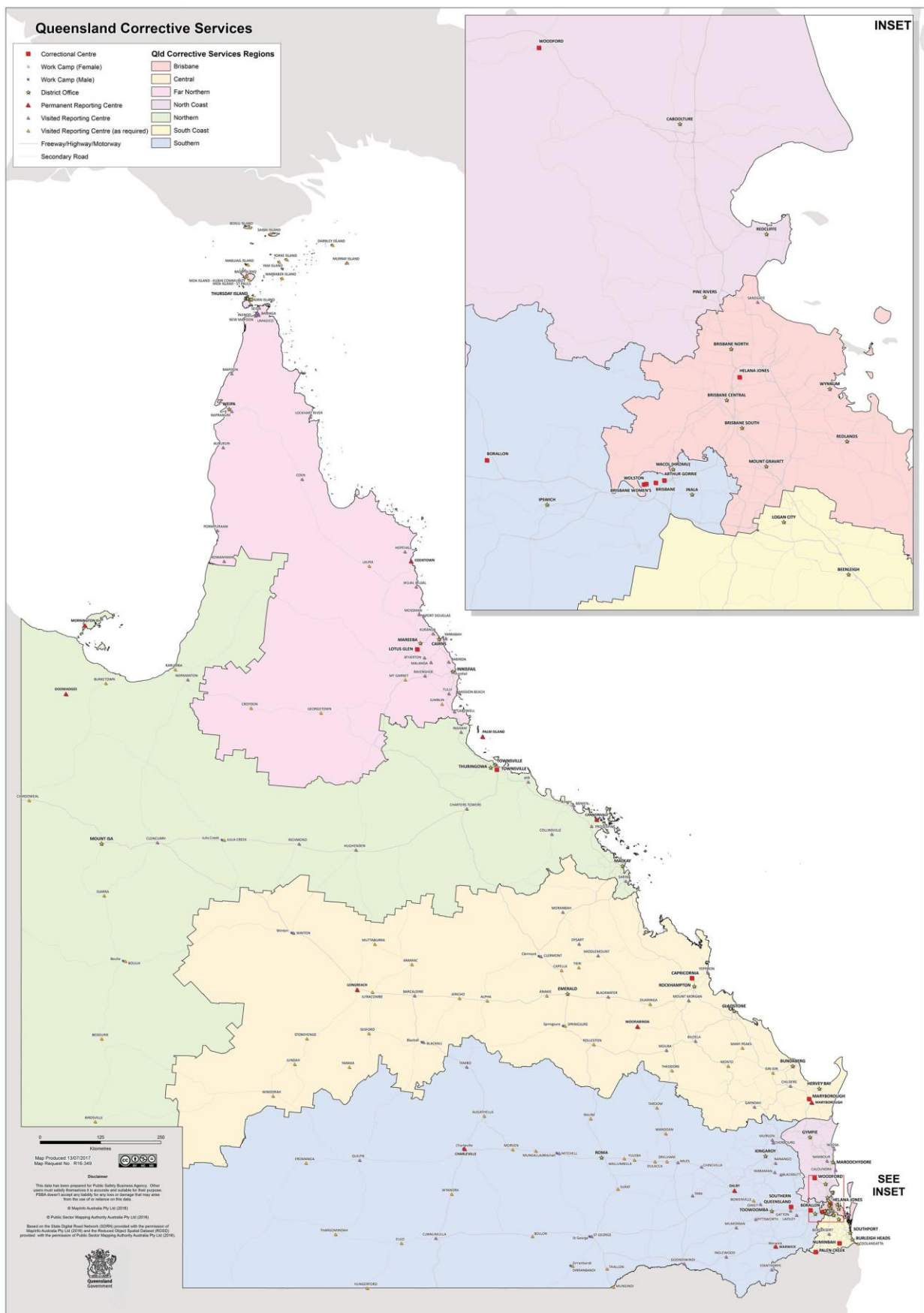
QCS organisational structure

Following the Machinery-of-Government (MoG) in December 2017, and the December 2018 recommendations from the Crime and Corruption Commission's Taskforce Flaxton, QCS completed a review of and commenced implementing a new organisational structure.

The following structure reflects the QCS organisational structure as at June 2019.



QCS state-wide map



2019-20 outlook

QCS will continue to progress its delivery on the objectives of the 2019-2023 QCS Strategic Plan.

Corrections 2030

Corrections 2030 was officially launched on 12 August 2019. It provides all levels of QCS with a roadmap for decision making, identifying what success looks like for a modern, evidence-based corrections department. The plan aligns with the Queensland Government's objectives for the community and will guide development of strategic and operational plans.

Corrections 2030 identifies the core principles which should underpin everything QCS does – safety, excellence, empowerment, respect and accountability. Corrections 2030 is our commitment to contributing to a safer Queensland.

Further information about Corrections 2030 plan can be located on the QCS [website](#).

Advancing Queensland's Priorities

QCS will continue contributing to the *Our Future State: Advancing Queensland's Priorities*: keep communities safe and keep Queenslanders healthy. QCS is participating in a number of initiatives that aim to contribute to the target of a 10 per cent reduction over 10 years in the rate of Queenslanders who are victims of personal and property crime.

Safely and humanely manage the growing prisoner and offender populations

The capital investment plan for QCS in 2018–19 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 will continue throughout 2019–20. Key elements include:

- commencing procurement for the construction of the 1,000 bed Stage 2 of the Southern Queensland Correctional Precinct
- continuing the \$111.4 million transition of Queensland's two privately-run prisons to public operation
- investing \$143 million over four years and \$43.7 million per annum ongoing to commission and operate the expanded Capricornia Correctional Centre to provide an additional 398 beds
- continuing to install 2,000 purpose built bunk beds across Queensland correctional centres, with over 1,000 already installed, bringing the total additional beds to be delivered since 2015 to more than 4,000 by 2023
- investing \$22.1 million over three years for Woodford Correctional Centre intercoms, refurbishment of the Princess Alexandra Hospital Secure Unit, the lock replacement program in correctional centres and upgrading the Brisbane Correctional Centre commercial laundry
- investing \$6 million to complete the \$76.6 million state-wide perimeter security upgrade program, and
- investing \$20.9 million for other property, plant and equipment, including new or expanded Community Corrections offices for Far Northern and Brisbane regional offices and new premises for the Inala and Toowoomba district offices to support expanding service delivery.

Implement Taskforce Flaxton reforms

In response to the Crime and Corruption Commission's (CCC) Taskforce Flaxton report into corruption risks and corruption in Queensland prisons, from 2019-20 the Government is investing \$25.2 million over four years and \$5.4 million ongoing to implement Taskforce Flaxton.

Immediate priorities include implementing a new organisational structure, centralising key functions, commencing implementation of a robust Integrity and Professional Services Command, working on amendments to the *Corrective Services Act 2006* to assist QCS to execute its duties to address the risk of corruption within the organisation, and continuing to work with the Department of Justice and the Attorney-General on the establishment of an independent inspectorate for places of detention.

Use of Force Review

Corrective services officers have a challenging job, managing some of the most violent offenders in the state. The Use of Force Review is a key and foundational strategy as part of the QCS Strategic Plan 2019-2023, which has safety as its primary focus.

The Use of Force Review is examining, among other things:

- prevention of violence in prisons and alternatives to the use of force
- development of a new Violence Prevention Framework including modified unit routines, installation of purpose-built bunk beds in cells, the installation of safety hatches, the roll out of body-worn cameras, and increased joint operations between QCS and the QPS
- control and restraint techniques and officer training
- agency emergency and specialist response capability
- community corrections security and infrastructure
- accoutrements, PPE, specialist tactical equipment and technology, and
- policy and legislation.

The objective of the review is increasing the safety of QCS staff and offenders under our care by reducing the risk of violence in the corrections system.

The review is being 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 the corrections system.

In the interim, QCS has taken a range of initial measures, including the procurement of over 2,800 vests that have been distributed to publicly operated centres, issue of body-worn cameras to corrective services officers, as well as boosting corrective services officer numbers in response to increases in the prisoner population.

Queensland Parole System Review reforms

In response to the QPSR, the Government provided \$265 million over six years from 2016–17 to reform the corrective services system. In 2019-20 this will include:

- improving end-to-end case management in the correctional system, including the rollout of Parole and Assessment Units in correctional centres
- expanding rehabilitation programs and re-entry services for prisoners and offenders under supervision in the community
- providing housing support for newly released prisoners at risk of homelessness, and
- developing new training for corrective services officers who supervise offenders in the community.

Enhanced service delivery for prisoners and offenders with disability and mental illness

Research commissioned in 2018-19 demonstrates the prevalence of some forms of disability is higher among prisoners compared to the general population. In 2019-20, QCS was allocated \$2.9 million to build on the successful Service Delivery Reform Project. QCS will continue to support prisoners and offenders to access the National Disability Insurance Scheme (NDIS), work with key agency partners and States and Territories to implement the full-scheme NDIS, and investigate options to develop a sustainable model for enhanced disability and psychological services into the future.

Aurukun Prisoner Reintegration Project

QCS will continue to deliver the successful Aurukun Prisoner Reintegration Project (APRP) to provide support to Aboriginal prisoners following their release from the Lotus Glen Correctional Centre and to offenders living in Aurukun that are on community-based orders, and to support the Aurukun Four Point Plan. This is supported by investment in the program of \$2.5 million over four years.

Tackling Alcohol Fuelled Violence Program

QCS will continue the supervised community service projects implemented as part of the Government's Tackling Alcohol Fuelled Violence Program, supported by a \$1.2 million investment in 2019-20.

Intelligence Review

A QCS Intelligence Review has commenced to recommend a best practice intelligence model which aligns with current and future intelligence requirements. A Senior Intelligence Specialist from the Australian Criminal Intelligence Commission is conducting the review in consultation with an expert reference group with representatives from QPS, CCC, the Australian Criminal Intelligence Commission and New South Wales Corrective Services.

Financial performance summary

The following table summarises the operating result and financial position for the 2018–19 reporting period.

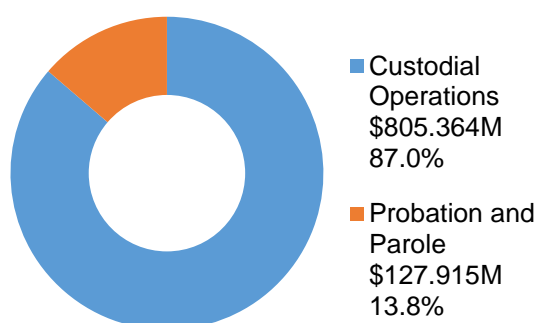
STATEMENT OF COMPREHENSIVE INCOME	2019 ACTUAL \$'000	2019 ORIGINAL BUDGET \$'000
Total income	931,068	951,883
Total expenses	996,558	951,883
Operating result	(65,490)	-
Operating result (excluding asset revaluations)	(6,741)	-
STATEMENT OF FINANCIAL POSITION	2019 ACTUAL \$'000	2019 ORIGINAL BUDGET \$'000
Total assets	2,785,186	2,687,159
Total liabilities	76,001	45,305
Net assets/equity	2,709,185	2,641,854

Income and expenses

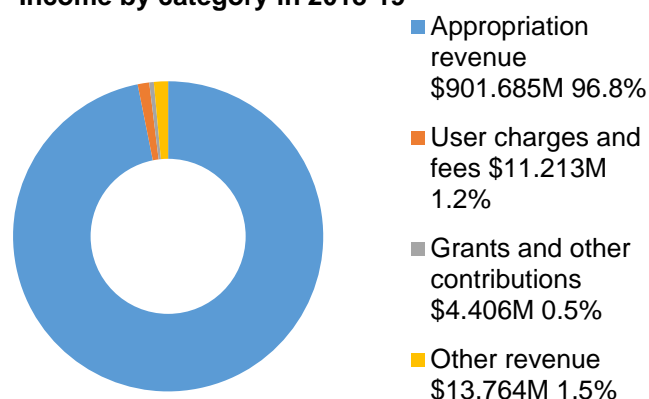
QCS is funded to enhance the safety of Queenslanders through modern, sustainable and evidence-based corrective services to maximise rehabilitation and reduce recidivism.

QCS receives income from other revenue sources including user charges and fees comprising the sale of goods and services to prisoners and from prison industries, and government grants and contributions. For the reporting period, QCS received income totalling \$931.068 million.

Income by Major Departmental Services in 2018-19

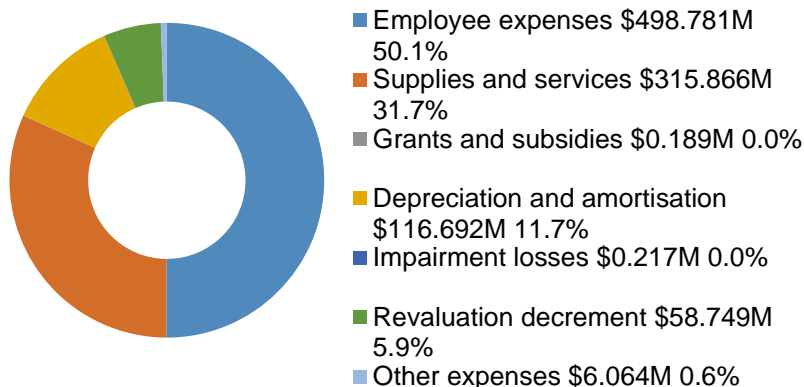


Income by category in 2018-19

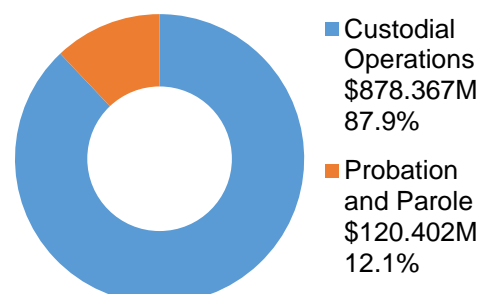


For the reporting period, QCS incurred total expenditure of \$996.558 million. Included in this expenditure was a revaluation decrement (expense) of \$58.749 million reflecting the decrease in the value of land assets following independent valuation of property, plant and equipment conducted during 2018-19, refer also note 16 of the financial statements.

Expenses by category in 2018-19



Expenses by Major Departmental Services in 2018-19



Operating result

The operating deficit of \$65.490 million was a result of the revaluation decrement (expense) from the revaluation of land assets of \$58.749 million and higher expenditure compared to budget associated with additional demand for custodial operations.

Summary of financial position

The total net assets/equity of QCS as at 30 June 2019 was \$2.709 billion.

Property, plant and equipment forms the majority value 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 \$190.078 million reflect various upgrade, expansion and enhancement projects underway across correctional centres.

Capital acquisitions for the reporting period was \$132.397 million, the highlight being over \$90 million invested in construction for the expansion of the Capricornia Correctional Centre during 2018-19, which will deliver an additional 348 cells by 2020.

Comparison of actual financial results with budget

Provision of budgetary reporting disclosures in note 25 of the financial statements allows comparison of the actual financial results of the operations of QCS with the original 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.

Chief Financial Officer statement

The Assistant Commissioner, Financial Services and Strategic Sourcing Command, 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.



Our performance



2018-19 service highlights

In 2018-19 QCS made significant progress in delivering on the objectives of the 2018-22 QCS Strategic Plan as follows.

Safer correctional environments

Corrections 2030

Work continued in 2018-19 to finalise Corrections 2030, and on 31 March 2019, it was approved by Government. Corrections 2030 was developed in collaboration with corrective services officers and a range of stakeholders, including unions, non-government services providers, representatives of Aboriginal and Torres Strait Islander communities, oversight bodies and QCS' partners in criminal justice and human services departments. It represents a shared commitment, from all corners of the state, to build a new future for QCS. Corrections 2030 is our roadmap — and our commitment — to contributing to a safer Queensland.

The vision of Corrections 2030 is to contribute to a safer Queensland through innovative and effective corrective services. To this end, by 2030, Queensland communities will be safer and there will be fewer victims of crime.

Recruitment and training of Community Corrections Officers

In accordance with the QPSR recommendations, QCS received a significant frontline injection of corrective services officers for the supervision of offenders in the community, with the allocation of 125 positions across Community Corrections by the end of 2018-19.

Griffith University was commissioned to examine QCS' existing Community Corrections training model and provided a range of recommendations for reform. Work on a revised, best practice training curriculum has been progressed in 2018–19.

Body-worn cameras

QCS commenced a state-wide rollout of body-worn cameras (BWCs) and load-bearing vests in correctional centres in 2017. BWCs supplement the use of CCTV technology in correctional centres by enabling 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 vexatious complaints against corrective services officers. They are also an aid in the training and development of corrective services officers.

As at 30 June 2019, 219 BWCs were available for use in correctional centres across the state. In addition, over 2,800 load bearing vests have been delivered to publicly operated correctional centres for the secure attachment of cameras and other security accoutrements.

QCS has partnered with the University of Queensland to undertake a study into corrective services officers' experiences and attitudes towards the use of BWCs. This important research will help shape the future direction of BWCs within QCS.

Strengthening QCS' anti-corruption framework in response to Taskforce Flaxton

In 2018-19, following a nine month inquiry, the Crime and Corruption Commission (CCC) released Taskforce Flaxton – an examination of corruption risks and corruption in Queensland prisons. The report made 33 recommendations to reform QCS' anti-corruption framework, improve external oversight mechanisms and safety for staff and prisoners, increase accountability and transparency, and raise performance standards. In response, QCS has commenced implementing a new organisational structure to better position QCS to implement the CCC's recommendations, including the formation of the Integrity and Professional Standards Command to strengthen QCS' internal review functions, and conducting a Use of Force Review. The Government also announced the transition of Queensland's two private prisons to public operation. QCS is centralising a number of key functions to improve accountability and transparency, and implementing a number of initiatives to improve information security.

Research and evaluation

In 2018-19, QCS continued to build on the foundational work from the previous year, highlighting the agency's continual commitment to evidence-based policy and practice. This included leading and managing complex research projects, evaluating outcomes from the QPSR, program evaluations, research events and publications.

Key activities in 2018-19 included managing a range of externally contracted projects including an evaluation of health-based offender programs, a review of the literature around the mental health of prison officers, an evaluation of custodial models of service delivery, investigating the prevalence of various disabilities amongst prisoners, and a review of diagnostic and assessment tools for the identification of prisoners with specific disabilities.

QCS also commenced an evaluation of QCS offender programs and re-entry services and developed data sharing agreements with various government agencies to allow cross-agency work to address common criminal justice related issues.

Partnering with the Griffith Criminology Institute, QCS planned the second Annual QCS Research Symposium entitled "Corrections 2030: safer, ethical, humane and effective corrections" to examine the cost and opportunities of incarceration, effective correctional supervision and rehabilitation, and mature ethical corrections.

In 2018-19 QCS supported researchers who received grants as part of the Research Grants Scheme to complete research projects of significant interest to QCS. QCS also supported seven students from local universities to undertake small research projects and more than 30 researchers who were undertaking projects within QCS. The Research and Evaluation Committee assessed a range of research applications throughout the year.

Use of Force Review

In 2018-19 QCS commenced a systemic review of the use of force and how QCS can provide long term and sustainable improvements to safety. The aim is to increase safety for staff and offenders under our care by reducing the risk of violence in the correctional system. The review is being facilitated through a working party of key stakeholders who have national and international practical experience and perspectives on officer safety best practices. The review will continue in 2019-20 and once completed, it is anticipated the review will result in a range of long-term recommendations to enhance safety in the correctional system.

In the interim, QCS has taken a range of initial measures, including the distribution of load-bearing vests and BWCs to publicly operated correctional centres, as well as boosting corrective services officer numbers in response to increases in the prisoner population.

Revised corporate governance framework

During 2018–19, work continued on a revised corporate governance framework to allow full alignment with the introduction of Corrections 2030. The Corporate Governance and Accountability Framework (the Framework) outlines the governance systems and standards that apply within QCS. The Framework enhances accountability and transparency by establishing the principles, elements and mechanisms used for effective governance.

The Framework is informed by legislation, QCS policy and guidelines, best practice resources, whole of government directives issued through the Public Service Commission (PSC), Department of the Premier and Cabinet (DPC) and Queensland Treasury, as well as the Australian National Audit Office and Australian Standard AS 8000-2003 Good Governance Principles. It is aligned to the Queensland Government Performance Management Framework Policy published by the DPC and the Queensland Audit Office's Leading Accountability – Governance.

The Queensland Government's Financial and Performance Management Standard 2019 (Section 6) requires that QCS establish a strong governance framework. The Framework demonstrates the ongoing commitment of QCS in ensuring ethical leadership, accountable management, and efficiency and effectiveness in the delivery of key operational, strategic and business objectives.

A structural review of QCS occurred following the implementation of the MoG changes. The review focused on examining and reforming the QCS structure to support the work necessary to operate as a department and to ensure QCS is best placed to implement the opportunities arising out of its Corrections 2030 plan.

The structural review will result in significant changes to QCS organisational and governance structures which will continue to be implemented during the 2019–20 financial year.

Implementing an organisational performance management framework

During 2018–19, work continued on a revised organisational performance management framework to support the introduction of Corrections 2030. Through the introduction of a comprehensive set of measurable service standards aligned to key service delivery areas, the new outcomes-based framework will provide an improved focus on accountability and continuous improvement across the department.

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.

A drone detection trial utilising numerous technologies was undertaken by QCS in the Wacol precinct between August and October 2018. The trials involved various scenarios that involved perimeter incursions in order to access various response capabilities. Further trials testing additional technologies are scheduled across various facilities in 2019-20. All trials are fully compliant with State and Commonwealth legislative requirements.

These trials will inform operational procedures and emergency response capabilities. QCS will also continue to investigate alternative uses for drones such as maintenance and site surveying and modelling.

Recommissioning of the Borallon Training and Correctional Centre

The recommissioned Borallon Training and Correctional Centre is a Queensland first, with a focus on prisoners either earning or learning. All accommodation was completed in July 2018 with 320 extra beds commissioned, bringing the total capacity to 736 beds. In 2018-19, \$3.5 million was invested to finalise the project and complete a new visitor processing building, expanded waste water treatment plan and back-up power supply plant.

Recommissioning the centre involved building an on-site Technical and Further Education (TAFE) campus, recommissioning all 492 cells, including safe cell modifications to 397 secure cells to meet current safety and security standards, and installing 244 bunk beds. Included in the on-site TAFE campus are upgraded IT facilities to provide high levels of training to prisoners.

The centre gives more prisoners access to the opportunities that will improve the chances of their safe and successful reintegration into the community.

Perimeter security upgrades

\$16.9 million was spent in 2018-19 on the correctional centre perimeter security upgrade program which is due for completion in 2019-20. The program's primary focus is to upgrade electronic hardware and software systems to ensure perimeter detection systems remain reliable, robust and resilient.

Humane management of prisoners and offenders

Strengthening the parole system through the Queensland Parole System Review

As at 30 June 2019, 34 of the 89 accepted recommendations of the QPSR had been completed. The completed recommendations relate to:

- legislative changes made to the *Corrective Services Act 2006*
- establishment of the Parole Board Queensland
- expanded Global Positioning System (GPS) parole monitoring program
- the establishment of a QCS Research and Evaluation Unit
- establishment of a Housing Taskforce to develop long-term accommodation responses to prisoners and offenders
- expanded alcohol and other drug programs, and
- expansion of re-entry services.

Parole Assessment Units

As part of the QPSR reforms, the operational design and implementation of end-to-end case management was a focus in 2018-19.

The first Parole and Assessment Unit is scheduled for implementation in early 2020. The Parole and Assessment Unit will administer validated risk assessments, facilitate access to programs and services to ensure people are as ready as they can be for parole; improve information sharing internally within QCS and between QCS and the PBQ; and provide case co-ordination for a more seamless journey through the correctional system.

Suicide Prevention Action Plan

QCS continued to implement the Suicide Prevention Action Plan during 2018–19. 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.

A trial of new EBLR processes commenced at Wolston and Townsville correctional centres (male protection prisoners) and was followed by the release of an endorsed operational instruction and roll out of enhanced practices across the state. QCS also continued work on the role structure and classification of psychology roles in correctional centres.

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

QCS acknowledges that Aboriginal and Torres Strait Islander people are over-represented 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
- the Aurukun Prisoner Reintegration Project to support prisoners returning to Aurukun
- cultural liaison and cultural development officers, employed in secure correctional centres, to provide support and guidance to prisoners, and
- Aboriginal and Torres Strait Islander Elders groups and chaplaincy services.

QCS' Aboriginal and Torres Strait Islander unit, the Murridhagun Cultural Centre, provides advisory, planning and support services to QCS and relevant prisoners.

The Murridhagun 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, and about culturally appropriate services and programs for Aboriginal and Torres Strait Islander people.

The QCS Aboriginal and Torres Strait Islander Reference Group brings together Aboriginal and Torres Strait Islander officers from across the State to provide advice and support to senior management and others regarding Aboriginal and Torres Strait Islander issues. The group will assist in the development and implementation of a QCS Reconciliation Action Plan and Cultural Capability Action Plan.

In 2018-19, the Murridhagun Cultural Centre delivered the Aboriginal and Torres Strait Islander Mental Health First Aid Program to staff from QCS, Queensland Police Service, Queensland Health, Youth Justice, Child Safety, Community Justice Group members and Elders. This program focuses on the social and emotional wellbeing of Aboriginal and Torres Strait Islander people, suicide and self-harm, alcohol and other drugs, psychosis, eating disorders and gambling. Since its commencement in 2017 more than 700 people have completed the program.

The QCS Academy also continued to provide cultural specific training including cultural responsive training delivered by Aboriginal and Torres Strait Islander corrective services officers.

Partnering and community collaboration

Housing for parolees at risk of homelessness

In 2017-18, an Intergovernmental Housing Taskforce was established to consider suitable long-term accommodation responses for prisoners and offenders. The taskforce delivered a report to the QPSR Implementation Committee in October 2018, detailing options and recommendations for suitable long-term accommodation responses for prisoners and offenders.

A range of housing initiatives have been launched to assist prisoners including:

- Next Step Home women on parole program, a prison to home initiative providing 12 months supported accommodation to women in South East Queensland
- Streamlined housing application processes for prisoners, and
- Post release housing program for male prisoners at risk of homelessness.

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 registered persons by informing them of important events in the sentences of those prisoners they are registered against. Registered persons are provided with critical information, such as a prisoner's release date or relevant movements, to give them the opportunity to access support services or to take precautionary measures, in preparation for a perpetrator's release. The Victims Register also advises registered persons when a prisoner has made an application for parole (excluding exceptional circumstances parole) and provides them with the relevant forms to make a submission to the Parole Board Queensland.

For prisoners managed under the *Dangerous Prisoners (Sexual Offenders) Act 2003*, the Victims Register provides victims with the relevant information to make a submission to the Supreme Court about a prisoner's initial order and any subsequent contravention hearings.

In 2017, 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.

In 2018-19 there were 376 new registrations, and as at 30 June 2019 there were a total of 1,253 active registrations on the QCS Victims Register.

Opioid substitution treatment in correctional centres

Opioid dependence has significant impacts on the Queensland community, and the criminal justice and health systems. It is a chronic, relapsing condition and can be a driver for criminal activity.

Opioid substitution treatment (OST) is the legal administration of an opioid under medical supervision to eliminate the cravings and withdrawal symptoms associated with opioid dependency. OST has been found to reduce the spread of blood borne viruses and reduce post release mortality.

QCS and Queensland Health have successfully partnered to implement the OST program in all women's correctional centres in Queensland and to men at the Townsville and Lotus Glen correctional centres. As at 30 June 2019, more than 100 prisoners were participating in the OST program. The program has been positively received in the correctional system, with reported improvements in prisoner health, wellbeing and behaviour.

Community service projects

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

Reparation work is performed by offenders in the community under Community Service Orders, Graffiti Removal Orders, Alcohol Fuelled Violence Orders, Intensive Correction Orders and Work and Development Orders

In 2018-19, QCS partnered with 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 (SPER).

Community service projects vary across districts and include beautification and maintenance activities such as rubbish/waste removal, graffiti removal, and restoration of parks, facilities, and waterways. A number of QCS community corrections offices have also successfully partnered with charities and animal welfare organisations such as the RSPCA. These projects enable community service workers to apply creative skills and work with a variety of different materials while raising community awareness about the humane treatment of animals. In 2018-19 offenders in the community completed more than 383,000 hours of court ordered reparation work equating to \$10.8 million worth of labour provided to the community.

Eligible low security prisoners can also perform community service in communities near the correctional centres or through the Work Program operating from work camps across Queensland. The Work Program provides regional communities with a valuable source of labour, as the projects and work carried out are unique to their location and community needs. Work carried out by prisoners includes maintaining fences, cemeteries, heritage sites, playgrounds and showgrounds, and other projects in regional communities. In response to natural and other disasters, the Work Program continues to provide assistance to communities devastated by floods, storms or other natural disasters, including recovery efforts in Northern Queensland and Townsville earlier this year. Work on a further proposed Work Camp in Toowoomba is underway with Council approving the Nass Road Work Camp Application on 18 April 2018. Prisoners on the Work Program completed more than 176,000 hours of community service equating to \$4.6 million worth of labour provided to support regional Queensland.

Work and Development Order Scheme

Work and Development Orders (WDOs) made by SPER enable individuals who cannot pay their SPER debt due to hardship to pay off eligible amounts of their debt by undertaking activities supported by approved sponsors. Stage 1 of the WDO scheme commenced in October 2017.

QCS continued to support SPER with the rollout of the scheme during 2018-19 with SPER customers completing more than 191,000 hours of community service equating to \$5.7 million of debt recovered.

Stop crime

Expanded programs 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. Work continued on a number of recommendations from the QPSR during 2018-19; 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 substance misuse programs, expanded re-entry services, and the rollout of the OST program.

Expanded re-entry services

The streamlining and expansion of re-entry services in 2018-19 saw a significant increase in the number of prisoners and offenders receiving support through the MARA women's re-entry service, Borallon throughcare services and CREST re-entry services.

The CREST re-entry service for women in North Queensland was further enhanced in November 2018, to remove any criteria that limited access and to provide more culturally specific supports for women. A key objective of the expansion is that all women will have the opportunity to access assistance for their re-entry back into the community following their release from custody.

In 2018-19, QCS delivered more than 50,000 instances of re-entry support to prisoners and offenders.

Expansion of specialist domestic and family violence courts

The DFV Court is an integrated model for handling civil applications for protection orders and some criminal matters related to domestic and family violence. The model enhances the coordination of matters between the court, domestic violence services, police prosecutors and duty lawyers to better support victims of domestic violence and hold perpetrators accountable.

The success of the Southport Specialist DFV Court Trial between 2015 and 2017 resulted in government funding which enabled the expansion of the model to Beenleigh and Townsville (servicing Mt Isa and Palm Island). Full integration of civil and criminal matters is presently the focus of all sites. Management teams from South Coast (Beenleigh, Southport) and Northern (Townsville) region community corrections continue to be active participants in the stakeholder liaison and operational working groups occurring within their respective regions.

An integrated response to address domestic and family violence

QCS supervises perpetrators of DFV as well as victims who have come into contact with the criminal justice system for their own offending behaviours. QCS continues to explore ways to protect the community from domestic and family violence through rigorous case management practices of DFV perpetrators and victims in collaboration with specialist organisations, and the facilitation of effective DFV perpetrator programs.

QCS is committed to implementing relevant recommendations of the Not Now, Not Ever Taskforce Report, and supports collaborative High Risk Teams in Cherbourg, Mt Isa, Logan/Beenleigh, Ipswich, Brisbane, Cairns, Moreton Bay, and Mackay.

Education and training

Increasing education levels to increase employability has been found to reduce reoffending after release. 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 2018–19, 38.2 per cent of eligible prisoners were involved in education and training programs.

Substance misuse programs and services

QCS provides rehabilitation programs and individual interventions, in prison and in the community, to address substance misuse. In 2018–19 programs included:

- Short Intensity Substance Intervention – 6-8 hour psycho-education programs that educate participants about substance use and related behaviours and consequences
- Low Intensity Substance Intervention – a range of psycho-educational programs between 15 and 24 hours in duration that use motivational interviewing and contingency management approaches to reduce problematic substance use or reducing drug-related harm
- Moderate and High Intensity Substance Interventions – programs of 40 hours or more that are relapse prevention based, and
- Substance Abuse Maintenance Interventions – aimed at providing support to offenders who have previously completed a substance abuse program.

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.

During 2018-19, 3,223 completions of substance misuse programs were achieved, which is a significant increase in outcomes from previous years.

Individual counselling sessions specifically addressing substance misuse were also available during 2018-19. QCS partnered with community agencies to provide access to support to address substance use. During this period there were 644 instances of counselling provided to prisoners and 2,289 instances provided to offenders in the community.

Sexual offending 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 2018–19 these programs included:

- Getting Started Preparatory Program – a brief psycho-educational program 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, and
- Inclusion Sexual Offending Program – designed for offenders with an identified cognitive deficit who require assistance to understand and implement strategies to avoid sexual offending.

Where there are barriers to engagement in group programs in custody or the community, QCS provides individual intervention to increase responsiveness to group participation, or to address individual risk factors and undertake safety planning where these issues cannot be addressed such as due to geographical location. In 2018-19, there were 453 completions of sexual offending programs.

Transition to the National Disability Insurance Scheme

QCS accelerated its transition activity in 2018-19 with the implementation of the \$2.86 million Service Delivery Reform Project, designed to improve services for people with disability and mental illness in contact with the corrective services system.

The project identified over 1,000 prisoners and offenders who may be eligible for the NDIS and supported over 170 to gain access to the scheme, including by helping prisoners to gather evidence of their disability by commissioning specialist assessments.

Three research projects were commissioned to build an evidence base to determine the prevalence of certain forms of disability among the Queensland prison population and to identify screening and assessment tools to assist the further identification of prisoners with disability. This evidence base will be used to inform future policy and practice in this area.

Internal NDIS transition governance was refreshed and elevated, including the development of a Project Implementation Plan, Communications and Engagement Strategy and new reporting arrangements to address Recommendation 7 of the Queensland Audit Office's Report 14: 2017-18 – *The National Disability Insurance Scheme*.

Specialised clinical services for high harm and complex needs offenders

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. The SCSU is a multi-disciplinary unit funded through the Government's response to the QPSR.

The unit is primarily focussed on improving community safety and reducing the number of future victims through the identification, assessment and intervention of the highest harm and most complex needs offenders.

In 2018-19 the SCSU continued to establish strong professional relationships with a wide range of criminal justice and health service stakeholders and increased its capability and capacity to respond to the changing and complex needs of the prisoner/offender cohort. A harm evaluation ranking tool was developed and implemented to assist in enabling QCS to identify and rank prisoners/offenders that have the known potential for committing significant harmful offences.

GPS monitoring of parolees

GPS monitoring is an additional monitoring tool to allow corrective services officers to track the movements of a parolee and monitor their compliance with parole conditions, such as curfews. The PBQ may apply an electronic monitoring condition to an offender's parole order at the time of their release from custody. The QCS delegate may also approve the application of electronic monitoring at any stage of a parolee's order.

GPS monitoring capability has been expanded through the leasing of additional GPS devices and recruitment of additional monitoring corrective services officers. The first parolee was fitted with a GPS device in February 2017 and since then more than 1,57 parolees have been fitted with a device, and as at 30 June 2019 there were 149 parolees subject to electronic monitoring.

Developing the Women's Estate

In July 2018, the Queensland Government announced its decision to repurpose the Southern Queensland Correctional Centre (SQCC) as a women's facility. This was in response to the strain, stress and challenges being experienced in the women's correctional centres. SQCC was originally designed for women but was subsequently repurposed and commissioned in 2012 as a men's facility.

The opening of additional infrastructure for women is important to ensure humane treatment and to improve rehabilitation opportunities and reduce the likelihood of re-offending. The transition was completed in September 2018, and women prisoners now receive improved access to health care, education and vocational training. There are also increased opportunities for children less than five years of age to be accommodated with their mothers, where it is assessed to be in the child's best interests.

Expanding capacity in women's centres has provided QCS with the opportunity to refocus its efforts towards implementing a new, best practice approach to managing women. This will be achieved through the adoption of a gender-responsive and trauma-informed framework that focuses on a number of priority areas including: strengthening family connections; safety, health and wellbeing; cultural and gender diversity; and offender management, rehabilitation and recidivism.

The Women's Estate will build on the reforms of the QPSR and will better position QCS to deliver tailored case management and enhanced rehabilitation and reintegration services, with many specifically designed to meet the needs of women.

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 2018–19, QCS continued to provide training to its staff in complaints management and 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/publications/>

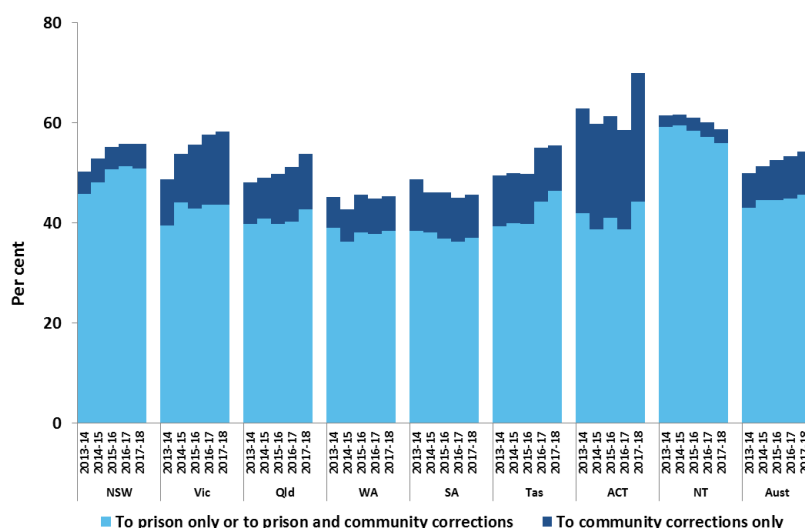
Achievements in 2018-19:

- reported complaints management performance quarterly, including trend analysis
- implemented business improvements
- continued the rollout of staff training to new and existing QCS staff.

National comparison 2017-18

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, Report on Government Services 2019, Productivity Commission, Canberra. Rates shown are per 100 prisoners over the period 2017–18.

Recidivism



Escapes

Rate and number of prisoner escapes, 2017-18

	NSW	VIC	QLD	WA	SA	TAS	ACT	NT	Aust
Escapes/100 prisoners									
Open (low security)	0.11	1.10	1.05	0.10	0.00	0.00	0.00	1.74	0.43
Secure	0.07	0.00	0.00	0.02	0.00	0.00	0.00	0.22	0.03
Number of escapes									
Open (low security)	5	9	7	1	-	-	-	14	36
Secure	6	-	-	1	-	-	-	2	9

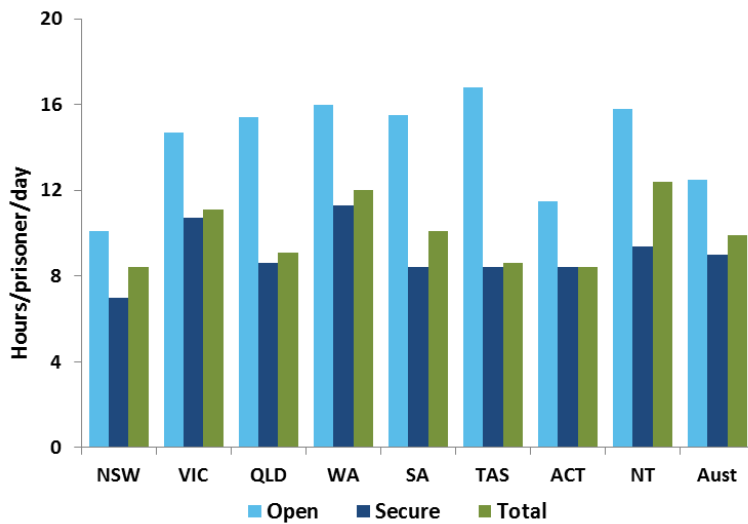
Deaths in Custody

Rate and number of prisoner deaths from apparent unnatural causes, by Indigenous status, 2017-18

	NSW	VIC	QLD	WA	SA	TAS	ACT	NT	Aust
Deaths/100 prisoners									
Aboriginal and Torres Strait Islander	0.06	-	-	-	-	-	-	-	0.02
Non-Indigenous	0.07	0.08	0.03	-	0.04	-	-	0.36	0.05
Number of deaths									
Aboriginal and Torres Strait Islander	2	-	-	-	-	-	-	-	2
Non-Indigenous	7	5	2	-	1	-	-	1	16

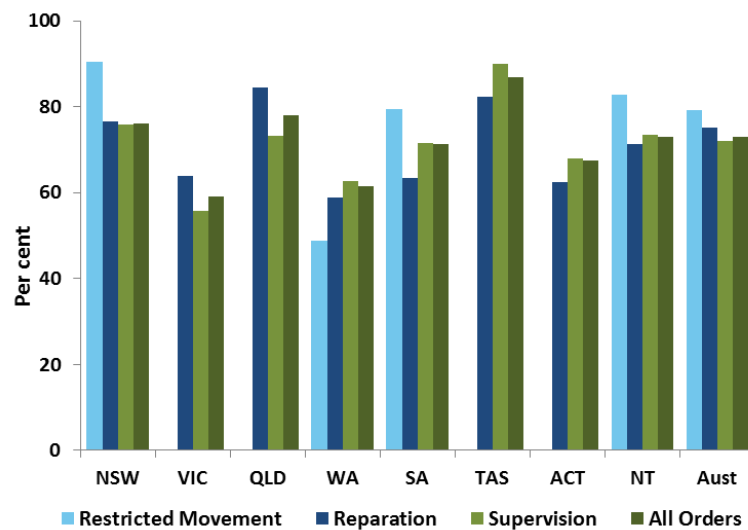
Time out-of-cells

Time out-of-cells (average hours per day), 2017-18



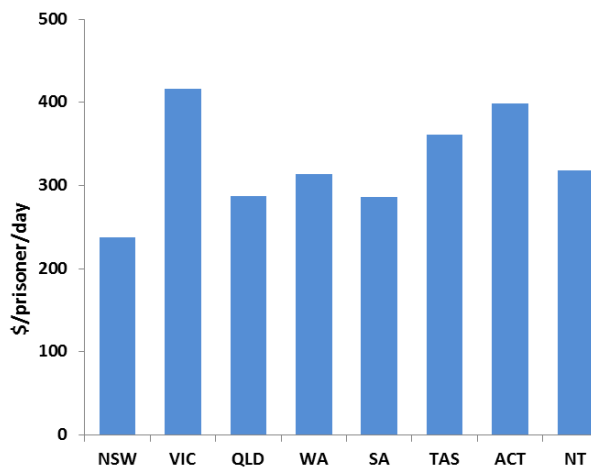
Community-based orders

Completion of community corrections orders, by type of order, 2017-18

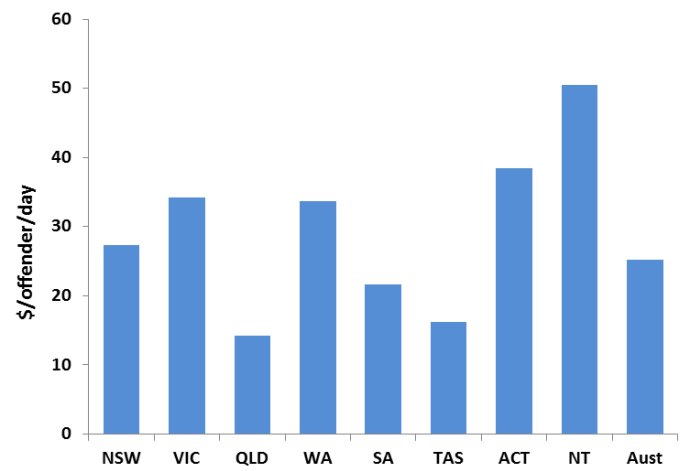


Cost

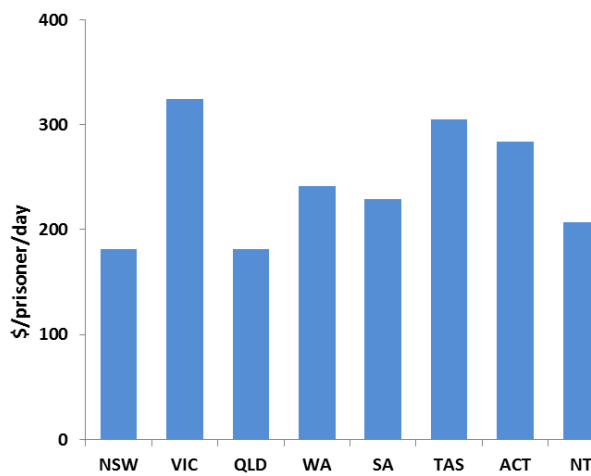
Recurrent expenditure per prisoner per day, 2017-18



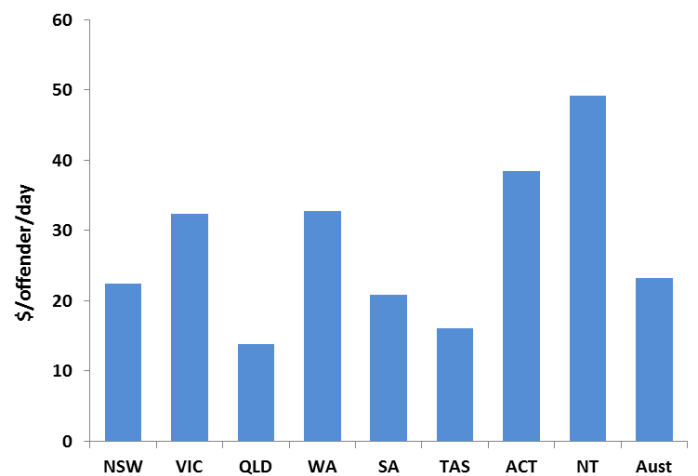
Recurrent expenditure per offender per day, 2017-18



Real net operating expenditure per prisoner per day 2017-18



Real net operating expenditure per offender per day 2017-18



Service performance

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 QPS and DJAG, 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 (Community Corrections)
- Correctional intervention

The following tables provide an overview of the key performance measures for QCS for the 2018-19 financial year. Data for the previous financial years is sourced from the previously published annual reports.

SERVICE STANDARDS AND OTHER MEASURES	NOTES	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 TARGET/ EST.	2018-19 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	0.82	0.90	1.51	1.05	<0.63	0.45
Assault rate:							
Serious assault (prisoner on officer)	3, 4, 5	0.08	0.01	0.11	0.07	<0.02	0.08
Assault (prisoner on officer)	3, 4, 5	0.25	0.90	1.01	0.57	<0.24	0.87
Serious assault (prisoner on prisoner)	3, 4, 5	1.80	2.25	3.08	2.94	<0.69	2.80
Assault (prisoner on prisoner)	3, 4, 5	5.00	7.09	10.49	8.52	<3.40	9.20
Deaths from apparent unnatural causes:							
Aboriginal and Torres Strait Islander prisoners	6, 7	0.09	0.04	0.04	0.00	0	0.00
Non-Indigenous prisoners	6, 7	0.02	0.04	0.00	0.03	0	0.07
All prisoners	6, 7	0.04	0.04	0.01	0.02	0	0.04
Prisoners returning to corrective services with a new correctional sanction within two years (per cent)							
Prisoners returning to:							
Prison	8	40.9%	39.7%	40.2%	42.7%	<39.8%	44.6%
Corrective services	8, 9	49.1%	49.8%	51.1%	53.7%	<48.4%	56.2%
Prisoner employment (per cent)	10	66.0%	68.9%	68.8%	67.0%	>70%	71.2%
Efficiency measures							
Facility utilisation (per cent):							
High security facilities	11, 12, 13	106.1%	115.7%	121.7%	129.1%	90-95%	129.4%
Low security facilities	11, 12, 13	77.5%	82.1%	81.7%	82.5%	90-95%	82.0%
All facilities	11, 12, 13	102.8%	111.7%	117%	123.7%	90-95%	124.0%
Cost of containment per prisoner per day	14	\$177.86	\$177.26	\$183.07	\$181.55	\$203	\$189.14

Service: Probation and parole							
Service Standards							
Effectiveness measures							
Percentage of successfully completed orders:							
Supervision orders	15	69.6%	72.6%	71.2%	73.3%	>68%	75.4%
Reparation orders	16	81.6%	83.1%	82.9%	84.4%	>68%	79.1%
All orders	17	75.6%	77.7%	77.0%	78.0%	>68%	76.5%
Offenders discharged from community corrections orders who returned with a new correctional sanction within two years (per cent)							
Offenders returning to:							
Community corrections	18	12.2%	15.8%	16.2%	16.2%	<11.9%	15.6%
Corrective services	18, 19	17.0%	21.7%	22.0%	22.3%	<16.8%	21.9%
Efficiency measure							
Cost of supervision per offender per day	20	\$14.01	\$12.69	\$12.35	\$13.79	\$16	\$14.61
Service: Correctional intervention							
Service Standards							
Effectiveness measures							
Program completions:							
Sex offender programs	21	395	409	425	410	390	453
Other programs	21	1,691	2,762	3,125	3,236	2,500	4,765
Re-Entry							
In-prison re-entry support	22, 23	New measure	New measure	New measure	19,691	11,000	31,827
Post-release re-entry support	22, 23	New measure	New measure	New measure	5,086	2,848	18,524
Prisoners in education (per cent):	24	27.9%	35.6%	39.1%	36.2%	32%	38.2%
Financial value of work performed in the community by prisoners from low security facilities	25, 26	\$5.7 million	\$6.4 million	\$6.3 million	\$6.8 million	>\$4 million	\$7.1 million
Financial value of community service work performed (court ordered)	25, 26	\$7.5 million	\$8.4 million	\$9.1 million	\$8.6 million	>\$6.2 million	\$10.8 million
Efficiency measures	27						

Notes:

1. This service standard measures escapes per 100 prisoners.
2. There were three (3) escapes from low security correctional facilities in 2018-19. Low security correctional centres do not have a razor wire security fence like high security facilities. Escape risks from low security facilities are managed through a thorough assessment of prisoners to determine suitability prior to transfer to a low security facility and dynamic security, including regular random patrols, prisoner musters and inspections. Queensland Corrective Services (QCS) continues to enforce strict requirements when determining a prisoner's suitability for placement at a low risk security facility. Prisoners who escape from lawful custody face additional criminal sanction 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 service standard measures 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 seriously and are referred to the Queensland Police Service (QPS) and to officers in the Corrective Services Investigation Unit. QCS continues to monitor both the frequency, and the penalties imposed on the perpetrators of assault.
4. QCS considers safety of staff to be of paramount importance, promoting staff safety through various initiatives. When prisoners assault staff, they are dealt with swiftly and face the consequences of those actions. QCS has rolled out additional body-worn cameras for Queensland government-run correctional centres. QCS undertakes regular profiling and analysis of assault incident data to identify trends and patterns; provides QCS officers with a revised officer safety training package, including contemporary de-escalation training, situational awareness and a situation response model for both new and existing staff; and an ongoing focus on infrastructure blind spot identification, which may be addressed by retro fit and which will inform future building and design.
5. Assault rates have been exceeded in the four (4) assault categories in 2018-19. QCS is responding to the rate of prisoner assaults by: managing out-of-cell activity; increasing the use of behaviour management strategies including implementing specialist management units; using intensive management plans and maximum security orders; and monitoring 'hot spots' within the correctional centre for prisoner violence.
6. This service standard measures deaths by apparent unnatural causes per 100 prisoners. In 2018-19 there were four (4) deaths of non-Indigenous prisoners and no deaths of Aboriginal and Torres Strait Islander prisoners from apparent unnatural causes.
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. The apparent cause of death may change as a result of the coronial process.
8. This service standard measures all prisoners released during 2016-17 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 2018-19). 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. This service standard measures the average number of prisoners employed as a percentage of those eligible to work, excluding those unable to participate in work programs because of full-time education, ill health, age, relatively short period of imprisonment or other reasons. 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 projects and other unpaid work.
11. This service standard measures 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.
12. During 2018-19, 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 cell capacity of a correctional centre including, 'buddy cells' built for dual occupancy and temporary bunk beds, trundle beds and mattresses in secure cells or residential areas. QCS forecasts prisoner numbers annually and provides advice to Government on any significant changes.
13. QCS remains responsive to the growing pressures by improving current demand management strategies, such as expanding re-entry services to more prisoners and is 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.

14. This service standard measures the daily cost of providing custodial containment services per prisoner. The result is calculated from the Net Operating expenditure, (excluding payroll tax, operating revenues from ordinary activities, prisoner transport and health costs), divided by the number of prisoners days. 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. The increase in the cost per prisoner per day is primarily due to the re-commissioning of refurbished infrastructure, new initiative funding and the impact of re-establishing QCS as a new department.

15. This service standard measures 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; Intensive Correction Orders; and Drug and Alcohol Treatment Orders.

16. This service standard measures the proportion of reparation orders successfully completed. Reparation orders include Community Service Orders; Graffiti Removal Orders; Work and Development Orders; and Queensland Fine Option Orders, which require offenders to undertake unpaid work.

17. This service standard measures the proportion of all community-based orders successfully completed. During 2018-19, Queensland continued to experience growth in the average daily number of offenders in the community. QCS' high percentage rate for order completions is a result of effective case management and ongoing assessment and monitoring of risk to ensure responsive supervision through each offender's order. Performance above the SDS target levels indicates that more offenders have complied with the conditions of their order and completed the length of the sentence.

18. This service standard refers to offenders who were discharged during 2016-17 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 2018-19). Offenders who spent any time in prison under sentence in their episode prior to being discharged from community corrections are excluded.

19. Returns to Corrective Services include a return to prison sentence or a community corrections order.

20. This service standard measures the real net operating expenditure per offender per day. The result is calculated from the Operating expenditure on community corrections, (excluding payroll tax and operating revenues from ordinary activities, divided by the number of offender days. QCS' low cost per offender per day is attributed to a combination of stable rates for order completions along with a higher community corrections offender-to-all-staff ratio. QCS continues to create an efficient delivery capacity for community corrections without compromising the effective management of offenders within the community. The increase in the cost per offender per day rate is primarily related to new initiative funding including the continuing implementation of reforms arising from the Queensland Parole System Review.

21. This service standard measures 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 Indigenous specific programs, women specific programs, drug and alcohol, violence and life skills interventions.

22. This service standard for re-entry reflects contracted service provision by non-government organisations. Re-entry service providers work with prisoners/offenders before and after release to resolve barriers to safe integration into the community (such as assistance accessing housing, community treatment providers, employment and health support). Evidence based re-entry services are complex and tailored.

23. This service standard was introduced as a new standard in 2017-18 with initial targets established on the identified demand for this service. The successful introduction of this standard is reflected in the results for the 2017-18 and 2018-19 financial years where the targets were significantly exceeded.

24. The percentage of eligible prisoners participating in education is defined as the average 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.

25. This service standard is a proxy measure of effectiveness. 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. QCS assesses the suitability of prisoners and offenders for a range of work sites to ensure placements are suitable and maximise the work performed.

26. In 2018-19, 383,621 hours of court ordered community service was completed. A further 272,737 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.

27. An efficiency measure is being developed for this service and will be included in a future Service Delivery Statement.

Open Data

QCS supports the Queensland Government's commitment to effectively managing the release of government data to optimise the use and reuse of open data for the benefit of the Queensland people.

Open data is non-sensitive data that is freely available, easily discovered and accessed, published in ways and with licence that allows easy reuse by anyone, anytime, and anywhere.

The Open Data initiative helps make government more transparent and encourages individuals, businesses, researchers, and non-government organisations to develop innovative solutions for the improvement of public services.

We comply with the principles contained in the Queensland Government Open Data Policy Statement. Our commitment to open data is supported by our Open Data Strategy, which lists data published by QCS. It can be accessed at:

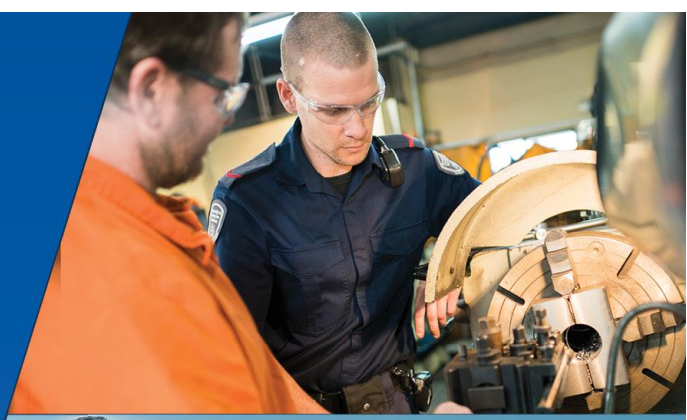
<https://data.qld.gov.au/dataset/queensland-corrective-services-open-data-strategy>

Examples of datasets we provide in support of the Open Data Strategy are:

- Community Corrections reporting locations
- QCS – Information and Communication Technology (ICT) Dashboard
- Late payments – Queensland Corrective Services
- QCS – Queensland Government Investment Portal
- Prison locations
- Community offender trend – state-wide
- Custodial offender snapshot – state-wide
- Custodial incidents report
- Community Service Work performed (Court Ordered).

In meeting our Annual Reporting obligations, QCS has published the following datasets to the Open Data portal:

- 2018-19 Consultancy spending – Queensland Corrective Services
- 2018-19 Overseas Travel – Queensland Corrective Services
- 2018-19 Queensland Language Services Policy – Queensland Corrective Services
- 2018-19 Compliance Checklist QCS Annual Report
- 2018-19 Annual Report Keys Statistics Tables.



Our people



Our people

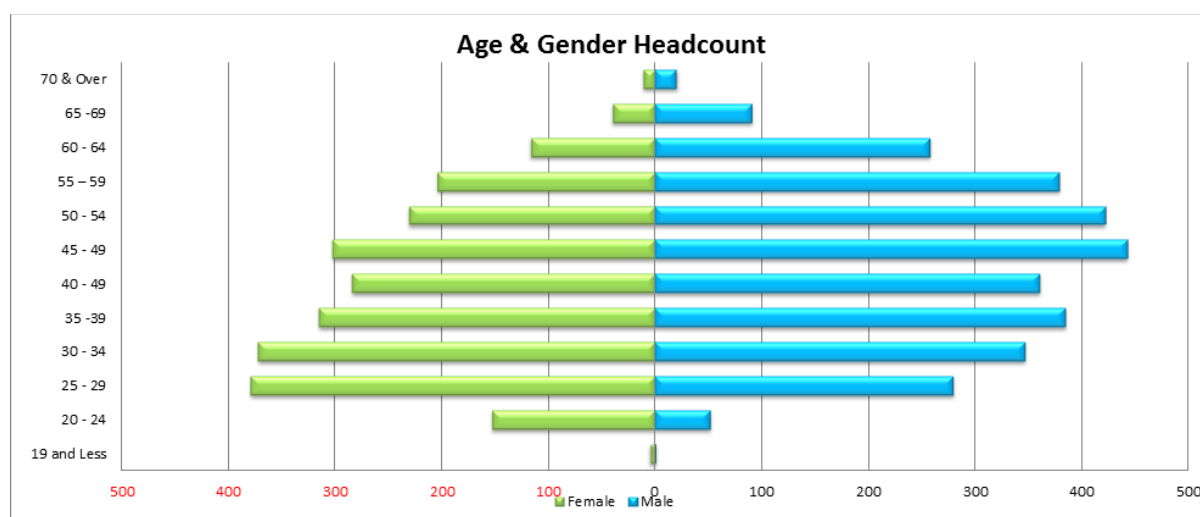
Workforce profile

As at 30 June 2019, QCS employed 5,054 full-time equivalent (FTE) corrective services officers. A total of 88 per cent of the workforce is permanent. 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, and 44 per cent of senior leadership positions. QCS strives to ensure gender balance to meet the foundational target of 50 per cent women in senior officer and senior executive service roles. 3.2 per cent of the workforce identify as Aboriginal or Torres Strait Islander.

The permanent corrective services officers separation rate was 7.7%

Within QCS, 1,012 (21 per cent) of permanent corrective services officers are over the age of 55. This is similar to the rest of the public sector (22 per cent).^{*} The following graph profiles the age and gender composition of permanent employees across QCS, indicating an average age of 43.7.



^{*}Note: FTE is a paid FTE. Permanent Corrective Services Officers includes all permanent employees in Corrective Services irrespective of position. The most recent Public Sector Age data available is for December 2018 and the above value of 22% is based on December data.

Inclusion and diversity

QCS will implement strategies to meet the Public Service Commission's (PSC) foundational inclusion and diversity targets through its Human Resources strategy and Corrections 2030 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. Currently female representation sits at 44 per cent.

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 3.2 per cent achieved. Importantly in custodial operations and community corrections there is 3.9 per cent and 2.4 per cent respectively.

Strategic workforce planning and performance

The QCS workforce has undergone significant change since QCS was established as a department in its own right in 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 have been subject to significant change since QCS separated from the DJAG.

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 commencing the development of the Corrections 2030 plan for QCS. At the end of the financial year, both pieces of work were completed.

In 2018–19, QCS worked with the PSC to establish the foundations of a people capability framework that is consistent with the PSC's Strategic Workforce Objectives 2015–2020, and the Queensland PSC 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. Significant recruitment activity is underway to recruit additional staff for the expansion of the Capricornia Correctional Centre and the return of the Arthur Gorrie Correctional Centre to public management.

To better manage the rapid changes within the recruiting environment, this function was returned to QCS to ensure a closer alignment to operational requirements.

Human Resource Information Solutions – Human Capital Management Project

The Human Resource Information Solutions – 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. Subject matter experts have been working with a project team from the Department of Housing and Public Works (DHPW).

Corrective services officers health and wellbeing

QCS holds White Ribbon accreditation for its approach to supporting corrective services officers experiencing domestic and family violence (DFV). QCS maintains a cohort of DFV support officers across its business units and delivers 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 including:

- 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, and
- contemporary flexible work arrangements enabling corrective services officers to integrate family and work responsibilities.

Industrial and employee relations

QCS works actively with the relevant industrial unions to ensure the effective management of employment and industrial relations activities and issues. Regular Consultative Committee meetings at the agency and local workplace level provide a forum to raise and manage employment and industrial matters, and local issues for both the custodial and non-custodial cohorts.

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 2018-19, as at 30 June 2019, no employees within QCS were made redundant, retrenched or displaced.

Workforce engagement and performance

QCS is committed to a workplace where staff feel valued and respected and are motivated to deliver professional corrective services. We aim to achieve this through leadership, training and professional development. We measure engagement and staff perception of their work, management, and the organisation through the annual Work for Queensland survey.

In 2018, the first employee survey undertaken as a standalone agency, 42% of staff completed the survey. Overall, QCS staff reported positive engagement with the organisation, with management and their work the strongest factors contributing to staff engagement.

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 at the AO7 level and above 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 and 18 employees undertook the program with each receiving a scholarship to assist in furthering their skills and study in a focus area of their choice.

Mastering Difficult Conversations Workshop

The two-day Mastering Difficult Conversations Workshop aims 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. In 2018-19 there were five workshops held with 89 participants from throughout Queensland.

Supervisor Leadership Program

This program is available to supervisors within the Custodial Directorate and Community Corrections Directorate. Participants are selected by General Managers and Regional Managers, based on approved organisational criteria. The QCS Academy offered three Supervisor Leadership programs for community corrections staff which were attended by 39 supervisors and acting supervisors. One workshop was facilitated for custodial supervisors with 17 officers completing the program.

Masterclass Series

Masterclasses aim to enhance leadership capability and capacity by providing professional development opportunities via a series of one-day leadership masterclasses. These are offered both centrally and regionally. The 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.

Five masterclasses were conducted in 2018-19, with over 120 participants. Presentations focussed on strategic management and planning and strategic leadership.

Professional Practice Masterclass Series

The Professional Practice Masterclasses involve targeted professional development presentations on topics of high relevance to QCS staff. Each Masterclass is a one day event delivered by highly credentialed practitioners with expert knowledge of the Masterclass topic. Masterclasses are conducted at both the Academy and in regional locations and involve corrective services staff from multiple areas of the agency. The Masterclasses also promote professional networking opportunities for corrective services staff with external agency representatives. Eight Professional Practice Masterclasses were conducted in 2018-19 with over 380 participants. Topics included:

- Drugs and the Darknet
- Moral courage and resilience
- The Queensland drugs epidemic
- Interview techniques
- Homelessness and empathy
- Working with domestic violence offenders
- Case management of sexual offenders
- Queensland Police Operation VISTA case-study analysis
- Taskforce ARGOS case-study analysis of child exploitation material
- Officer exposure to child exploitation material, and
- Understanding drugs and clandestine laboratories in the community.

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 Program aims 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, and
- provide the opportunity to apply and evaluate the application of this knowledge and understanding to the correctional workplace.

In 2018-19 two EMDPs were conducted with 61 participants from a range of agency areas including custodial and community corrections, specialist operations, and escort and security. Five senior staff from Correctional Services of the Solomon Islands also participated in the program.

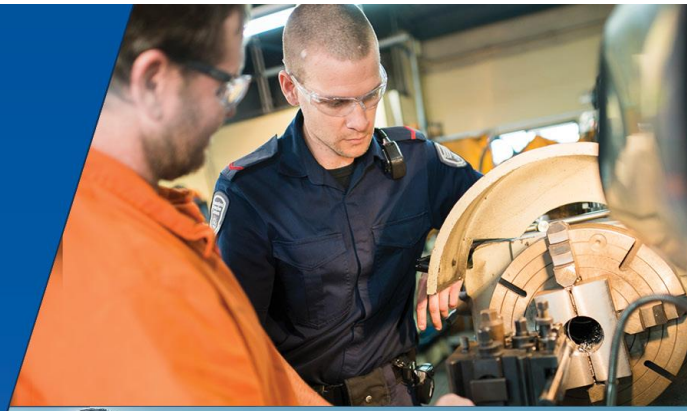
Distance Education Diploma Program

This two year 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. Participants are assessed on a number of work-based activities which must be completed to a required standard. In 2018-19 there were a total of 26 enrolments from Queensland and two from the Northern Territory Correctional Services.

Participation in external programs

In 2018-19 QCS facilitated senior staff within QCS to access other high quality professional development opportunities including:

- two staff completed the Graduate Certificate in Applied Management (Policing and Emergency Services), Australian Institute of Police Management, Sydney
- two staff attended the Australian Correctional Leadership Program, Brush Farm Academy, NSW Corrections
- eleven staff attended the Queensland Police Service Leadership In Action Program
- two staff undertook the Q Balance Leadership for Women in Public Safety Agencies program
- an officer undertook the Public Sector Management Program through the Queensland University of Technology, and
- an officer undertook the Executive Masters in Public Administration Program through the Australia and New Zealand School of Government.



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 QPSR. This recommended establishing one board to hear all board ordered parole matters in Queensland. The Board 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 QPSR, the power to suspend parole is vested solely in the Board. At least one professional member of the 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.

Between 1 July 2018 and 30 June 2019, the Board's professional members decided 4,221 requests for immediate suspension of a parole order made by authorised QCS delegates. During the same period the Board decided to:

- grant 2,568 parole orders
- refuse 561 parole orders
- amend 756 parole orders
- suspend 4,015 parole orders
- cancel or lift 706 suspended parole orders
- cancel 527 parole orders.

The Board has 42 appointed members (eight full-time and 34 part-time) and seven full-time members nominated by the Police Commissioner or QCS Commissioner. Appointed members include a president, two deputy presidents, five professional board members and 34 community board members (part-time). Nominated members include three police representatives and four public service representatives.

Community board members represent the diversity of the Queensland people, and include 13 men (38 per cent), 21 women (62 per cent), eight people of Aboriginal or Torres Strait Islander background (23.5 per cent) and eight members who reside in regional Queensland (23.5 per cent).

Partnerships with other agencies

Domestic violence support for victims

QCS has contracted the delivery of a domestic and family violence (DFV) program and individualised counselling service in Brisbane Women's and Numinbah correctional centres to support women who have experienced DFV. The program is psychoeducational and aims to facilitate discussion and personal reflection that assists women to recognise and understand the dynamics and impact of DFV on them, their children and their relationships. This program will also be delivered at the Southern Queensland Correctional Centre in 2019-20.

The Domestic Violence Prevention Centre is the contracted service provider.

Education and vocational education and training

Nationally accredited literacy and numeracy courses are delivered by Registered Training Organisations (RTOs) across Queensland's correctional centres. Literacy and numeracy training is also delivered through QCS contracts with service providers or Department of Employment, Small Business and Training funding under the Certificate 3 Guarantee (C3G) to deliver foundation skills.

Vocational education and training (VET) in correctional centres focuses on the acquisition of vocational skills leading to employment on release. The range of VET courses are selected based on prisoners' determined training needs, training pathways, labour market conditions and work roles for prisoners provided in correctional centres. Nationally accredited VET programs are delivered by RTO's in all Queensland correctional centres through either QCS funding or funding under the Department of Employment, Small Business and Training's C3G program.

VET offered at correctional centres can include but is not limited to arts, asset maintenance, automotive, business, clothing production, community services, conservation, construction, engineering, first aid, fitness, furnishing, hairdressing, horticulture, hospitality, information technology, and warehousing and logistics.

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. Prisoners who intend to undertake higher education but do not have the required education background may enrol in the Tertiary Preparation Program (TPP). The University of Southern Queensland offers TPP, with the added assistance of their Offline Personal Device to allow flexibility of study within a correctional environment.

Bail support programs

QCS continues to deliver the Bail Support Program (previously known as the Supreme Court Bail Program) to support eligible women on remand to apply for bail through the Court. The program includes access to legal support to make an application as well as assistance to address the factors leading to remand. The program is available at Brisbane Women's, Townsville Women's, Southern Queensland and Numinbah correctional centres. Sisters Inside is the contracted service provider.

The Bail Support Program has been extended in 2018-19 to include eligible men on remand to apply for bail. The program provides access to legal support to make a bail application and to address any barriers which have led to the prisoner being remanded. The program is available at Arthur Gorrie, Brisbane and Woodford correctional centres. Caxton Legal Centre is the contracted service provider.

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 the Community Re-entry Services Team (CREST), South East Queensland Women's Re-entry Service (MARA) and the Borallon Training and Correctional Centre (BTCC) Throughcare Services. Access to services both before and after release has grown significantly in 2018-19, with over 10,000 individuals supported before release, and over 4,000 individuals supported after release.

CREST services provide in-prison information and referral services, pre- and post-release throughcare support for prisoners assessed as a high risk of re-offending or with complex re-entry needs, and crisis mitigation 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 2018-19, funding was provided to expand services for women prisoners at Townsville Women's Correctional Centre to open access to post release support to any woman who wished to participate and increase culturally specific supports.

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

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 regions across Queensland.

The operators of Queensland's two currently privately managed correctional centres, the Arthur Gorrie and Southern Queensland correctional centres, are responsible for providing 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's Prison Mental Health Service as required and regular consultation occurs regarding the management of those who are open mental health patients. This includes meetings at each correctional centre as well as engagement in broader monthly meetings with senior Queensland Health and QCS staff. Additional support is provided to prisoners by QCS psychologists including assessment and treatment on an as-needed. Corrective services officers also undertake training in mental health first aid and specific mental health presentations.

Substance misuse programs and interventions

QCS partners with multiple alcohol and other drug agencies that are experienced in the delivery of substance misuse programs and services. An Offender Programs and Services Accreditation Panel ensures all offender programs are evidence-based and meet nationally accredited standards known to support desistence from offending.

In 2018-19, QCS held contracts with the following agencies for the delivery of substance misuse programs and services to correctional centres and community corrections district offices:

- Artius Health
- Anglicare
- Bridges Health and Community Care
- Drug Arm
- Gallang Place
- Lives Lived Well
- QuIHN
- Salvation Army, and
- Yourtown.

These services provide a mix of individual interventions and group programs that support offenders to abstain from and/or reduce the use of illicit substances.

For offenders under supervision in the community, QCS staff also work with local organisations to address the individual needs of offenders under supervision.

Playgroups for mothers and children

Playgroups are funded by QCS for mothers who are in custody with their children and those who have children who can attend the centre for the session. Playgroups operate weekly in Townsville, Brisbane Women's and Southern Queensland correctional centres, and at the Helena 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. The Playgroup opportunity also provides a foundation for learning for the mothers, to continue to adopt and adapt contemporary practices to safely raise their children, which can be applied immediately for those with children in custody, and in the future upon release. Save the Children are the contracted service providers at all delivery sites.

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 and Hinter-Coast Transport.

Aboriginal and Torres Strait Islander services

QCS is committed to addressing Aboriginal and Torres Strait Islander issues including the number of Aboriginal and Torres Strait Islanders that return to custody.

QCS currently provides a range of Aboriginal and Torres Strait Islander specific services and programs that are delivered both in custody and in the community in conjunction with Aboriginal and Torres Strait Islander people and groups including Elder groups, Community Justice Groups, First People's Chaplaincy Services and Aboriginal and Torres Strait Islander organisations.

Aboriginal and Torres Strait Islander Elders visit every correctional centre in Queensland to provide support, advice and assistance to Aboriginal and Torres Strait Islander prisoners in these centres and also provide advice to senior management and others to ensure the wellbeing of Aboriginal and Torres Strait Islander prisoners. Elders are also a link to the community and are able to assist prisoner's pre and post release from custody. First People's Chaplains and Community Justice Group members also provide support to prisoners and offenders.

QCS is working with other agencies in relation to the delivery of certain programs and services including:

- the Aurukun Prisoner Reintegration Project to support Aboriginal prisoners following their release from the Lotus Glen Correctional Centre and also support for offenders living in Aurukun that are on community-based orders, and
- the Integrated Service Response initiative to provide support to those affected by Domestic and Family Violence. QCS is a member of the High Risk Teams that have been established in some Aboriginal and Torres Strait Islander communities.

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 to provide pastoral care services to prisoners in correctional centres. The Board 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 four days a week, regardless of their faith or denomination.

QCS also funds and supports the First People's Chaplaincy Service through the State Chaplaincy Board.

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. Five specialist religious visitors from the Islamic Council of Queensland 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 centres on a weekly basis.

Centrelink

QCS has a partnership with the Commonwealth Department of Human Services (DHS) Centrelink, Medicare and Childcare Agency to support prisoners' effective through care 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 to further enhance access to pre-release services.

National and whole-of-state government initiatives

National Partnership Agreement on Homelessness

In 2018–19, the QPSR Intergovernmental Housing Taskforce, led by the Department of Housing and Public Works (DHPW), delivered a report to the QPSR Implementation Committee detailing options and recommendations for suitable long-term accommodation for prisoners and parolees.

One of these options resulted in the development of a streamlined housing application form trial for prisoners in five correctional centres commencing in May 2019.

DHPW is also 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' Women on Parole, commenced operation in January 2018 to assist 40 women in South East Queensland per year, over three years. This program has also been expanded to support women released to parole from Townsville Women's Correctional Centre. The South East Queensland Women's Re-entry Service, MARA, provides support to women participating in this initiative in South East Queensland.

QCS' re-entry services contribute to efforts to reduce homelessness through assisting prisoners to identify suitable housing options available to them after release.

In 2019-20, a supported accommodation service will be delivered in four locations to support prisoners exiting to parole supervision. This service will reduce barriers to release on parole.

In response to recommendations of the QPSR, QCS is working closely with the DHPW to develop a Memorandum of Understanding between the two agencies to oversee development of integrated processes to support improved housing outcomes for prisoners and offenders.

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 2019-20.

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 prisoners 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 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, and
- a facilitated transfer to an employment service provider, who will assist them to find work once they leave prison.

Aurukun Four Point Plan

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 Kugu, Wik and Wik Way people lie in and around the Aurukun Shire.

The Aurukun Prisoner Reintegration Project (APRP) 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 APRP 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.

In the 2019-20 Budget, the Government committed \$2.541 million over four years and \$646,000 ongoing to continue the APRP and to undertake an evaluation of its effectiveness.

Action on Ice Plan

Action on Ice is a whole of government approach to address use and harms caused by crystal methamphetamine (ice) focusing on three key areas: reducing the supply, addressing demand through prevention, early intervention and treatment, and reducing the harms of ice use through specialised initiatives to support individuals, families and the workforce.

The Queensland Government has invested more than \$100 million over five years to address the impact of ice on Queensland communities, to increase awareness, improve access to specialist support, support individuals and families and better equip our frontline service providers to respond to ice use and harms in Queensland.

As part of QPSR, QCS is expanding rehabilitation, drug and alcohol treatment, re-entry and mental health services in prison and in the community, including the roll-out of opioid substitution therapy (OST) across Queensland correctional centres.

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. QCS has introduced the Australian Anti-Ice Campaign to a number of correctional centres through its Violence Prevention Activity.

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. Motivational interviewing and alcohol and other drug workshops focussing on clinical use and relapse prevention and management were also provided to QCS staff in 2018-19, with over 550 training places provided to correctional centre and community corrections staff.



Governance



Governance

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 and provides advice to the Minister for Police and Minister for Corrective Services on strategic and operational matters affecting QCS. The BoM supports the Commissioner as the central decision-making authority pursuant to the *Corrective Services Act 2006* and the *Financial Accountability Act 2009*.

The BoM regularly reviews QCS's financial and non-financial performance and determines appropriate service delivery objectives and strategies to meet key performance indicators assigned by government.

On endorsement of the relevant sub-committee the BoM will consider matters that have potential to significantly affect QCS service delivery including:

- asset management and planning
- establishment management and workforce planning
- operational training (QCS Academy) requirements
- program and system delivery
- government policy, legislation and implementation, and
- budget submissions.
- The BoM comprises the Commissioner (Chair); the Deputy Commissioner, Organisational Capability; Deputy Commissioner, Custodial Corrections; and Deputy Commissioner, Community Corrections and Specialist Operations.

Demand and Resource Committee

The Demand and Resource Committee (DRC) delivers oversight to the organisational prioritisation of resources. The DRC assists the Commissioner and BoM through oversight of the processes that direct and control finances, people, and assets. As necessary the Committee will report to the BoM and direct any actions required to other personnel/sub-committees.

The DRC will recommend for Commissioner or the BoM approval:

- budget
- major expenditure (capital and operational) within defined criteria
- major organisational restructures, and
- strategies and plans as required.

The DRC comprises the Deputy Commissioner, Organisational Capability (Chair); Deputy Commissioner, Custodial Operations; Deputy Commissioner, Community Corrections and Specialist Operations; and for the provision of expert advice, the Assistant Commissioner, Finance and Strategic Sourcing Command and Assistant Commissioner, People Capability Command also attend. External guests are invited as required to address emerging issues or provide specialist advice.

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 2019.

The committee does not replace or 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.

The ARMC comprises the Deputy Commissioner, Organisational Capability (Chair); Deputy Commissioner, Community Corrections and Specialist Operations; Deputy Commissioner, Custodial Operations; and Director, Business Improvement. The current interim committee membership is to be revised with external members including the Chair being appointed after completion of the QCS restructure.

Executive Leadership Team

The Executive Leadership Team (ELT) is an advisory group that supports the QCS Commissioner and BoM in the execution of decisions relating to the strategic and operational direction of QCS. It provides high level advice on strategy, innovation and operations.

The ELT is not an explicit decision making body, however is critical to the effectiveness of the strategic direction and governance of QCS. The BoM and other decision making bodies may request and act on its advice.

The ELT:

- leads and drives standards and strategic direction
- enhances service capability and responds to emerging challenges, risks and opportunities, and
- supports the BoM, DMC and ARMC.

The ELT comprises the Commissioner (Chair); the Deputy Commissioner, Organisational Capability; Deputy Commissioner, Custodial Corrections; Deputy Commissioner, Community Corrections and Specialist Operations; Director, Human Resources; Director, Finance and Contracts; Executive Director, Specialist Operations; General Manager, Custodial Operations; Chief of Staff, Office of the Commissioner; and Director, Media and Communications.

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, and
- providing advice to the QCS Commissioner and the Board of Management in relation to the financial implications of special projects, initiatives and operational changes.

The Finance Committee comprises the Commissioner (Chair); Deputy Commissioner, Custodial Corrections; Deputy Commissioner, Community Corrections and Specialist Operations; Assistant Commissioner, Financial Services and Strategic Sourcing Command; Chief of Staff, Office of the Commissioner; General Manager, Custodial Operations; General Manager, Women and Safer Custody; General Manager, Strategy and Governance; Principal Management Accountant; Executive Director, Specialist Operations; and General Manager, Community Corrections and Specialist Operations.

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 Deputy Commissioner, Organisational Capability (Chair); Assistant Commissioner, People Capability; Executive Director, Specialist Operations; General Manager, Strategy and Governance; General Manager, Capability and Development; General Manager, Community Corrections; General Manager, Custodial Operations. The Committee meets monthly.

Other Committees

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

- Incident Oversight Committee
- Offender Information System Committee
- Offender IT Board
- Safety and Security Committee
- Data Integrity Group
- Research and Evaluation Committee
- Information Steering
- ICT Project / Programme Board
- System Configuration Executive Group
- Human Rights Implementation Committee
- Absence Management Oversight Committee, and
- Asset Valuation Steering Committee.

Integrity and Professional Standards Command

Ethical Standards Unit

On 1 March 2018, the QCS Ethical Standards Unit (ESU) was established as part of the machinery of government changes. ESU was placed within the Office of the Chief Inspector (OCI) on an interim basis until the Integrity and Professional Standards Command was established. The ESU comprised a Director, ethics consultants, and administrative officers.

Establishment of the Integrity and Professional Standards Command

The Integrity and Professional Standards Command (IPSC) was created in January 2019 with the Director, ESU managing the transition of ESU and Internal Audit into the newly forming Command, along with the creation of new functions and roles. In response to recommendations of the CCC's Taskforce Flaxton, the IPSC will further expand in 2019-20.

The goal of the IPSC is to ensure the community has confidence that QCS is delivering professional corrective services through a competent and confident workforce supported by strong and ethical leadership. Its purpose is to build, drive and maintain a mature and corruption resistant culture that promotes disciplined ethical behaviour and professional practice through deterrence, education and system improvements.

The IPSC will be comprised of the following:

- Ethical Standards Group
 - Intelligence and Anti-Corruption Group
 - Risk Analysis Intelligence Section
- Complaints Assessment Group
- Investigations Group
- Ethical Practice and Training Group
- Discipline Advisory Group, and
- Audit and Assurance Group.

Ethical Standards Group

The Ethical Standards Group is responsible for a wide range of functions. The Group's key activities are:

- the prevention of misconduct and corruption by identifying patterns of at-risk behaviour and intervening before misconduct occurs
- breaking down data silos by building mechanisms for reviewing employee data across the agency's data-holdings
- empowering frontline supervisors to engage with staff about issues that may be impacting their wellbeing or performance, and
- liaison with other intelligence sections and agencies.

Complaints Assessment Group

The Complaints Assessment Group administers and co-ordinates the QCS discipline process state-wide. The Group's responsibilities include:

- receiving, recording, assessing and managing all QCS complaints of suspected criminal conduct, corrupt conduct, misconduct and breaches of the Code of Conduct/QCS Standard of Practice
- providing advice to the Director, ESU and the Assistant Commissioner, IPSC on the resolution of complaints within acceptable timeframes and with appropriate outcomes
- managing divisional/managerial actions
- liaising with Integrity Services of the CCC regarding the investigation and resolution of complaints
- liaising with the Corrective Services Investigations Unit (CSIU) QPS regarding the investigation of criminal complaints
- administering the QCS Complaints Management System
- assessing and recording Public Interest Disclosures (PID) and referring these staff to support services
- providing agency statistics for CCC, Conduct and Performance Excellence and PID reports, and
- completing vetting requests.

Investigations Group

The Investigations Group conducts and manages QCS disciplinary investigations state-wide. The Group's responsibilities include:

- investigating QCS complaints of suspected criminal conduct (in conjunction with CCC and QPS), corrupt conduct, misconduct and breaches of the Code of Conduct/QCS Standard of Practice
- providing advice to the Director, ESU and the Assistant Commissioner, IPSC on the resolution of complaints within acceptable timeframes and with appropriate outcomes, and
- investigating other matters as directed by the Commissioner, Deputy Commissioner or Assistant Commissioner, IPSC.

Ethical Practice and Training Group

The goal of the Ethical Practice and Training Group is to increase ethics awareness and enhance integrity across QCS. The Group's key activities are:

- undertaking designated reviews of legislation, procedures and organisational practices pertaining to discipline, ethics, professionalism, corruption and associated issues
- developing and maintaining the QCS Standard of Practice, anti-corruption and discipline policies and plans
- researching, developing and implementing integrity initiatives to prevent, minimise and discourage unethical conduct
- providing high quality strategic and tactical advice regarding integrity issues
- developing and facilitating state-wide delivery of ethics resources to assist members to make ethical decisions
- encouraging reporting by internal sources of suspect behaviour
- providing professionally delivered, meaningful, ethics, values and discipline system training to all levels within the agency
- providing information sessions and other integrity related education and development programs
- identifying and disseminating best practice procedures across all functions of the QCS, and
- establishing and maintaining effective ethics and integrity networks both within the QCS and with outside agencies.

Discipline Advisory Group

The Discipline Advisory Group manages QCS disciplinary cases state-wide. The Group's responsibilities include:

- preparation of discipline matters on behalf of QCS for Decision Makers
- providing advice to the Assistant Commissioner, IPSC on the resolution of complaints within acceptable timeframes and with appropriate outcomes
- providing advice to Decision Makers
- ensuring consistency of matters with transparent, fair and defensible outcomes
- liaising with QCS Legal Services and Crown Law for discipline matters and appeals, and
- undertaking designated reviews of matters and QIRC submissions.

Audit and Assurance Group

The Audit and Assurance Group provides independent appraisals and reports to the Commissioner on the adequacy of administration and effectiveness in fulfilling the responsibilities imposed on the Commissioner by the *Financial Accountability Act 2009* and subordinate legislation.

The Group's audit, review and advisory activities aim to improve QCS' performance by ensuring that:

- internal controls are in place and operating effectively to mitigate risks
- governance processes are appropriate, and
- systems comply with current legislation, policies, procedures and applicable standards.

The outcomes of internal audits are issued to the Commissioner, via the Assistant Commissioner IPSC, with recommendations for improvement. Internal Audit reports may also be made available to internal or external stakeholders such as the Queensland Audit Office as applicable.

Internal Audit's annual program will periodically conduct follow-up testing to ensure that recommendations have been implemented and are having positive outcomes for performance.

Investigations and Complaints

In the period 1 July 2018 to 30 June 2019, 619 complaints were received by IPSC and the Investigations Group opened 285 investigation files in relation to officers of QCS. Of those matters received during the period 1 July 2018 to 30 June 2019 and finalised as at 30 June 2019, the outcomes included two officers having their services terminated, one officer resigned with a post separation disciplinary declaration made, one officer was subject to a reduction in remuneration level, eight officers received a written formal warning, 12 officers received a written reminder of their obligations and 26 officers received management action by way of counselling, re-training or a discussion. There were 59 investigations that concluded with the allegations found to be not capable of productive investigation or unsubstantiated. The figures provided include matters managed by the privately operated correctional centres, with oversight by the IPSC. (Note: There were 240 investigation matters carried over from the previous financial year).

Training

From 1 July 2018 to 30 June 2019, IPSC 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. Training was provided to all custodial and community corrective services officers during induction courses and other sessions were provided for corrective services officers across Queensland. In total, 529 departmental staff received face-to-face workplace ethics training.

Risk management and accountability

Risk management

In QCS the primary responsibility for controlling and mitigating operational risks lies with the 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, it is based on the AS/NZS ISO 31000:2009, Risk Management—Principles and Guidelines which 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 a 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 MacSporran QC, Chair of the CCC, announced the formation of Taskforce Flaxton to examine corruption and corruption risks in QCS facilities. In 2018, 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 cooperated fully with information and data requests from the CCC.

The Taskforce Flaxton report was released in December 2018 and made 33 recommendations to reform QCS' anti-corruption framework, improve external oversight mechanisms and safety for staff and prisoners, increase accountability and transparency, and raise performance standards.

In response, QCS commenced implementing a number of initiatives including implementing a new organisational structure to better position QCS to implement the CCC's recommendations and which includes the formation of the Integrity and Professional Standards Command to strengthen QCS' internal review functions, and conducting a Use of Force Review.

The Government also announced the transition of Queensland's two privately operated prisons to public operation. QCS is centralising a number of key functions to improve accountability and transparency, and implementing a number of initiatives to improve information security.

In July 2019 the Queensland Government provided its support or support in-principle of all 33 recommendations made by the CCC in the Taskforce Flaxton report. From 2019-20 the Government is investing \$25.2 million over four years and \$5.4 million ongoing to implement Taskforce Flaxton.

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 2018–19. Inspection reports are provided by the Ombudsman to the Commissioner. No public reports about QCS were published by the Ombudsman in 2018–19.

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. QCS was consulted in the review.

The Women in Prison 2019 - human rights consultation report found that the situation had not improved in the intervening decade, the female prison population increased by 59 per cent between 2006 and 2016, and capacity restrictions impacted several other parts of the prison system, and negatively affected female prisoners both during and after incarceration. It acknowledged that the opening of the Southern Queensland Correctional Centre for women in late 2018 has resolved capacity challenges and its negative consequences for the time being.

The report made 46 recommendations relating to the justice system broadly, individual needs of women in prison, family and parenting, accommodation, respect, management of prisoners, rehabilitation, health, re-integration, staff and technology.

In 2018-19, QCS established the Women and Safer Custody Command which will develop a gender-responsive, trauma-informed approach to managing women offenders. The women's strategy will incorporate a philosophy that acknowledges the unique needs of women sentenced to custody or community corrections orders, particularly Aboriginal and Torres Strait Islander women, and ensures operational responsiveness to those needs in line with professional, proactive and consistent management of women's issues across the state. This work will continue in 2019-20.

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 2018-19, the State Coroner conducted inquests into eight deaths in custody, six of natural causes and two of suicide. There were no findings or recommendations relevant to QCS in relation to the six natural cause deaths. The State Coroner delivered findings requiring consideration by QCS relating to two coronial inquests into deaths in custody by suicide.

In both matters, the Coroner noted the QCS Office of the Chief Inspector had prepared an investigation report which was tendered at the inquest and was of assistance in the preparation of the findings.

The Queensland Government responds to recommendations and comments made at coronial inquests. Responses to coronial recommendations are published 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.

Internal review

Office of the Chief Inspector

The Office of the Chief Inspector (OCI) is the key central unit that contributes to 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 also coordinates the Official Visitor Scheme.

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.

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.

In 2018-19 the OVS completed 655 visits to prisoners, plus an additional 40 visits during the transition of the Southern Queensland Correctional Centre to a women's facility.

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. RecFind 6 is the agency's paper-based recordkeeping system which is used to effectively track and manage administrative and core business records both regionally and centrally. The Integrated Offender Management System (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 staff state-wide.

This unit also provides an archival service to QCS, providing advice on sentencing and disposing of records using the:

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

IOMS is supported by the Digital Services and Information Technology Group. This support includes system enhancements, training and security management.

IOMS records are retained for the appropriate length of time as required by QDAN 638. They are managed in accordance with Queensland Government information security policies and frameworks, including the Queensland Government Information Security Classification Framework.

In order to improve recordkeeping capability, efficiency and compliance, QCS managed a Recordkeeping Foundations Project in 2018-19. This project delivered a QCS-specific business classification scheme, Records Management Strategy and Strategic Recordkeeping Implementation Plan. These new products will assist QCS in:

- the integration of the new corporate functions acquired by QCS through the recent organisational changes;
- future reviews of the QDAN 638; and
- planning and use of any future electronic document and records management system.



Honours and Awards



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 who have given distinguished service in occupations that are inherently more hazardous than most other roles in government.

The following QCS staff were awarded the ACM in 2018-19.

Peter Henderson ACM

As General Manager, Borallon Training and Correctional Centre, Mr Henderson is responsible for the successful operation of Queensland's first co-designed prisoner management model. Borallon aims to give prisoners maximum opportunity for positive change through a focus on education, training and employment to stop the cycle of crime, and is the only facility in Queensland with an onsite TAFE campus, and an onsite operational business. Mr Henderson is also responsible for the management of the Palen Creek Correctional Centre, a low security facility, and the operational readiness to support Disaster Response Recovery.

Julie Steinheuer ACM

Ms Steinheuer commenced her corrective services career in NSW in 1986 before moving to QCS in 2006. Throughout her time with QCS, she has been instrumental to the success of the Women's Community Program for low security female prisoners at the Numinbah Correctional Centre and the Helana Jones Centre, and the transition of the then men and women's Helana Jones Centre to a female only facility. In 2017, she again oversaw a significant operational change with the introduction of specialist accommodation for mothers and babies at the centre, and was vital to its success through collaboration with both government and non-government sectors, and the prisoner population. Ms Steinheuer epitomises the goals and values of QCS.

Daryl Richter ACM

Mr Richter has been with QCS for over 30 years in which he has maintained exemplary engagement skills with staff and prisoners alike. His knowledge and expertise, and collaborative approach to work has resulted in him being held in the highest regard amongst staff, prisoners and stakeholders. He has been instrumental in promoting the operations of the agency within the central region and establishing quality relationships with stakeholders, and has provided exceptional service in a complex and challenging environment and has led, and grown, the Capricornia Correctional Centre Sentence Management Services team into the highest performing team in the State.

Dennis Hayes ACM

During his over 28 years with QCS Mr Hayes has participated in numerous significant operations, and has been instrumental in the development and implementation of site and route risk assessments, situational assessments and complex operations involving multiple security groups and agencies. As Specialist Operations Supervisor, Escort and Security Branch, he has been generous in imparting his skills to new custodial staff and supervisors and he has a comprehensive understanding of effective communication with all prisoners, security dynamics, mechanisms and processes. Mr Hayes' contributions to operational planning for the G20 Meeting, the 2018 Commonwealth Games, and Operation Elevate in 2018 are exemplars of his service.

Commissioner's Awards for Excellence 2019

The Commissioner's Awards for Excellence provide QCS a great opportunity to recognise and honour individuals and teams for their outstanding contributions and performance.

Team winners

Customer Focus

Aboriginal and Torres Strait Islander Mental Health First-Aid Training

The unit was awarded in recognition of its delivery of a culturally responsive approach to support the mental health and wellbeing of first nations people in the correctional system in Queensland.

Media and Communications

The team members received their award for their efforts to deliver customer service, innovation and response capability for the 24/7 media demands of a top-tier public service agency.

Innovation

QCS Contracts Management Unit

The team was recognised for their State-wide Prisoner Menu Program delivering centralised prisoner menu purchasing and significant savings for food procurement.

Performance

Flood Recovery Response Team

The team was recognised for their commitment and performance and support to Townsville residents in flood recovery efforts.

Sustainability

Brisbane North Community Service

The team received recognition for their continued efforts to improve environmental sustainability, repurposing and upcycling garments, toys and bags with the Chermside Creators.

Leadership

Operation Elevate

The team was awarded for their shared commitment to better outcomes for female prisoners.

Individual winners

Customer Focus

Peter Coyne

Peter was awarded for his excellence in developing innovative solutions to meet the increasing need of the Escort and Security Branch.

Innovation

Lynne McNairn

Lynne was recognised for her excellence in innovation through the introduction of the prisoner voicemail trial.

Performance

Yi Chen

Yi was awarded for her excellence and sustained high performance in the delivery of legal services.

Sustainability

Russell Stanford

Russell was recognised for excellence in environmental sustainability through support for the cultivation of native bees.

Leadership

Ashley House

Ashley was recognised for excellence in professional conduct and high standards as a front line operational leader.

Commissioner's Awards for Corrections Day 2019

National Corrections Day is commemorated by all corrections departments in all Australian jurisdictions on 19 January each year. Corrections Day is a day we stop, take stock and recognise who we are and the important role we play in public safety across Queensland. Commissioner Martin APM presented the following QCS officers with Corrections Day Awards in 2019.

Roberta Embrey, Sentence Management Services

Roberta was recognised for her exemplary contributions to Sentence Management Services, and innovation in practice through Operation Elevate.

Robyn Gregory, Offender Information Systems

Robyn was awarded for her tireless dedication to service demonstrated through her contribution to the Taskforce Flaxton hearings.

Andrew Wright, Townsville Correctional Complex

The award acknowledged Andrew's contribution to contemporary leadership and culture at Townsville Correctional Complex.

Commissioner's International Women's Day Awards 2019

The Commissioner's Awards for International Women's Day 2019 provide an opportunity to recognise and honour the contribution, conduct and continued service of staff to QCS. Commissioner Martin APM presented the following QCS officers with International Women's Day Awards in 2019.

Tamara Bambrick, Custodial Operations

Outstanding Female Leader

Kate Petrie, Policy and Legislation

Outstanding Emerging Female Leader

Rebecca Bates, Numinbah Correctional Centre

Excellence in Performance in Custodial Operations

Nadine Robinson, Community Corrections, Redcliffe

Excellence in Performance in Community Corrections and Specialist Operations

Sandra Tully, Contract Management

Excellence in Performance in Organisational Capability



National Medal

The National Medal recognises long and diligent service by members of recognised government and voluntary organisations that risk their lives or safety to protect or assist the community in enforcement of the law or in times of emergency or natural disaster.

The following QCS officers were awarded the National Medal in 2018-19:

35 years

Stephen Kirkpatrick

25 years

Robert Brown
Mark Granville
Michael Grasso
John Lewin

Donald Marsh
Gordon Oliver
Geoffrey Walker



Long Service Medal

The Long Service Medal recognises long and diligent service by QCS officers. QCS officers awarded the Long Service Medal in 2018-19 were:

35 years

Helen Blinco
Bruce Cox
Christopher Garth
Tracy Hepburn
Keith Johnson

Stephen Kirkpatrick
Andrew Koubek
Karen McGregor
David Schultz
Karen Warre

25 years

Kerry Alvarez
David Bales
Richard Beechey
Jennifer Bennett
Dean Brandon
Charity Britnell
Robert Brown
Kay Calligeros
Roley Cameron
Naomi Castles
Shelley Charles
John Crouch
Graham Dennien
John Forster
Rona Frankcombe
Lisa Fresheny
Kerry Gemmell

Conrad Gillson
Michael Gleave
Michael Grasso
Robyn Gregory
Kenneth Griffin
Peter Hollis
Lorelle Holmes
David Hurikino
Gregory Kearney
David Lakshman
Scott McKay
Rhelma Markotich
Gordon Oliver
Stewart Peckham
Joanne Phelan
Yvette Ramscar
Russell Roos

Jasmine Schneider
Marilyn Sinn
Kevin Stevens
Michael Sutcliffe
Glen Taylor
Maria Tomassetti
Elia Tuqiri
Christopher Udemans
Paul Vines
Geoffrey Walker
Michelle Webster

Financial Statements

for the period 1 July 2018 to 30 June 2019

Queensland Corrective Services Financial Statements

Understanding our financial statements

These financial statements enable readers to assess Queensland Corrective Services' financial results and cash flows for the reporting period 1 July 2018 to 30 June 2019, and its position as at 30 June 2019. Comparative information reflects the audited financial statements for the period 1 January 2018 to 30 June 2018, refer also note 27 (d).

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.

	Page No
<i>Statement of Comprehensive Income</i>	3
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.	
<i>Statement of Changes in Equity</i>	7
This statement provides information on the movement of equity during the reporting period.	
<i>Statement of Cash Flows</i>	8
This statement provides information concerning sources and uses of cash during the reporting period and available cash at the end of the reporting period.	
<i>Notes to the financial statements</i>	9
<i>Management Certificate</i>	34
<i>Independent Auditor's Report</i>	35

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

Statement of Comprehensive Income

for the period 1 July 2018 to 30 June 2019

	Note	2019 Actual \$'000	2019 Original budget \$'000	Budget variance* \$'000	2018 Actual \$'000
OPERATING RESULT					
Income from continuing operations					
Appropriation revenue	5	901,685	921,224	(19,539)	460,129
User charges and fees	6	11,213	14,565	(3,352)	7,227
Grants and other contributions	7	4,406	4,061	345	2,067
Other revenue	8	13,764	12,033	1,731	6,478
Total income from continuing operations		931,068	951,883	(20,815)	475,901
Expenses from continuing operations					
Employee expenses	9	498,781	492,500	6,281	238,106
Supplies and services	10	315,866	318,092	(2,226)	159,389
Grants and subsidies		189	-	189	298
Depreciation and amortisation	15/16	116,692	133,931	(17,239)	72,938
Impairment losses	12	217	-	217	1,234
Revaluation decrement	16	58,749	-	58,749	-
Other expenses	11	6,064	7,360	(1,296)	4,205
Total expenses from continuing operations		996,558	951,883	44,675	476,170
Operating result from continuing operations		(65,490)	-	(65,490)	(269)
OTHER COMPREHENSIVE INCOME					
Items that will not be reclassified to operating result					
Increase in revaluation surplus	16	214,865	-	214,865	-
Total items that will not be reclassified to operating result		214,865	-	214,865	-
Total other comprehensive income		214,865	-	214,865	-
Total comprehensive income		149,375	-	149,375	(269)

* An explanation of major variances is included at note 25.
The accompanying notes form part of these financial statements.

Statement of Comprehensive Income by Major Departmental Service

for the period 1 July 2018 to 30 June 2019

	Custodial Operations		Probation and Parole		Inter-departmental eliminations		Department total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000

OPERATING RESULT

Income from continuing operations

Appropriation revenue	774,560	403,276	127,125	56,853	-	-	901,685	460,129
User charges and fees	13,380	9,196	44	20	(2,211)	(1,989)	11,213	7,227
Grants and other contributions	3,754	1,766	652	301	-	-	4,406	2,067
Other revenue	13,670	6,440	94	38	-	-	13,764	6,478
Total income from continuing operations	805,364	420,678	127,915	57,212	(2,211)	(1,989)	931,068	475,901

Expenses from continuing operations

Employee expenses	409,144	197,536	89,687	40,607	(50)	(37)	498,781	238,106
Supplies and services	290,827	146,611	27,200	14,730	(2,161)	(1,952)	315,866	159,389
Grants and subsidies	161	250	28	48	-	-	189	298
Depreciation and amortisation	113,868	71,783	2,824	1,155	-	-	116,692	72,938
Impairment losses	172	1,084	45	150	-	-	217	1,234
Revaluation decrement	58,749	-	-	-	-	-	58,749	-
Other expenses	5,446	3,863	618	342	-	-	6,064	4,205
Total expenses from continuing operations	878,367	421,127	120,402	57,032	(2,211)	(1,989)	996,558	476,170
Operating result from continuing operations	(73,003)	(449)	7,513	180	-	-	(65,490)	(269)

OTHER COMPREHENSIVE INCOME

Items that will not be reclassified to operating result

Increase in revaluation surplus	214,865	-	-	-	-	-	214,865	-
Total items that will not be reclassified to operating result	214,865	-	-	-	-	-	214,865	-
Total other comprehensive income	214,865	-	-	-	-	-	214,865	-
Total comprehensive Income	141,862	(449)	7,513	180	-	-	149,375	(269)

Statement of Financial Position

as at 30 June 2019

	Note	2019 Actual \$'000	2019 Original budget \$'000	Budget variance* \$'000	2018 Actual \$'000
Current assets					
Cash and cash equivalents		46,645	19,899	26,746	31,416
Receivables	12	19,254	18,226	1,028	21,977
Inventories	13	4,505	4,478	27	4,869
Other current assets	14	1,874	2,480	(606)	2,265
Total current assets		72,278	45,083	27,195	60,527
Non-current assets					
Property, plant and equipment	16	2,711,337	2,639,995	71,342	2,539,824
Intangible assets	15	1,117	1,564	(447)	1,393
Other non-current assets	14	454	517	(63)	551
Total non-current assets		2,712,908	2,642,076	70,832	2,541,768
Total assets		2,785,186	2,687,159	98,027	2,602,295
Current liabilities					
Payables	17	47,713	27,816	19,897	36,471
Accrued employee benefits	18	25,203	17,222	7,981	23,564
Other current liabilities	19	570	45	525	77
Total current liabilities		73,486	45,083	28,403	60,112
Non-current liabilities					
Payables		-	222	(222)	-
Other non-current liabilities	19	2,515	-	2,515	463
Total non-current liabilities		2,515	222	2,293	463
Total liabilities		76,001	45,305	30,696	60,575
Net assets		2,709,185	2,641,854	67,331	2,541,720
Equity					
Contributed equity		2,560,079			2,541,989
Revaluation surplus	16	214,865			-
Accumulated deficit		(65,759)			(269)
Total equity		2,709,185	2,641,854	67,331	2,541,720

* An explanation of major variances is included at note 25.
The accompanying notes form part of these financial statements.

Statement of Assets and Liabilities by Major Departmental Service

as at 30 June 2019

	Custodial Operations		Probation and Parole		Department total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Current assets						
Cash and cash equivalents	46,645	31,416	-	-	46,645	31,416
Receivables	17,651	20,518	1,603	1,459	19,254	21,977
Inventories	4,505	4,869	-	-	4,505	4,869
Other current assets	1,752	2,117	122	148	1,874	2,265
Total current assets	70,553	58,920	1,725	1,607	72,278	60,527
Non-current assets						
Property, plant and equipment	2,701,736	2,530,857	9,601	8,967	2,711,337	2,539,824
Intangible assets	1,117	1,393	-	-	1,117	1,393
Other non-current assets	454	551	-	-	454	551
Total non-current assets	2,703,307	2,532,801	9,601	8,967	2,712,908	2,541,768
Total assets	2,773,860	2,591,721	11,326	10,574	2,785,186	2,602,295
Current liabilities						
Payables	46,738	35,454	975	1,017	47,713	36,471
Accrued employee benefits	21,807	19,257	3,396	4,307	25,203	23,564
Other current liabilities	422	-	148	77	570	77
Total current liabilities	68,967	54,711	4,519	5,401	73,486	60,112
Non-current liabilities						
Other non-current liabilities	1,901	-	614	463	2,515	463
Total non-current liabilities	1,901	-	614	463	2,515	463
Total liabilities	70,868	54,711	5,133	5,864	76,001	60,575
Net assets	2,702,992	2,537,010	6,193	4,710	2,709,185	2,541,720

Statement of Changes in Equity

for the period 1 July 2018 to 30 June 2019

	Note	2019 \$'000	2018 \$'000
Contributed equity			
Balance as at 1 July		2,541,989	-
<i>Transactions with owners as owners</i>			
Appropriated equity injections	5	128,199	47,262
Appropriated equity withdrawals	5	(110,465)	(72,716)
Net transfer in from other Queensland Government entities*	16	356	2,567,443
Balance as at 30 June		2,560,079	2,541,989
Accumulated deficit			
Balance as at 1 July		(269)	-
<i>Operating result</i>			
Operating result from continuing operations		(65,490)	(269)
Balance as at 30 June		(65,759)	(269)
Asset revaluation surplus			
Balance as at 1 July		-	-
<i>Other comprehensive income</i>			
Increase in asset revaluation surplus	16	214,865	-
Balance as at 30 June		214,865	-
Total equity as at 30 June		2,709,185	2,541,720

* 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. The net increase in assets of \$2.567 billion has been accounted for as an increase in contributed equity in the comparative reporting period, refer also note 16.

The accompanying notes form part of these financial statements.

Statement of Cash Flows

for the period 1 July 2018 to 30 June 2019

	Note	2019 Actual \$'000	2019 Original budget \$'000	Budget variance* \$'000	2018 Actual \$'000
Cash flows from operating activities					
<i>Inflows:</i>					
Service appropriation receipts	5	908,045	921,224	(13,179)	453,769
User charges and fees		10,622	14,565	(3,943)	6,491
Grants and other contributions		2,698	2,261	437	922
GST input tax credits from ATO		41,671	-	41,671	16,019
GST collected from customers		3,110	-	3,110	968
Other		13,675	12,033	1,642	6,478
<i>Outflows:</i>					
Employee expenses		(497,101)	(492,500)	(4,601)	(228,507)
Supplies and services		(311,040)	(316,292)	5,252	(157,311)
Grants and subsidies		(189)	-	(189)	(298)
GST paid to suppliers		(43,258)	-	(43,258)	(16,817)
GST remitted to ATO		(3,051)	-	(3,051)	(971)
Other		(3,919)	(7,360)	3,441	(1,955)
Net cash provided by operating activities		121,263	133,931	(12,668)	78,788
Cash flows from investing activities					
<i>Inflows:</i>					
Sales of property, plant and equipment		10	-	10	-
<i>Outflows:</i>					
Payments for property, plant and equipment	16	(118,955)	(167,752)	48,797	(47,256)
Payments for intangibles	15	-	-	-	(173)
Net cash used in investing activities		(118,945)	(167,752)	48,807	(47,429)
Cash flows from financing activities					
<i>Inflows:</i>					
Equity injections		127,612	162,281	(34,669)	46,026
<i>Outflows:</i>					
Equity withdrawals		(114,701)	(128,460)	13,759	(65,868)
Net cash provided by/(used in) financing activities	5	12,911	33,821	(20,910)	(19,842)
Net increase in cash and cash equivalents		15,229	-	15,229	11,517
Increase in cash and cash equivalents from restructuring		-	-	-	19,899
Cash and cash equivalents – opening balance		31,416	19,899	11,517	-
Cash and cash equivalents – closing balance		46,645	19,899	26,746	31,416

* An explanation of major variances is included at note 25.
The accompanying notes form part of these financial statements.

Preparation information – basis of financial statement preparation

- Note 1: Compliance with prescribed requirements
- Note 2: The reporting entity
- Note 3: Basis of measurement

How we operate – our departmental objectives and activities

- Note 4: Objectives and principal activities of the department

Performance for the year

- Note 5: Appropriation receipts
- Note 6: User charges and fees
- Note 7: Grants and other contributions
- Note 8: Other revenue
- Note 9: Employee expenses
- Note 10: Supplies and services
- Note 11: Other expenses

Operating assets and liabilities

- Note 12: Receivables
- Note 13: Inventories
- Note 14: Other current and non-current assets
- Note 15: Intangibles and amortisation expense
- Note 16: Property, plant and equipment and depreciation expense
- Note 17: Payables
- Note 18: Accrued employee benefits
- Note 19: Other current and non-current liabilities

Other key information

- Note 20: Key management personnel disclosures
- Note 21: Related party transactions
- Note 22: Notes to the statement of cash flows
- Note 23: Operating lease and capital commitments
- Note 24: Contingencies
- Note 25: Budgetary reporting disclosures
- Note 26: Trust transactions and balances
- Note 27: Summary of other accounting policies

1. Compliance with prescribed requirements

The department has prepared these financial statements in compliance with section 42 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 2018.

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 applied for the first time in these financial statements are outlined in note 27 (j).

2. 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.

3. 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.

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 could currently be obtained by selling an asset in an orderly disposal.

4. Objectives and principal activities of the department

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 identity and purpose of the major departmental services undertaken by the department during the year are as follows:

To provide safe, modern and responsive correctional services to rehabilitate:

- prisoners, through services delivered by **custodial operations**; and
- offenders, through services delivered by **probation and parole**.

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.

5. Appropriation receipts

	2019 \$'000	2018 \$'000
Reconciliation of payments from consolidated fund to appropriation revenue recognised in operating result		
Budgeted appropriation revenue	921,224	-
Transfers from Department of Justice and Attorney-General (redistribution of public business)	-	471,098
Lapsed appropriation revenue	(13,179)	(17,329)
Total appropriation receipts (cash)	908,045	453,769
Less: Opening balance of appropriation revenue receivable	(6,360)	-
Plus: Closing balance of appropriation revenue receivable	-	6,360
Less: Closing balance of deferred appropriation payable to consolidated fund	(1,124)	-
Net appropriation revenue	900,561	460,129
Plus: Deferred appropriation payable to consolidated fund (expense)	1,124	-
Appropriation revenue recognised in Statement of Comprehensive Income	901,685	460,129
Reconciliation of payments from consolidated fund to equity adjustment		
Budgeted equity adjustment appropriation	33,821	-
Transfers from Department of Justice and Attorney-General (redistribution of public business)	-	(1,215)
Lapsed equity adjustment	(20,910)	(18,627)
Equity adjustment receipts (cash)	12,911	(19,842)
Plus: Opening balance of equity adjustment payable	5,612	-
Less: Closing balance of equity adjustment payable	(789)	(5,612)
Equity adjustment recognised in contributed equity	17,734	(25,454)

Accounting policy

Appropriations provided under the Appropriation Act 2018 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 for equity adjustments and non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of machinery-of-government changes have been recognised as contributed equity by the department during the reporting and comparative year (refer to Statement of Changes in Equity).

6. User charges and fees

	2019 \$'000	2018 \$'000
Sales of goods and services – prison industries	11,179	7,216
Other	34	11
Total	11,213	7,227

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.

7. Grants and other contributions

National Housing and Homelessness Agreement	1,640	890
Vocational Education and Training	900	-
Terrorist Offender Assessment (Commonwealth grant)	100	150
Services received below fair value	1,708	995
Other	58	32
Total	4,406	2,067

Services received below fair value

Received from:	Item:		
Queensland Police Service	Labour costs	1,700	987
Department of Housing and Public Works	Archival services	8	8
Total		1,708	995

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.

8. Other revenue

Goods and services sold to prisoners	13,039	6,329
Insurance compensation – loss of property	402	59
Interest	138	40
Other	185	50
Total	13,764	6,478

9. Employee expenses	2019 \$'000	2018 \$'000
Employee benefits		
Wages and salaries	373,625	178,088
Employer superannuation contributions	42,439	20,130
Annual leave levy	39,688	18,835
Sick leave expense	11,527	4,971
Long service leave levy	8,334	3,582
Termination benefits	906	697
Other employee benefits	4,504	1,490
Total employee benefits	481,023	227,793
Employee related expenses		
Workers' compensation premium	12,456	7,543
Other employee related expenses	5,302	2,770
Total employee related expenses	17,758	10,313
Total	498,781	238,106

The number of employees as at 30 June 2019, including both full-time, part-time and casual employees, measured on a full-time equivalent basis was 5,054 (2018: 4,937).

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.

Prior 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.

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.

9. Employee expenses (continued)

Accounting policy

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 20.

10. Supplies and services	2019 \$'000	2018 \$'000
Outsourced works – private prison operations	102,960	50,692
Property utilities and maintenance	84,828	43,557
Offender expenses	54,346	26,543
Cost of goods/services provided to prisoners	11,734	5,667
Operating lease rentals	11,991	5,177
Computer expenses	10,026	5,080
Contractors and consultants	8,638	6,581
Shared services and other service contributions	7,773	4,042
Motor vehicle costs	6,742	3,226
Travel	4,979	2,305
Telecommunications	4,055	2,269
Printing, postage and stationery	3,091	1,526
Legal expenses	1,329	736
Other	3,374	1,988
Total	315,866	159,389

Operating leases are entered into as a means of acquiring access to office and residential accommodation. 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.

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.

Notes to the financial statements for the year ended 30 June 2019

11. Other expenses

	2019 \$'000	2018 \$'000
Insurance premiums – Queensland Government Insurance Fund (QGIF)	3,582	1,889
Deferred appropriation payable to Consolidated Fund	1,124	-
Queensland Audit Office – external audit fees for the audit of the financial statements*	301	86
Goods and services provided free of charge	-	1,743
Net loss from disposal of property, plant and equipment	930	422
Special payments – ex-gratia payments	11	8
Losses – public moneys	1	12
Losses – public property	8	-
Other	107	45
Total	6,064	4,205

* Total audit fees quoted by the Queensland Audit Office relating to the 2018-19 financial statements are \$250,000 (2018: \$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.

12. Receivables

Trade debtors	2,241	3,418
Less: Allowance for impairment loss	(266)	(1,936)
Net trade debtors	1,975	1,482
 GST receivable	 6,098	 4,453
GST payable	(286)	(168)
Net GST	5,812	4,285
 Advances	 254	 272
Less: Allowance for impairment loss	(127)	(87)
Net advances	127	185
 Annual leave reimbursements	 7,989	 7,487
Appropriation revenue receivable	-	6,360
Long service leave reimbursements	1,289	1,352
Workers' compensation premium receivable	1,280	-
Accrued revenue	482	562
Other	300	264
Total	19,254	21,977

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 generally 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.

12. Receivables (continued)

Credit risk exposure of receivables

The maximum exposure to credit risk at reporting date for receivables is the gross carrying amount of those assets. No collateral is held as security and there are no credit enhancements relating to the department's receivables.

The department has determined that the only grouping of debtors with expected credit losses relate to employee-related advances and trade debtors associated with the supply of goods and services to non-government entities. The total receivables held in respect of these debtors is \$1.515 million and the expected credit losses in relation to this grouping is \$0.393 million at reporting date. The expected loss rate applied for non-government entities is 10% for debt up to 90 days past due and 50% for debt over 90 days past due. The expected loss rate applied for employee-related advances is 75% for debt up to 90 days past due and 100% for debt over 90 days past due.

The calculations reflect historically observed default rates calculated using credit losses experienced on past transactions. Other forward-looking information is not expected to materially impact the basis of calculation for expected credit losses.

The comparative disclosure for 2018 is made under AASB 139 impairment rules, where receivables are assessed individually for impairment.

Impairment loss

Impairment loss expense for the current year regarding the department's receivables is \$0.217 million. This is due to a number of loss events associated with uncertain collectability in respect of departmental debtors.

Accounting policy

The loss allowance for trade and other debtors reflects the lifetime expected credit losses and incorporates reasonable and supportable forward-looking information.

The department's other receivables are from Queensland Government agencies or Australian Government agencies. No loss allowance is recorded for these receivables.

Where the department has no reasonable expectation of recovering an amount owed by a debtor, the debt is written-off by directly reducing the receivable against the loss allowance. This occurs when the debt is over 120 days past due and the department has ceased enforcement activity. If the amount of debt written-off exceeds the loss allowance, the excess is recognised as an impairment loss.

Movements in loss allowances for trade debtors and advances*	2019 \$'000	2018 \$'000
Loss allowance – opening balance	2,023	856
Increase in allowance recognised in operating result	217	1,234
Amounts written-off during the year	(1,847)	(67)
Loss allowance – closing balance	393	2,023

* There has been a significant decrease in gross trade receivables at 30 June 2019 compared to 30 June 2018, primarily because \$1.847 million of trade debtors and advances were deemed uncollectable in 2018-19 and were written off which resulted in a decreased loss allowance.

13. Inventories	2019 \$'000	2018 \$'000
Supplies and consumables – at cost		
Bulk fuel	450	355
Bedding	154	252
Uniforms, clothing and merchandise	1,127	1,468
Total supplies and consumables	1,731	2,075
Inventory held for sale – at cost		
Raw materials	1,088	1,090
Work in progress	140	182
Finished goods	692	690
Canteen	854	832
Total inventory held for sale	2,774	2,794
Total	4,505	4,869

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.

14. Other current and non-current assets

Current

Prepayments	1,625	2,072
Biological assets	166	135
Other	83	58
Total	1,874	2,265

Non-current

Biological assets	454	551
Total	454	551

15. Intangibles and amortisation expense

	Software purchased		Software internally generated		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Opening balance	215	-	1,178	-	1,393	-
Acquisitions – purchased	-	173	-	-	-	173
Transfers in from other Queensland Government entities	-	94	-	1,470	-	1,564
Amortisation	(42)	(52)	(234)	(292)	(276)	(344)
Total carrying amount at reporting date	173	215	944	1,178	1,117	1,393
Gross	1,352	1,352	17,549	17,549	18,901	18,901
Less: Accumulated amortisation	(1,179)	(1,137)	(16,605)	(16,371)	(17,784)	(17,508)
Total carrying amount at reporting date	173	215	944	1,178	1,117	1,393

At 30 June 2019, the department holds a significant intangible asset being the Integrated Offender Management System that has a carrying amount of \$0.588 million and a remaining amortisation period of four 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 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 intangible's useful life. The residual value of all the department's intangible assets is zero.

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

Software purchased 5 – 10 years

Software internally generated 6 – 17 years

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.

16. Property, plant and equipment and depreciation expense

	Plant and equipment		Buildings		Capital works in progress	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Opening balance	35,351	-	2,127,361	-	115,317	-
Acquisitions (including upgrades)	1,019	171	-	-	131,378	47,085
Disposals	(28)	(164)	(912)	(258)	-	-
Transfers in from other Queensland Government entities	356	35,041	-	2,151,452	-	117,296
Transfers between asset classes	4,864	3,334	77,053	45,730	(56,617)	(49,064)
Net revaluation increments in revaluation surplus	-	-	214,865	-	-	-
Net revaluation decrements in operating deficit	-	-	-	-	-	-
Depreciation expense	(6,842)	(3,031)	(109,574)	(69,563)	-	-
Total carrying amount at reporting date	34,720	35,351	2,308,793	2,127,361	190,078	115,317
Gross	106,231	101,088	4,106,166	3,705,257	190,078	115,317
Less: Accumulated depreciation	(71,511)	(65,737)	(1,797,373)	(1,577,896)	-	-
Total carrying amount at reporting date	34,720	35,351	2,308,793	2,127,361	190,078	115,317

	Land		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Opening balance	261,795	-	2,539,824	-
Acquisitions (including upgrades)	-	-	132,397	47,256
Disposals	-	-	(940)	(422)
Transfers in from other Queensland Government entities*	-	261,795	356	2,565,584
Transfers between asset classes	(25,300)	-	-	-
Net revaluation increments in revaluation surplus	-	-	214,865	-
Net revaluation decrements in operating deficit	(58,749)	-	(58,749)	-
Depreciation expense	-	-	(116,416)	(72,594)
Total carrying amount at reporting date	177,746	261,795	2,711,337	2,539,824
Gross	177,746	261,795	4,580,221	4,183,457
Less: Accumulated depreciation	-	-	(1,868,884)	(1,643,633)
Total carrying amount at reporting date	177,746	261,795	2,711,337	2,539,824

* The Department of Justice and Attorney-General transferred information technology equipment to the department as a result of machinery-of-government changes through a Designation of Inter-Agency Transfer notice dated 8 July 2019. The value of the assets transferred as at 1 July 2018 was \$0.356 million. The comparative reporting period includes property, plant and equipment of \$2.566 billion transferred from the Department of Justice and Attorney-General as a result of machinery-of-government changes, effective from 1 January 2018, refer also Statement of Changes in Equity. The increase in assets has been accounted for as an increase in contributed equity in the Statement of Changes in Equity in accordance Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*.

16. Property, plant and equipment and depreciation expense (continued)*Categorisation of assets measured at fair value*

	Level 2		Level 3		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Land	13,409	261,795	164,337	-	177,746	261,795
Buildings	485	-	2,308,308	2,127,361	2,308,793	2,127,361
Total	13,894	261,795	2,472,645	2,127,361	2,486,539	2,389,156

Following specific appraisals of the department's building and land portfolio, effective 31 March 2019, the following transfers of assets were made between fair value hierarchy levels after consideration of available current observable and unobservable inputs during specific appraisals.

- \$0.485 million in buildings has been transferred from Level 3 to Level 2.
- \$164.337 million in land has been transferred from Level 2 to Level 3.

Revaluation surplus by asset class

The revaluation surplus represents the net effect of upwards and downwards revaluations of assets to fair value.

	Land		Buildings		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Opening balance	-	-	-	-	-	-
Revaluation increments	-	-	214,865	-	214,865	-
Balance at 30 June	-	-	214,865	-	214,865	-

*Basis for fair values of assets**Land*

Land assets, largely comprising correctional centre land assets, were revalued by AssetVal Pty Ltd (AssetVal) under a specific appraisal valuation with an effective date of 31 March 2019 using a market-based assessment. AssetVal used a combination of level 2 and level 3 inputs including publicly available data on sales of similar land in nearby localities. Adjustments were made to the sales data to take into account the location, size, access and any significant restrictions or enhancements for each individual land parcel. AssetVal has taken a more cautionary approach to defining the inputs where the comparable evidence is not zoned the same as the subject land and they determined that a degree of professional opinion is required to make an assessment as it is not directly comparable, declaring some reliance on level 3 inputs.

The fair value of land assets has excluded consideration of land improvements including site earthworks, which are specific to each correctional centre and unlikely to appeal to market participants. Fair value has been reduced accordingly compared to the opening balance of land fair values, with the difference recognised as a revaluation decrement in the Statement of Comprehensive Income. Refer also note 16 (i).

AssetVal has provided a Certificate of Materiality as at 30 June 2019 confirming no material movement in the value of the department's land assets has occurred between the valuation date of 31 March 2019 and 30 June 2019, recommending that all values provided as at 31 March 2019 remain appropriate for financial reporting purposes for the reporting period.

16. Property, plant and equipment and depreciation expense (continued)

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. A current replacement cost valuation approach has been used due to no active market for correctional centres.

Building assets, largely comprising correctional centres, were revalued by AssetVal under a specific appraisal valuation with an effective date of 31 March 2019. Specific appraisals were determined on recent construction projects, contract data for similar structure, location, cost guides, other relevant publications such as Rawlinson's rates for building and construction, and the AssetVal 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.

The fair value of building assets has been determined using construction rates specific to a correctional centre environment and reflects loadings for the additional costs incurred in building within a secure environment. These rates have been tested as reasonable against current construction costs of building correctional centres. Application of these rates compared to the application of non-specialised construction rates has increased the fair value of buildings compared to the opening balance of building fair values. Significant judgment is also used to assess the remaining service potential of the correctional centres, given environmental conditions, projected usage and records of the current condition. The increase in fair values have been recognised as a revaluation increment against the asset revaluation surplus. Refer also note 16 (i).

AssetVal has provided a Certificate of Materiality as at 30 June 2019 confirming they have considered the effect on building valuations of work in progress, movement in construction cost indices, and movements in property values that have occurred. AssetVal considers there is no material differences to the valuation of the department's building assets between 31 March 2019 and 30 June 2019, recommending that all values provided as at 31 March 2019 remain appropriate for financial reporting purposes for the reporting period.

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.

16. Property, plant and equipment and depreciation expense (continued)

Accounting Policy

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.

None of the department's valuation of assets are eligible for categorisation into level 1 of the fair value hierarchy.

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.

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 when their value is significant relative to the total cost of the complex asset. Components whose value exceeds 10% of the complex asset's total cost are separately identified as significant value components. Components are 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 16(l) and estimated useful lives of components included in note 16(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.

16. Property, plant and equipment and depreciation expense (continued)

Accounting Policy

g) Measurement using historical cost

Plant and equipment is measured at historical cost in accordance with the 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.

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 by appraisals undertaken by an independent professional valuer 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 financial services branch, which determines the specific revaluation practices and procedures. The department has an asset valuation steering committee (of which the department's Chief Finance Officer is a member) that oversees the revaluation processes managed. That committee undertakes annual reviews of the revaluation practices (after each year's revaluation exercise), and reports to the department's audit and risk management committee regarding the outcomes of, and recommendations arising from, each annual review.

i) Use of specific appraisals

Revaluations using independent professional valuers 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 financial services 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 16 (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).

Changes in valuation techniques were applied during the specific appraisal conducted during the reporting period. These techniques included using current market assessments and construction rates for project related costs that would apply specifically to the construction of correctional facilities. The cost loadings applied are in excess of typical cost loadings which would apply to non-specialised buildings and has resulted in higher current replacement costs for building assets. Furthermore, assessments were made over previous inclusions of site preparation costs in the value of land which resulted in the removal of the value of these costs for land assets. Previous valuation techniques were assessed as part of the revised approach and the department considers the revised valuation techniques which have been utilised to be more applicable to the specialised nature of correctional facilities.

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.

16. Property, plant and equipment and depreciation expense (continued)**Accounting Policy****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

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 any estimated residual value, progressively over its estimated useful life to the department. Land is not depreciated as it has an unlimited 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.

For the department's depreciable assets, the estimated amount to be received on disposal at the end of their useful life (residual value) is determined to be zero.

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>
Buildings:		Plant and equipment:	
Substructure	50 – 60 years	Leasehold improvements	3 – 24 years
Superstructure	50 – 60 years	Computer equipment	2 – 11 years
Roof	40 – 48 years	Plant and machinery	4 – 51 years
Finishes	25 – 30 years	Other plant and equipment	2 – 45 years
Fittings	17 – 20 years		
Services	20 – 24 years		
External Services	50 – 60 years		
Air Conditioning	10 – 25 years		
Light and Power	10 – 25 years		
Security Services	10 – 25 years		
Vacuum Drainage	10 – 25 years		

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

16. Property, plant and equipment and depreciation expense (continued)**Accounting policy****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 subject to the following:

As a not-for-profit entity, property, plant and equipment of the department is held for the continuing use of its service capacity and not for the generation of cash flows. Such assets are typically specialised in nature. In accordance with AASB 136, where such assets measured at fair value under AASB 13, that fair value (with no adjustment for disposal costs) is effectively deemed to be the recoverable amount. As a consequence, AASB 136 does not apply to such assets unless they are measured at cost.

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.

Value in use is equal to the present value of the future cash flows expected to be derived from the asset, or where the department no longer uses an asset and has made a formal decision not to reuse or replace the asset, the value in use is the present value of net disposal proceeds.

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.

17. Payables

	2019 \$'000	2018 \$'000
Trade creditors and accruals	45,800	30,859
Deferred appropriation payable to consolidated fund	1,124	-
Equity withdrawal payable	789	5,612
Total	47,713	36,471

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.

18. Accrued employee benefits

	2019 \$'000	2018 \$'000
Salaries, wages and other related expenses outstanding	11,966	11,384
Annual leave levy payable	10,379	10,131
Long service leave levy payable	2,851	1,972
Other	7	77
Total	25,203	23,564

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.

19. Other current and non-current liabilities***Current***

Lease incentives	570	77
Total	570	77

Non-Current

Lease incentives	2,515	463
Total	2,515	463

20. Key management personnel disclosures**Details of key management personnel (KMP)**

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 during 2018-19 and the comparative reporting period. 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, Community Corrections and Specialist Operations	Leads the delivery of community corrections, including probation and parole and specialist services to prisoners, offenders, staff, victims and other stakeholders.
Deputy Commissioner, Organisational Capability	Leads the development and delivery of organisational capability across the department, including corporate services, strategic planning and policy and integrity and professional standards.
Deputy Commissioner, Custodial Operations	Leads the delivery of custodial services in Queensland.

20. Key management personnel disclosures (continued)

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.

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.

Remuneration expenses

The following disclosures focus on the expenses incurred by the department attributable to non-Ministerial KMP during the respective reporting periods. The amounts disclosed are determined on the same basis as expenses recognised in the Statement of Comprehensive Income.

2018-19*

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Total
	Monetary expenses \$'000	Non monetary benefits \$'000	\$'000	\$'000	\$'000
Commissioner	340	6	7	41	394
Deputy Commissioner, Community Corrections and Specialist Operations – effective from 13 August 2018	232	5	5	25	267
Deputy Commissioner, Organisational Capability – effective from 30 July 2018	253	6	5	26	290
Deputy Commissioner, Custodial Operations – effective from 13 August 2018	241	5	5	26	277

* Following organisational restructure and establishment of new departmental KMP positions, a number of positions previously designated as KMP during the comparative reporting period are no longer considered KMP.

20. Key management personnel disclosures (continued)

January 2018 to 30 June 2018

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Total
	Monetary expenses \$'000	Non monetary benefits \$'000	\$'000	\$'000	\$'000
Commissioner	181	3	3	16	203
Deputy Commissioner (acting) – effective 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

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.

21. 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 5). The department also received capital works, accommodation and building maintenance services at a cost of \$177.327 million from the Department of Housing and Public Works.

Note 7 outlines the services received below fair value provided by Queensland Government entities.

Note 16 outlines the transfer of assets and liabilities from the Department of Justice and Attorney-General arising from machinery-of-government changes during the reporting period.

22. Notes to the statement of cash flows

Reconciliation of operating result to net cash provided by operating activities	2019 \$'000	2018 \$'000
Operating result from continuing operations	(65,490)	(269)
Non-cash items included in operating result:		
Depreciation and amortisation expense	116,692	72,938
Impairment losses	217	1,234
Doubtful debts written-off	(1,847)	-
Revaluation decrement	58,749	-
Net losses on disposal of property, plant and equipment	930	422
Prior year capitalised assets	(53)	-
Change in assets and liabilities:		
(Increase)/decrease in trade receivables	1,177	(299)
(Increase)/decrease in appropriation revenue receivable	6,360	(6,360)
Increase/(decrease) in deferred appropriation payable to consolidated fund	1,124	-
(Increase)/decrease in annual leave reimbursement receivable	(502)	2,120
(Increase)/decrease in long service leave reimbursement receivable	63	115
(Increase)/decrease in accrued revenue	79	1,091
(Increase)/decrease in other receivables	(1,297)	928
(Increase)/decrease in prepayments	447	170
(Increase)/decrease in other assets	41	12
(Increase)/decrease in inventories	365	(392)
Increase/(decrease) in accrued employee benefits	1,639	6,342
Increase/(decrease) in accounts payable	1,551	2,148
Increase/(decrease) in other liabilities	2,545	272
(Increase)/decrease in GST input tax credits receivable	(1,645)	(1,680)
Increase/(decrease) in GST payable	118	(4)
Net cash provided by operating activities	121,263	78,788

Changes in liabilities arising from financing activities

There were no changes in liabilities arising from financing activities other than for equity withdrawals payable, refer note 5.

23. Operating lease and capital commitments

Non-cancellable operating lease commitments

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

Not later than one year	13,966	10,731
Later than one year and not later than five years	27,841	19,447
Later than five years	4,804	5,632
Total	46,611	35,810

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	109,452	55,479
Later than one year but not later than five years	40,241	1,851
Total	149,693	57,330

24. Contingencies

Litigation in progress

As at 30 June 2019, the department has received notification of a number of industrial matters which are being considered by the Queensland Industrial Relations Commission and the Industrial Court of Queensland. These matters may or may not result in subsequent litigation.

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.

25. Budgetary reporting disclosures

This section contains explanations of major variances between the department's actual 2018-19 financial results and the original budget presented to parliament.

Explanations of major variances – Statement of Comprehensive Income

Appropriation revenue and depreciation and amortisation

The lower depreciation of \$17 million is a result of assessment through valuation activities and resultant net increase in the useful lives of building assets compared to budgeted depreciation profiles. The depreciation charge resulted in lower appropriated revenue received to fund this item of expenditure.

Revaluation decrement, operating result and other comprehensive income

A decrease in the value of land of \$59 million and an increase in the value of buildings of \$215 million was recognised following outcomes from revaluation of the department's land and building assets, refer also note 16. The revaluation decrement and unbudgeted expenditure associated with additional demand for custodial operations resulted in an operating deficit of \$65 million.

Explanations of major variances – Statement of Financial Position

Cash and cash equivalents

The higher cash balance is primarily attributed to the cash flow timing impacts of higher payables and accrued employee benefits held at 30 June 2019 of \$20 million and \$8 million respectively, compared to budget.

Payables

The variance is primarily due to higher trade payables held at 30 June 2019 of \$20 million compared to budget, which includes construction payments payable of \$14 million for the Capricornia Correctional Centre expansion project.

Accrued employee benefits

The variance is primarily due to higher employee-related accruals held at 30 June 2019 of \$4 million associated with the expected settlement of employee entitlements and higher employee related accruals of \$4 million primarily associated with the timing between the last payroll payment date and the end of the reporting period.

Explanations of major variances – Statement of Cash Flows

Goods and services tax

The net cash flows associated with goods and services tax transactions during the year was \$2 million, which was not budgeted for as separate line items.

Payments for property, plant and equipment and net equity payments

The decrease in payments for property, plant and equipment is associated with the cash flow impacts of higher capital payables held at 30 June 2019 of \$13 million, deferral of capital expenditure to 2019-20 and 2020-21 for the Capricornia Correctional Centre expansion project of \$16 million and cessation of the High Security Expansion Project for Brisbane Women's Correctional Centre of \$11 million. Net equity payments are lower than budget by \$21 million due to lower capital expenditure funded through equity injections offset by lower depreciation funding returned to Queensland Treasury through equity withdrawals.

26. Trust transactions and balances

	2019	2018
	\$'000	\$'000
Prisoners' trust fund		
Revenue	27,263	13,161
Expenses	27,240	13,111
Net surplus	23	50
Assets	4,286	4,221
Liabilities	4,286	4,221
Net assets	-	-

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.

27. Summary of other accounting policies**a) Authorisation of financial statements for issue**

The financial statements are authorised for issue by the Commissioner and Chief Finance Officer 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 12
- Valuation of property, plant and equipment – note 16
- Depreciation and amortisation – note 16

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) Comparatives

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, the first 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 were recorded in the financial statements of the Department of Justice and Attorney-General.

Accordingly, comparative information reflects the audited financial statements for the period 1 January 2018 to 30 June 2018.

27. Summary of other accounting policies (continued)

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 12

Payables at amortised cost – refer note 17

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. The department is exposed to credit risk in relation to its receivables, refer note 12.

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.

h) 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 30 June 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 on average 1.77% 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.

i) 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 12).

j) First-year application of new accounting standards or changes in accounting policy

The department applied AASB 9 Financial Instruments for the first time in 2018-19. Comparative information has not been restated and continues to be reported under AASB 139 Financial Instruments: Recognition and Measurement. The nature and effect of the changes as a result of the adoption of this new accounting standard are described below.

Under AASB 9, debt instruments are categorised into one of three measurement bases – amortised cost, fair value through other comprehensive income (FVOCI) or fair value through profit and loss (FVTPL). The classification is based on two criteria:

- whether the financial asset's contractual cash flows represent 'solely payments of principal and interest'
- the department's business model for managing the assets

The department's debt instruments comprise of receivables disclosed in note 12. They were classified as receivables as at 30 June 2018 (under AASB 139) and were measured at amortised cost. These receivables are held for collection of contractual cash flows that are solely payments of principal. As such, they continue to be measured at amortised cost beginning 1 July 2018.

27. Summary of other accounting policies (continued)

j) First-year application of new accounting standards or changes in accounting policy (continued)

Impairment

AASB 9 requires the loss allowance to be measured using a forward-looking expected credit loss approach, replacing AASB 139's incurred approach. AASB 9 also requires a loss allowance to be recognised for all debt instruments other than those held at fair value through profit and loss. On adoption of AASB 9's new impairment model, the department recognised additional impairment losses on its trade receivables and advances, refer note 12.

No Australian Accounting Standards have been early adopted for 2018-19. Other than AASB 9 Financial Instruments, which is detailed above, no accounting standards that apply to the department for the first time in 2018-19 have any material impact on the financial statements.

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

The transition date for both AASB 15 and AASB 1058 is 1 July 2019. Consequently, these standards will first apply to the department when preparing the financial statements for 2019-20. The department has reviewed the impact of AASB 15 and AASB 1058 and identified the following impacts of adoption of the new standards.

Amounts for capital works received by the department via equity appropriation from Queensland Treasury will continue to be recognised on receipt of the appropriation. There is no impact on unearned revenue or revenue recognition for these amounts.

The department does not currently have any revenue contracts with a material impact for the period after 1 July 2019, and will monitor the impact of any such contracts subsequently entered into before the new standards take effect.

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.

Outcome of review as lessee

The department has completed its review of the impact of adoption of AASB 16 on the Statement of Financial Position and Statement of Comprehensive Income and has identified the following major impacts which are outlined below.

During 2018-19, the department held operating leases under AASB 117 from the Department of Housing and Public Works (DHPW) for non-specialised, commercial office accommodation through the Queensland Government Accommodation Office (QGAO) and residential accommodation through the Government Employee Housing (GEH) Program. Lease payments under these arrangements totalled \$11.991 million pa. The department has been advised by Queensland Treasury and DHPW that, effective 1 July 2019, amendments to the framework agreements that govern QGAO and GEH will result in the above arrangements being exempt from lease accounting under AASB 16. This is due to DHPW having substantive substitution rights over the non-specialised, commercial office accommodation and residential premises assets used within these arrangements. From 2019-20 onwards, costs for these services will continue to be expensed as supplies and services when incurred.

On transition, existing lease incentive liabilities relating to previous operating leases held in respect of QGAO arrangements (refer note 19) will be derecognised against the opening balance of accumulated deficits as at 1 July 2019.

The department has also been advised by Queensland Treasury and DHPW that, effective 1 July 2019, motor vehicles provided under DHPW's QFleet program will be exempt from lease accounting under AASB 16. This is due to DHPW holding substantive substitution rights for vehicle provided under the scheme. From 2019-20 onward, costs for these services will continue to be expensed as supplies and services expense when incurred. Existing QFleet leases were not previously included as part of non-cancellable operating lease commitments.

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 July 2018 to 30 June 2019

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 the department for the financial year ended 30 June 2019 and of the financial position of the department at the end of that year.

The Commissioner, as the Accountable Officer of the Department, acknowledges responsibility under section 8 and section 15 of the *Financial and Performance Management Standard 2009* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Scott Walker CPA BCom
Acting Chief Finance Officer



Peter Martin APM
Commissioner

27 August 2019

27 August 2019

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 2019, and its financial performance and cash flows for the year 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 2019, 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

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Key audit matters

Land valuations (\$178 million)

Specialised building valuations (\$2,309 million)

Depreciation (\$116 million)

Refer to note 16 in the financial report

Key audit matter	How my audit addressed the key audit matter
<p>Queensland Corrective Service's (QCS) specialised buildings were measured at fair value at balance date using the current replacement cost method that comprises:</p> <ul style="list-style-type: none"> Gross replacement cost, less Accumulated depreciation <p>QCS derived the gross replacement cost of its buildings at balance date using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> identifying the components of buildings with separately identifiable replacement costs (known as unit rate categories) developing a unit rate for each of these components, including: <ul style="list-style-type: none"> estimating the current cost for a modern substitute (including locality factors and oncosts), expressed as a rate per unit (e.g. \$/square metre) identifying whether the existing building contains obsolescence or less utility compared to the modern substitute, and if so estimating the adjustment to the unit rate required to reflect this difference. <p>The measurement of accumulated depreciation involved significant judgements for forecasting the remaining useful lives of assets.</p> <p>The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.</p> <p>Fair value measurements for QCS's land involved significant judgement due to an absence of recent sales data for land with similar characteristics or restrictions on use.</p>	<p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> Assessing the appropriateness of the building components used for measuring gross replacement cost with reference to [entity name's] asset management plans, the unit costs of its recent projects, and common industry practices. For unit rates: <ul style="list-style-type: none"> Assessing the competence, capability and objectivity of the experts used by the entity to develop the models. Obtaining an understanding of the methodology used, and assessing its appropriateness with reference to common industry practices. On a sample basis, evaluating the relevance, completeness and accuracy of source data used to derive the unit rate of the: <ul style="list-style-type: none"> modern substitute (including locality factors and oncosts) adjustment for excess quality or obsolescence. Evaluating useful life estimates for reasonableness by: <ul style="list-style-type: none"> Reviewing management's annual assessment of useful lives. Ensuring that no component still in use has reached or exceeded its useful life. Reviewing for assets with an inconsistent relationship between condition and remaining useful life. Obtaining an understanding of the methodology used with reference to common industry practices. For a sample of land parcels, evaluating the reasonableness of market values through comparison with recent sales of similar land

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 year ended 30 June 2019:

- 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.



John Welsh
as delegate of the Auditor-General

29 August 2019
Queensland Audit Office
Brisbane

Glossary

Acronym	Title
APRP	Aurukun Prisoner Reintegration Project
ARMC	Audit and Risk Management Committee
BoM	Board of Management
BTCC	Borallon Training and Correctional Centre
BWC	Body-worn camera
C3G	Certificate 3 Guarantee
CCC	Crime and Corruption Commission
CFO	Chief Financial Officer
CI	Chief Inspector
CREST	Community Re-entry Services Team
CS Act	<i>Corrective Services Act 2006</i>
CSIU	Corrective Services Investigations Unit
DFV	Domestic and family violence
DHPW	Department of Housing and Public Works
DHS	Commonwealth Department of Human Services
DJAG	Department of Justice and Attorney-General
DRC	Demand and Resource Committee
ESU	Ethical Standards Unit
EBLR	Elevated Base Line Risk
ELT	Executive Leadership Team
GPS	Global Positioning System
HCM	Human Capital Management
HR Act	<i>Human Rights Act 2019</i>
ICT	Information and Communication Technology
IIA	Institute of Internal Auditors
IOMS	Integrated Offender Management System
IPSC	Integrity and Professional Standards Command
LinCT	Leadership in Counter Terrorism
MoG	Machinery-of-government
NDIS	National Disability Insurance Scheme
OCI	Office of the Chief Inspector
OST	Opioid Substitution Treatment
OV	Official Visitor
OVS	Official Visitor Scheme
PBQ	Parole Board Queensland (the Board)
PSC	Public Service Commission
QCS	Queensland Corrective Services
QDAN	Queensland Disposal Authority Number
QPSR	Queensland Parole System Review/Reform
QPS	Queensland Police Service
SPER	State Penalties Enforcement Register
SQCC	Southern Queensland Correctional Centre
TAFE	Technical and Further Education
TPP	Tertiary Preparation Program
VET	Vocational Education and Training
WDO	Work and Development Order

Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 7	5
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 9.1	3 83
	<ul style="list-style-type: none"> Public availability 	ARRs – section 9.2	2
	<ul style="list-style-type: none"> Interpreter service statement 	Queensland Government Language Services Policy ARRs – section 9.3	2
	<ul style="list-style-type: none"> Copyright notice 	Copyright Act 1968 ARRs – section 9.4	2
	<ul style="list-style-type: none"> Information Licensing 	QGEA – Information Licensing ARRs – section 9.5	2
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 10.1	11
	<ul style="list-style-type: none"> Machinery of Government changes 	ARRs – section 10.2, 31 and 32	Not applicable
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 10.2	11
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 10.3	13
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community 	ARRs – section 11.1	12
	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 11.2	20
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.3	26
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.4	42
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	23
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 13.1	18
	<ul style="list-style-type: none"> Executive management 	ARRs – section 13.2	14
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 13.3	57
	<ul style="list-style-type: none"> Public Sector Ethics Act 1994 	Public Sector Ethics Act 1994 ARRs – section 13.4	11
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 13.5	11

Summary of requirement		Basis for requirement	Annual report reference
Governance – risk management and accountability	• Risk management	ARRs – section 14.1	73
	• Audit committee	ARRs – section 14.2	68
	• Internal audit	ARRs – section 14.3	72
	• External scrutiny	ARRs – section 14.4	73
	• Information systems and recordkeeping	ARRs – section 14.5	76
Governance – Human resources	• Strategic workforce planning and performance	ARRs – section 15.1	51
	• Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	52
Open Data	• Statement advising publication of information	ARRs – section 16	48
	• Consultancies	ARRs – section 33.1	https://data.qld.gov.au
	• Overseas travel	ARRs – section 33.2	https://data.qld.gov.au
	• Queensland Language Services Policy	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	• Certification of financial statements	FAA – section 62 FPMS 2009 – section 42 ARRs – section 17.1	Page 34 of financial statements (p.115 of report)
	• Independent Auditor's Report	FAA – section 62 FPMS 2009 – section 50 ARRs – section 17.2	Page 35 of financial statements (p.116 of report)

FAA

Financial Accountability Act 2009

FPMS

Financial and Performance Management Standard 2009 and the Financial and Performance Management Standard 2019 (which came into effect on 1 September 2019)

ARRs

Annual report requirements for Queensland Government agencies

Contacts and key locations

General

Phone: 13 74 68
State Law Building, 50 Ann St, Brisbane QLD 4000
GPO Box 1054, Brisbane QLD 4001

Office of the Commissioner

Phone: 07 3565 7818
Level 23, State Law Building, 50 Ann St, Brisbane QLD 4000

Custodial Operations and Community Corrections

Phone: 07 3565 7318
Level 19, State Law Building, 50 Ann St, Brisbane QLD 4000

Specialist Operations Directorate

Phone: 07 3565 7343
Level 19, State Law Building, 50 Ann St, Brisbane QLD 4000

Victims Register

Phone: 1800 098 098
Email: Victims.Register@corrections.qld.gov.au

Prisoner Locations

Phone: 1300 406 456
Email: prisonerlocations@corrections.qld.gov.au

Media enquiries

Phone: 07 3565 7824
Email: QCSMedia@corrections.qld.gov.au

