

Queensland Corrective Services

ANNUAL REPORT 2020–2021



Queensland
Government

Acknowledgment of Country

Queensland Corrective Services acknowledges the Traditional Custodians of country throughout Queensland and their connections to land, sea and community. We pay our respects to the Elders – past, present and emerging – for they hold the memories, traditions, the culture and hopes of Aboriginal peoples and Torres Strait Islander peoples across the state.



Purpose

This Annual Report summarises financial and corporate performance information about Queensland Corrective Services for 2020–21. It has been prepared in accordance with the *Financial Accountability Act 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

Note: An overseas travel expenditure report for the 2020–21 reporting year was not required due to overseas travel not being undertaken by any officers of the department.

Contact details for additional hard copies:
Telephone: 13 74 68
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Feedback

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[Annual report 2020-21 feedback survey | Your say | Queensland Government \(getinvolved.qld.gov.au\)](http://Annualreport2020-21feedbacksurvey|Yoursay|QueenslandGovernment(getinvolved.qld.gov.au))

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Letter of compliance

29 September 2021

The Honourable Mark Ryan MP
Minister for Police and Corrective Services and Minister for Fire and Emergency Services
PO Box 15195
CITY EAST QLD 4002

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2020–2021 and financial statements for Queensland Corrective Services.

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, 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



Paul Stewart APM
Commissioner

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Glossary

<u>Acronym</u>	<u>Title</u>
AGCC	Arthur Gorrie Correctional Centre
ARMC	Audit and Risk Management Committee
BoM	Board of Management
BWC	Body-Worn Camera
CCC	Crime and Corruption Commission
CFO	Chief Finance Officer
CMU	Case Management Unit
DFV	Domestic and Family Violence
DRC	Demand and Resource Committee
E2E	End-to-End
E2E OMF	End-to-End Offender Management Framework
ELT	Executive Leadership Team
EMC	Establishment Management Committee
ESG	Ethical Standards Group
FPC	Finance and Procurement Committee
GPS	Global Positioning System
HR	Human Resources
HRA	<i>Human Rights Act 2019</i>
ICT	Information and Communication Technology
MOU	Memorandum of Understanding
NDIA	National Disability Insurance Agency
NDIS	National Disability Insurance Scheme
OCI	Office of the Chief Inspector
OIMIRG	Operational Inspection and Major Incident Review Group
OOC	Operational Oversight Committee
OST	Opioid Substitution Treatment
OV	Official Visitor
OVS	Official Visitor Scheme
PBQ	Parole Board Queensland
PRSA	Post-Release Supported Accommodation
QAO	Queensland Audit Office
QCS	Queensland Corrective Services
QH	Queensland Health
QHRC	Queensland Human Rights Commission
QPSR	Queensland Parole System Review
QPS	Queensland Police Service
QSAC	Queensland Sentencing Advisory Council
QUT	Queensland University of Technology
RTO	Registered Training Organisation
SAL	Social Analytics Laboratory
SCOC	QCS COVID-19 State Corrections Operations Centre
SCSU	Specialised Clinical Services Unit
SDS	Service Delivery Statements
SPER	State Penalties Enforcement Register
SQCC	Southern Queensland Correctional Centre
SQCP	Southern Queensland Correctional Precinct
TWES	Time to Work Employment Scheme
WDO	Work and Development Order
WHS	Work Health and Safety



Commissioner's message

It is with pleasure that I present the 2020–21 Annual Report for Queensland Corrective Services (QCS).

I would like to start by acknowledging the contribution of my predecessor, Commissioner Peter Martin APM, from November 2017 until 2 July 2021. Commissioner Martin led the agency through a transformational period, overseeing the delivery of major reform projects that positioned QCS as a forward-thinking, top-tier public safety agency.

On 1 July 2021, the transition of Southern Queensland Correctional Centre (SQCC) to public operation brought all of Queensland's correctional facilities under public control. This was done following the successful transition of Arthur Gorrie Correctional Centre (AGCC) on 1 July 2020.

In May 2021, QCS held more than 10,000 prisoners for the first time in its history. This has led to the largest recruitment campaign ever undertaken by QCS, which built a workforce of almost 6000 officers who work each day to protect the Queensland community.

Increasing prisoner numbers is one of the most significant issues for QCS. The agency has identified and is at various stages in the implementation of a number of short, medium and long-term strategies to accommodate this growth, including:

- a new therapeutic facility at the Southern Queensland Correctional Precinct (SQCP), delivering over 1000 beds on completion
- the expansion of Capricornia Correctional Centre, delivering 398 beds across 348 cells to ease the pressures of growing prisoner numbers
- the delivery of additional bunk beds retrofitted to cells across Queensland by the end of June 2022

By the end of 2023, when the construction of the new therapeutic facility at SQCP is expected to be completed, the government will have delivered a total of more than 4500 additional beds across the Queensland prison system.

Work has continued on implementing the recommendations from the Queensland Parole System Review (QPSR) that are centred around increasing rehabilitation opportunities for prisoners. This aims to address the underlying causes of offending behaviour and recidivism prior to release.

These recommendations include launching the first Case Management Unit (CMU) at Townsville; better supporting the readiness of frontline community corrections officers through revised training; expanding rehabilitation programs in correctional centres and community corrections; and considering the rollout of phase 2 of the Opioid Substitution Treatment (OST) Program.

Measures QCS has implemented to address capacity issues include contracted bail support programs, as well as re-entry services to aid the transition of prisoners back into the community to reduce their likelihood of reoffending and returning to custody.

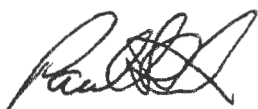
The department continues to implement fundamental changes brought about by the QPSR, with \$265 million provided over six years to implement immediate parole reforms. As at 30 June 2021, the majority of the recommendations were completed. The remaining recommendations are in progress.

The QCS 10-year strategic plan, *Corrections 2030*, embeds structural and operational reforms to strengthen the department's organisational structure, enhances oversight of correctional centres and builds robust integrity and professional standards, in line with the Crime and Corruption Commission's (CCC) Taskforce Flaxton recommendations.

The *Taskforce Flaxton Report* provided a framework for the reform of anti-corruption policies in the department, to better prevent, detect and respond to corruption and corruption risks in correctional centres.

Corrections 2030 also introduced QCS Honours to formally recognise the vital work departmental officers do for the community, with a suite of medals and awards to recognise bravery, exemplary conduct and long service.

It is an honour to lead QCS as we continue our journey as a forward-thinking, top-tier public safety agency. I am very proud of the work our officers do every day to keep Queenslanders safe.



Paul Stewart APM
Commissioner



Our organisation

About QCS

QCS' strategic objectives are:

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

During 2020–21, QCS provided correctional services in custody and through community supervision in accordance with the *Corrective Services Act 2006*, *Penalties and Sentences Act 1992*, *Dangerous Prisoners (Sex Offenders) Act 2003*, *Parole Orders (Transfer) Act 1984* and *Community Based Sentences (Interstate Transfer) Act 2020*. QCS is responsible to the people of Queensland and is answerable to the community through the Minister for Police and Corrective Services and Minister for Fire and Emergency Services and the Queensland Parliament.

Vision

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

Purpose

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

Values

Professionalism	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.
Integrity	We inspire trust by acting ethically at all times, acting with honesty and truthfulness and treating prisoners and offenders with dignity and respect.
Accountability	We are publicly accountable for the provision of community safety through our actions and preparedness to justify our decisions.
Innovation	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, forward-thinking, top-tier public safety agency.

QCS' contribution to Queensland Government objectives

QCS contributes to the following priorities of *Unite and Recover*, Queensland's economic recovery plan:

- **Safeguarding our health:** partnering with Queensland Health to protect the health of prisoners, offenders, staff and visitors through pandemic preparedness
- **Backing small business:** supporting local businesses supplying goods and services to correctional centres and community corrections offices across Queensland
- **Building Queensland:** supporting up to 900 jobs during construction of the 1000-bed Southern Queensland Correctional Precinct Stage 2
- **Investing in skills:** providing education, training and employment opportunities to people in custody to build their skills and help them gain employment upon release
- **Backing our frontline services:** increasing the corrective services workforce and delivering modern, sustainable and evidence-based corrective services to rehabilitate prisoners and offenders, reduce recidivism and support community safety.

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 2020–21 was the continued growth in prisoner and offender populations, with over 35 per cent and 15 per cent growth respectively since 2015. Following a decline in prisoner numbers experienced during the height of the COVID-19 pandemic, prisoner numbers in Queensland have shown a steady upward trend during 2020–21.

As part of the implementation of the QPSR, there has been a commitment to increase custodial staffing numbers in line with prisoner numbers, as well as to continue to provide additional resources to bolster community supervision.

Demand on correctional capacity is a national and global issue for correctional authorities. The Queensland Government is investing in a range of short, medium, and long-term infrastructure strategies to keep communities safe and address the growth in prisoner and offender numbers.

In 2020–21, QCS:

- transitioned the privately managed AGCC back to public operation on 1 July 2020
- enhanced the department's organisational structure and anti-corruption framework as informed by the implementation of recommendations from the CCC Taskforce Flaxton
- continued to implement the recommendations of the QPSR
- continued to implement the *Human Rights Act 2019* (HRA) and incorporate human rights considerations into its day-to-day operations
- continued the transition of Queensland's remaining privately run correctional facility SQCC to public operation, to improve safety and enable a consistent approach across Queensland
- committed to the expansion of corrections infrastructure by continuing work on the development of SQCP Stage 2, delivering over 1000 additional beds upon completion.



COVID-19 impacts and QCS' response

The COVID-19 pandemic continues to impact day-to-day life in Queensland, including the operation of correctional centres and community corrections facilities. As at 30 June 2021, large areas of Queensland were in lockdown due to cases of community transmission. Officers and prisoners within correctional centres are unable to socially distance in the same way as other Queenslanders can. Without the very strictest of controls, COVID-19 could rapidly spread at a faster rate in a correctional centre than it would within the general community.

Since March 2020, the QCS COVID-19 State Corrections Operations Centre (SCOC) has worked diligently with Queensland Health (QH) to ensure the department's operations during the pandemic are supported by the clinical advice of the Chief Health Officer and QH. The department has a four-stage approach to hotspot planning, developed by the SCOC in coordination with key stakeholders.

As at 30 June 2021, the department had successfully kept the prison population free of COVID-19, and there were no QCS officers with COVID-19. In April 2021, QCS commenced the rollout of COVID-19 vaccinations for prisoners and officers.

During restrictions, QCS ensured the rights of people in its care were upheld to the greatest extent possible, including continuation of industries, education and out-of-cell time in correctional centres to the greatest extent possible. Several actions and initiatives were fast-tracked to support officers, prisoners, offenders their families, legal representatives and external stakeholders. For example, QCS facilitated virtual prisoner visits with family through fixed screens and tablets for prisoners at all 11 high security correctional centres, and at Helana Jones Centre and Capricornia Low Security Centre. Court video-conferencing has also been expanded, with additional court video-conferencing capability deployed at AGCC and the Brisbane Correctional Centre.

Board of Management

The Board of Management (BoM) authorises 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.

Membership of the BoM for 2020-21 comprised of:

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 has a Doctor of Philosophy (PhD), obtained from the Faculty of Health, School of Psychology and Counselling at Queensland University of Technology. His doctoral thesis 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 Master of Public Administration from the Australian and New Zealand School of Government and Griffith University, and a Bachelor of Arts in Justice Administration as well as other tertiary qualifications. He is a graduate of the Leadership in Counter-Terrorism 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 also the recipient of the Emergency Services Medal, National Police Service Medal, National Medal, Queensland Police Meritorious Service Medal, Queensland Police Exemplary Conduct Medal and the Queensland Police Service Medal.

Prior to his commencement as Commissioner at 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.

Previously, he held roles as Assistant Commissioner responsible for the Brisbane Region; Assistant Commissioner responsible for Operations Support Command, which included the statewide 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 James Koulouris is responsible for QCS Organisational Capability Division, which comprises the Office of the Deputy Commissioner; People Capability Command; Infrastructure, Asset Services and Major Capital Works Command; Financial Services and Strategic Sourcing Command; Professional Standards and Governance Command; Policy and Legal Command; Strategic Futures Command; Digital Services and Information Technology Branch; Office of the Chief Inspector; and Transformation Office.



During the reporting year, James led the delivery of phase two of Operation Certitude, Australia's first concurrent transition of two privately managed prisons to public operation. He oversaw a significant capital works and infrastructure program including the \$241 million Capricornia Correctional Centre expansion project; completion of round two of the bunk bed project delivering an additional 1000 bunks; the ongoing construction of a new \$654 million prison at Gatton delivering over 1000 beds on completion and installation of perimeter security upgrades across multiple correctional centres; ongoing implementation of key recommendations from the CCC *Taskforce Flaxton* report, which examined corruption risks and corruption in Queensland prisons; and an extensive suite of legislative amendments.

James has extensive senior leadership experience, gained in both Commonwealth and state jurisdictions. He began his career in the Commonwealth Public Service, where he held several senior executive positions in the Department of Families, Housing, Community Services and Indigenous Affairs, Australian Federal Police, Australian Protective Services and the Australian Transaction Reports and Analysis Centre.

In 2009, he became the Director of Strategic Initiatives and Performance at the New South Wales (NSW) Department of Premier and Cabinet. In that role, he led public-sector-wide reform initiatives at the request of the NSW Premier, including major components of the largest reform program in the NSW public sector. This involved the amalgamation of 180 agencies into nine new super departments with more than 400,000 officers and a combined operating budget of \$73 billion. Immediately prior to joining QCS, he was the Assistant Commissioner, Governance and Continuous Improvement in Corrective Services NSW.

He holds a Master of Public Administration and Bachelor of Economics (Social Science) from the University of Sydney, Bachelor of Laws (Honours) from Macquarie University and a Diploma of Government (Investigations). He has served on 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

Deputy Commissioner Paul Stewart APM is responsible for the Community Corrections and Specialist Operations Division, which comprises of the High-Risk Offender Management Unit, Sentence Management Services, Victims Register, Specialised Clinical Services, Offender Rehabilitation and Management Services, and Intelligence and Investigation Branch. He is the senior responsible officer for a number of transformational bodies of work for QCS, including the QPSR and the QCS Intelligence Review.

Before joining QCS, Paul had a 35-year career in the QPS, where his positions included the Assistant Commissioner of People Capability Command and Community Contact Command, Chief Information Officer and Director of Media and Public Affairs.

Paul's background within the QPS was mainly in the forensic science field, working throughout the state as a scientific officer and crime scene investigator, culminating in his role as the Superintendent, Forensic Services Branch.

He holds a Master of Technology Management and a Bachelor of Science and is a graduate of the Federal Bureau of Investigation National Academy in Quantico, Virginia, with studies in police leadership and management, human behaviour, criminal profiling and crime analysis.

During his policing career, he 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 policing operation during the Games.

Paul is a graduate of the Australian Institute of Company Directors and has served as a director on the board of the Queensland Police Citizen's Youth Welfare Association governing Police Citizens Youth Clubs. He has also held board positions on the Prostitution Licensing Authority, Crime Stoppers Australia and Neighbourhood Watch Australasia, and leadership positions with the Australian and New Zealand Forensic Science Society and the Senior Managers of Australia and New Zealand Forensic Laboratories.

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

Gary McCahon

**Deputy Commissioner
Custodial Operations**

Deputy Commissioner Gary McCahon is responsible for Custodial Operations, which manages over 10,000 of the most challenging and complex people from our society.

Gary has been in the correctional industry for 37 years after commencing as a prison officer in Townsville. From there he rose to the role of General Manager in which for more than 25 years, he managed correctional centres across Queensland and NSW. Gary has a comprehensive understanding of the complexities of Custodial Operations, having been responsible for a diverse range of areas, including emergency response units, dog squad, women's prisons, remand, low security facilities and prison farms.

He holds a Masters in Correctional Management from Charles Sturt University, along with other tertiary qualifications in executive leadership and change management through the University of Queensland and the Australian Institute of Police Management.

He is the recipient of the National Service Medal and Corrective Services New South Wales Exemplary Conduct Cross for demonstrating outstanding leadership, commitment to duty and professionalism in a consistent and dignified manner.

Prior to re-joining QCS, he held senior positions within Corrective Services NSW, including Director of Custodial Operations Northern and Southern Regions and Director of Brush Farm Corrective Services Academy. Upon taking up the Deputy Commissioner position on 1 June 2020, he was tasked by the Commissioner with implementing the recommendations of the recently completed Officer Safety (Use of Force) Review, which will position QCS as the best-trained and best-equipped correctional jurisdiction in Australia. On 3 July 2020, he stood up the Officer Safety Committee that will steward and implement the recommendations from the review.

In the coming financial year, Gary will oversee critical bodies of work, including commissioning of the redeveloped Capricornia Correctional Centre and the operationalisation of SQCC when it transitions to public operations. These works are complex and multi-faceted, requiring a 'one QCS' approach through significant collaboration and cooperation with the Organisational Capability Division to ensure outcomes are achieved. Gary brings with him a focus on core business – working with the leadership of the organisation, collaborating with agency and external partners, and driving operational reform to achieve the outcomes expected of Custodial Operations now and into the future.

BoM significant changes 2021–22

Commissioner Peter Martin APM retired on 2 July 2021, following his appointment as the Commissioner of QCS in 2017 and 42 years in public administration, working tirelessly for community safety and the people of Queensland.

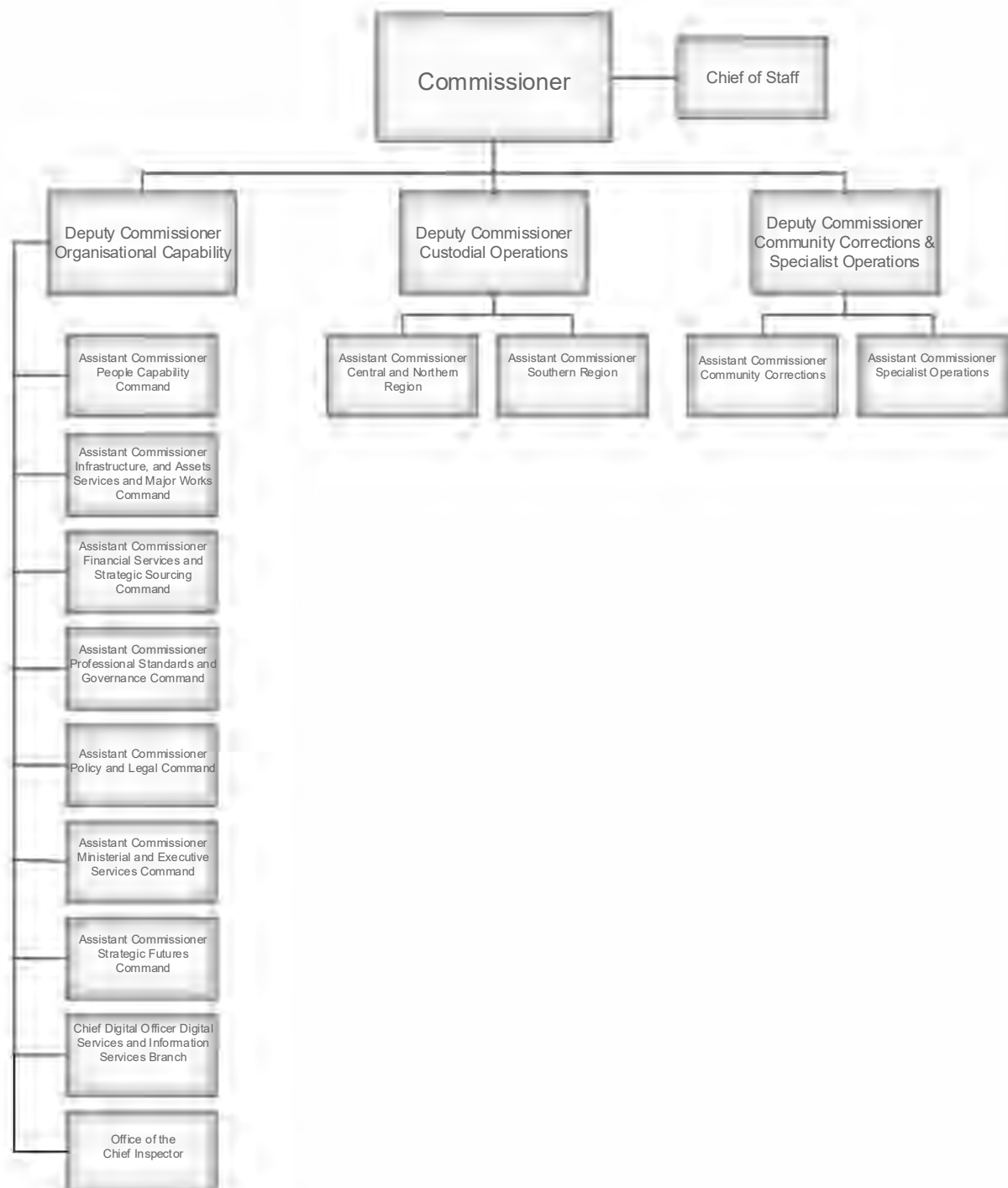
Following a national recruitment search by an independent and eminently qualified panel, Mr Paul Stewart APM has been appointed as Commissioner, QCS, and will commence on 3 July 2021.

Currently Commissioner (designate) Stewart is the Deputy Commissioner, Community Corrections and Specialist Operations, QCS. He has a broad and extensive career in the public service in Queensland including a long history with QPS, having been an Assistant Commissioner for 10 years. As a long standing and respected member of the corrections and policing sector, Mr Stewart brings a wealth of experience and knowledge to this role. For reference, his biography is on page 14.

Organisational structure

Following the machinery-of-government changes in December 2017 and the December 2018 recommendations from the CCC's Taskforce Flaxton, QCS completed an organisational review and has implemented a new organisational structure.

The QCS organisational structure



Outlook for 2021–2022

QCS will continue to progress its delivery on the objectives of the 2021–2025 QCS Strategic Plan.

COVID-19 response and recovery

The COVID-19 pandemic continues to impact day-to-day life in Queensland, including the operation of correctional centres and Community Corrections offices. During 2021–22, the SCOC will continue to work diligently with QH to ensure the department's operations during the pandemic are supported by the clinical advice of the Chief Health Officer and QH.

QCS will continue to use the four-stage approach to hotspot planning that was developed by the SCOC in consultation with key stakeholders in 2020–21 and will act swiftly to ensure appropriate level of restrictions are in place for prison visits when required to keep prisoners free from COVID-19 during 2021–22.

QCS fast-tracked a number of initiatives to support prisoners to maintain access to their families, legal representatives and the courts during 2020–21. Many of these initiatives have now been embedded into normal QCS operations to support the correctional system into the future.

Corrections 2030

QCS remains committed to delivering the 10-year strategic plan, *Corrections 2030*. The plan represents a shared commitment to becoming a forward-thinking, top-tier public safety agency, with the intent of contributing to a safer Queensland through innovative and effective corrective services. It also aligns with the Queensland Government's objectives for the community and will continue to guide the development of strategic and operational plans.

In 2021–22, QCS will:

- safely manage the demands of a growing prison population and work collaboratively with other criminal justice agencies to implement innovative responses to manage the increasing demand on the criminal justice system
- successfully engage staff and stakeholders to deliver quality services aimed at reducing recidivism
- continue to implement the recommendations of the CCC's Taskforce Flaxton
- continue to implement the recommendations of the QPSR
- finalise the transition of SQCC to public operation to improve safety and enable a consistent approach across Queensland
- undertake a trial of the use of electronic monitoring devices to manage serious recidivist youth offenders on bail
- undertake options analyses for prison capacity and health services
- procure external expert victim advocacy services to complement the Disrupting Family Violence custodial program trial at Woodford, Wolston and Maryborough Correctional Centres
- continue the Bail Services for Remanded Men program and conduct evaluation of the program
- progress amendments to compel earlier prisoner cooperation to locate a homicide victim's remains under the 'No Body, No Parole' framework
- harness new technology to drive efficiency in systems and operations
- progress the department's capital works program including:
 - work on the development of Stage 2 of the SQCP, which will result in over 1000 additional beds



- finalise the expansion of Capricornia Correctional Centre, resulting in 398 additional beds across 348 cells, and upgrades to the centre's laundry, medical centre and prisoner processing facilities
- installation of 80 food/medical service hatches across Townsville, Maryborough, Borallon Training and Correctional Centres and AGCC.
- upgrade and maintain infrastructure across correctional centres and Community Corrections offices
- refurbishment of the Princess Alexandra Hospital Secure Unit
- upgrade of the intercom systems at Woodford Correctional Centre
- installation of additional beds in high security correctional centres across Queensland as part of the Bunk Bed Project to manage the increasing prison population.



Financial performance summary

The following table summarises the operating result and financial position for the 2020–21 reporting period.

STATEMENT OF COMPREHENSIVE INCOME	2021 ACTUAL \$'000	2021 BUDGET \$'000
Total income	1,070,990	1,058,207
Total expenses	1,079,058	1,058,207
Operating surplus/(deficit)	(8,068)	-
STATEMENT OF FINANCIAL POSITION	2021 ACTUAL \$'000	2021 BUDGET \$'000
Total assets	2,792,475	2,877,228
Total liabilities	85,105	62,560
Net assets/equity	2,707,370	2,814,668

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. Funding for these services is received principally through parliamentary appropriation.

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

For the reporting period, QCS incurred total expenditure of \$1.079 billion. Its two largest expense categories are employee expenses and supplies and services.

Operating Result

The operating result for the department is a loss of \$8.068 million for the 2020–21 reporting period.

The loss is a result of a significant growth in prisoner numbers and increased service demands driving growth in costs which were not anticipated within existing funding models and budgetary allocations.



Summary of financial position

The total net assets/equity of QCS as at 30 June 2021 was \$2.707 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 11 high security correctional centres, seven low security correctional centres and 13 work camps. The capital works asset balances of \$87.576 million reflect various upgrade, expansion and enhancement projects underway across correctional centres.

Property, plant and equipment capital acquisitions for the reporting period was \$100.093 million, the highlight being:

- \$38.259 million work on the development of the SQCP which will result in over 1000 additional beds
- \$23.621 million invested in construction for the expansion of the Capricornia Correctional Centre which will deliver an additional 398 beds across 348 cells.

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 2020–21 Service Delivery Statements (SDS). 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 Finance 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 2019 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.

**Performance service
highlights
2020–2021**

In 2020–21, QCS made significant progress in delivering on the objectives of the 2020–24 QCS Strategic Plan as follows.

Safer correctional environments

Corrections 2030

Corrections 2030 is a strategic roadmap that provides the foundation for delivery of QCS services through safety, excellence, empowerment, respect and accountability. It provides a shared vision for the strategic development of QCS as a forward-thinking, top-tier public safety agency. *Corrections 2030* is QCS' commitment to contributing to a safer Queensland through innovative and effective corrective services. Significant progress has been made towards implementing the plan.

Officer safety is a cornerstone of *Corrections 2030*. In 2020–21, QCS provided greater support, better training and new equipment for frontline officers, improving the safety of its prisons and officers, and positioning QCS as the best-trained and best-equipped correctional agency in Australasia.

Corrections 2030 shapes QCS' commitment to long-term solutions to manage demand on the correctional system. To this end, QCS is in the final stages of commissioning the expansion of Capricornia Correctional Centre and is finalising the detailed design of the health and rehabilitation focused SQCP Stage 2, which will deliver over 1000 additional prisoner beds.

QCS continues to engage officers and stakeholders to deliver modern, sustainable and evidence-based corrective services to maximise rehabilitation and reduce recidivism.

Operation Certitude

On 26 March 2019, the Queensland Government announced its decision to transition Queensland's two privately run prisons, AGCC and SQCC, to public operation by QCS.

The transfer of the two private prisons to public operations is one of the most complex transactions in the 170-year history of QCS. The first phase of this project was successfully completed on 1 July 2020, when AGCC joined the QCS portfolio, and phase two is scheduled to be completed on 1 July 2021, when SQCC comes into public operations. The transition of SQCC is on track to be achieved successfully, on time and on budget.

Over the past two years, QCS undertook extensive implementation planning and tactical preparation to ensure safe and secure transitions. The volume of simultaneous transition activities across operational delivery, recruitment, training, legal, health, technology, infrastructure works, and process change was unprecedented. To support the transition, QCS undertook the largest recruitment activity in its history and welcomed 573 transitioning officers and 230 new recruits and internal transfers.

Notwithstanding the logistical challenges, the successful transition of AGCC and the complex planning, implementation and cutover work for the SQCC transition were completed while responding to the COVID-19 pandemic and addressing the emerging risks. The success of the transition was achieved due to the excellent collaboration across QCS and with partner agencies, including QH and the Department of Energy and Public Works. Public management of all prisons will provide QCS with more direct policy and operational levers to reduce the demand on the correctional system.

Operation Impala

Operation Impala was a CCC investigation to examine corruption and corruption risks in relation to improper access to, and disclosure of, confidential information in the Queensland public sector. The report, which was finalised in February 2020, made a range of recommendations to assist agencies to strengthen their individual practices as well as improve consistency across the wider public sector.

QCS was positively represented by the report as an agency that treats potential misuse of confidential information as a serious matter, reports such allegations, applies sanctions and is willing to pursue post-separation action. There were, however, a range of activities that QCS undertook in response to each of the CCC recommendations to further mitigate corruption risks.

As of 30 June 2021, all recommendations have been closed. Where there are residual activities, the risks are being actively managed.

Key achievements over 2020–21:

- a desktop audit was undertaken across all critical business systems to assess control mechanisms in QCS – this audit identified improvements required across some of the business systems which are being addressed
- implementation of the: Acceptable Use Policy and Standard and Access Management Policies providing additional guidance to officers
- accelerated training across QCS regarding improved practices on appropriate use and disclosure of confidential information
- a Privacy Champion has been nominated in QCS, to improve QCS privacy awareness
- continued reinforcement of the expectations on information privacy and preservation of confidentiality through officer broadcasts.

QCS will continually review the effectiveness of the controls that support the CCC recommendations.

Queensland Sentencing Advisory Council

In 2019, the Queensland Sentencing Advisory Council (QSAC) delivered its final report on intermediate sentencing options – Community-based sentencing orders, imprisonment and parole. The report includes 74 recommendations that highlight areas for improving intermediate sentencing options in Queensland to deliver better sentencing outcomes.

As the centerpiece of its reform package, QSAC recommended introducing a new flexible community corrections order to replace probation, community service, graffiti removal and eventually intensive corrections orders. QSAC determined that transition to a community corrections order model should occur over time.

Capricornia Correctional Centre expansion

The Capricornia Correctional Centre expansion is set to deliver an additional 398 beds across 348 cells to the facility, as well as upgrades to associated infrastructure, including industries, kitchen, laundry, prisoner reception store and the medical unit. The project is scheduled for delivery in late 2021. Over the project's lifecycle, it will support approximately 172 jobs in the local region.

Southern Queensland Correctional Precinct expansion

In 2020–21, QCS commenced construction of the new \$654 million correctional center near Gatton for male prisoners. This project will deliver over 1000 beds and provide specific, purpose-built facilities supported by a therapeutic operating model for the humane and safe management of male prisoners with complex needs. Construction is scheduled to be completed in late 2023, with commissioning to occur in 2023-2024. Over four years, this project will support over 400 construction jobs, and during peak periods of construction it will support up to 900 jobs. On commissioning of the centre in 2023-2024, over 500 permanent jobs will be created in the region.

Statewide bunk beds project

The installation of 1000 additional beds across the state was initially approved in 2017–18 and was completed in December 2018. In the 2019–20 financial year, the government approved \$15 million for an additional 1000 beds to be installed in the secure cells of Queensland's high security correctional centres. Installation of these additional beds was completed in December 2020. The project required both the physical installation of bunks beds and design considerations to eliminate ligature points and ensure fire safety. The mechanical and fire safety works associated with installing these additional beds in secure cells are scheduled for completion in August 2021. Over the two years of this project's lifecycle, it will support approximately 21 jobs. Additional funding of \$8 million was approved in the 2021-2022 state budget and is expected to deliver over 500 additional beds.

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

The CCC's report *Taskforce Flaxton: An examination of corruption risks and corruption in Queensland prisons* (2018) made 33 recommendations to reform QCS' anti-corruption framework, improve external oversight mechanisms and safety for officers and prisoners, increase accountability and transparency, and raise performance standards.

QCS has implemented a new organisational structure that provides key leadership to address the corruption and operational risks identified in Taskforce Flaxton. The structure underpins the significant business and operational transformation to enhance internal communication and collaboration through centralisation of key enabling functions.

The new structure includes an empowered professional standards capability and enhanced integrity and governance function to proactively monitor, investigate, detect and prevent corruption and risk of corruption in QCS.

QCS has completed amendments to the *Corrective Services Act 2006* to respond to the immediate risks identified by the CCC and to assist QCS to execute its duties to address corruption within the organisation.

QCS continues to harness new technology to promote safety and address high corruption risks, including rolling out prisoner electronic mail systems, increasing video conferencing capacity and ensuring closed circuit television capability.

Additionally, QCS has implemented cultural reform, having developed an organisational culture strategy and measures to support and sustain QCS' continuing transformation into a forward-thinking, top-tier public safety agency.

Anti-Corruption Strategy

The QCS *Anti-Corruption Strategy 2020–2025* complements the vision established in QCS' 10-year strategic plan, *Corrections 2030*, and highlights a commitment to keeping the people of Queensland safe.

The strategy establishes a holistic, enterprise-wide approach to preventing, detecting and responding to corruption and corruption risks. The four overarching strategic objectives are to improve safety and security; promote integrity and impartiality; increase transparency and accountability; and embed performance standards.

The strategy was developed in consultation with officers across QCS and key stakeholders, including Together Queensland and the Crime and Corruption Commission.

The QCS *Anti-Corruption Strategy 2020–2025* is integral to establishing a QCS anti-corruption framework that positions QCS as a top-tier public safety agency.

Body-worn cameras

As at 30 June 2021, 213 body-worn cameras (BWCs) were available for use in correctional centres across the state. In addition, load-bearing vests have been delivered for the secure attachment of BWCs. A dedicated Culture, Safety and Wellbeing Group within the People Capability Command has been established to enhance the health and safety leadership and coordination across QCS. The group will deliver improvements and consistency in processes, procedures and systems.

QCS also undertook a study in partnership with the University of Queensland, into corrective services officers' experiences and attitudes towards the use of BWCs. The study found that corrective services officers felt safer as a result of wearing BWCs, and that BWCs improved job security by protecting them from false allegations.

Drug and Alcohol Strategy

The QCS *Drug and Alcohol Strategy 2020–2025* continues to guide a holistic, enterprise-wide approach to addressing alcohol and other drug use across all QCS operations, including officers, prisoners and offenders. The strategy sets a clear direction for QCS, with the three overarching objectives of preventing and deterring supply, reducing demand and reducing the harm associated with alcohol and other drug misuse.

Implementation of the strategy commenced through the *QCS Drug and Alcohol Action Plan 2020–2021*, which identified the targeted work underway across QCS to deliver on the overarching objectives of the strategy.

In 2020–21, QCS continued to investigate barrier-hardening strategies, including body scanning technologies and progress work to introduce wastewater testing and analysis for correctional centres. QCS also developed a Workforce Drug and Alcohol Testing Framework and continued to evaluate and build on the current suite of substance misuse interventions available to prisoners in the categories of remand, short sentence, young adult, women, and Aboriginal and Torres Strait Islander.

Workplace health and safety

In 2020–21, QCS responded to and overcame many workplace health and safety challenges including the ever evolving COVID-19 pandemic.

Embedding a safety culture in QCS has remained a priority, and QCS has continued to progress with introducing new health and safety initiatives and services. QCS is committed to fostering inclusive, mentally healthy workplaces and to promote proactive measures around health, safety, rehabilitation and wellbeing that build sustainable capability across local and frontline work units.

Key achievements for 2020–21 include:

- ongoing review and engagement around the development of the health, safety and wellbeing management system to support and demonstrate commitment across all areas of workplace health and safety, including injury and illness management, mental health and wellbeing, and psychological safety
- delivery of manager and supervisor information sessions on safety hazard investigations
- coordination of the COVID-19 responses relating to QCS employees and partnering with QH to achieve zero transmissions within our custodial environments
- establishing and managing the operation of COVID-19 onsite testing centres at the QCS Academy and the AGCC during the August–September 2020 outbreak within QCS
- management and implementation of agency-specific COVID-19 policies and practices to support officers and timely strategic decision-making
- partnering with Workplace Health and Safety Queensland to improve systems and practices for health, safety, injury management and wellbeing. Site visits and reviews of the QCS safety management system were conducted after being significantly impacted by restrictions associated with the pandemic.

Research and evaluation

In 2020–21, QCS continued to conduct internal research projects and evaluations, managed 28 projects conducted by external researchers and oversaw five outsourced research projects. QCS also developed a four-year Program Evaluation Plan that outlines a clear forward strategy for the evaluation of QCS rehabilitation programs delivered in correctional settings.

QCS delivered the Workplace Impact Survey to explore the impact of COVID-19 on the QCS workplace. QCS also completed a literature review on the implications of right-wing extremism in correctional systems and commenced research projects on the mental health and wellbeing of custodial officers, and predictors of suicide in Queensland correctional centres. An internal evaluation of the Virtual Personal Visiting Service for Prisoners was also completed. QCS outsourced the evaluation of several programs and services, including the MARA re-entry service for women, Community Re-Entry Services Team, Aurukun Justice Reintegration Project, and pilot case management unit operation at the Townville Correctional Centre. Planning is also underway for the external evaluation of the men's and women's bail support programs.

In 2018, QCS awarded research grants to five external researchers. The final grant project, 'Pathways from Intimate Partner Violence to Intimate Partner Femicide: A Pilot Case Control Study', has now been completed. QCS' partnership with Griffith University's Social Analytics Laboratory (SAL) was formalised in November 2020. Under the partnership, QCS will provide de-identified administrative data to the SAL that can be used by researchers to reveal patterns and insights. The initiative will assist QCS to pursue innovation and evidence-based correctional practices to reduce reoffending and keep Queenslanders safe.



Operational performance reviews

QCS introduced an organisational performance framework to assist the organisation to meet performance monitoring obligations and drive continuous improvement in service delivery. To identify the successful achievement of QCS objectives, the performance framework focuses on the five principles of *Corrections 2030* – safety, excellence, empowerment, respect and accountability.

The operational performance reviews are part of a six-monthly, evidence-based review process that focuses on best practice and opportunities for improvement. Reviews are conducted to hold each correctional facility, Community Corrections region and central office command accountable for organisational performance and delivery of outcomes. In 2020–21, each Queensland correctional centre and Community Corrections region participated in an operational performance review.

Officer Safety (Use of Force) Review

In 2018–19, QCS commenced a systemic review of the use of force and the way QCS can provide long-term and sustainable improvements to safety. The aim was to increase safety for officers, prisoners and offenders under its care, by reducing the risk of violence in the correctional system. The review was facilitated through a working party of key stakeholders who have national and international practical experience and perspectives on officer safety best practices.

The review made a number of short and long-term recommendations to enhance safety across the correctional system. Measures that QCS has implemented as a result of the review are to:

- adopt new training modules, including the new Tactical Options and Skills Manual
- complete the forward deployment of chemical agents and issue of Oleoresin capsicum Mk 3 chemical agents to all male high security centres and the Escort and Security Branch
- introduce a safer engagement strategy to manage difficult prisoners
- adopt the Queensland Police Service Communicating with Influence Program into the Custodial Officer Entry Program
- establish the Tactical Skills and Weapons Training Unit at the QCS Academy
- implement local-level and corporate oversight mechanisms for use of force
- establish the Officer Safety Committee, promoting a consultative environment
- develop a selection process for instructors in tactical skills.

Wastewater drug testing

Wastewater drug testing is an internationally recognised population-based testing technique that allows for detection of a wide range of licit and illicit drugs. A nine-month proof of concept of the technology was undertaken in south-east Queensland in 2020. The trial was successful, and in 2020–21 QCS commenced procurement to facilitate statewide rollout over time.



Drone detection

In 2018, QCS conducted a trial of drone detection technology. Phase two will evaluate whether current generation technology is sufficiently advanced to combat the increasing threat of drones to Queensland's facilities. On 4 November 2020, the department held a planning day led by the Commonwealth Government in relation to the protection of critical infrastructure from drone incursions. Agencies that participated in this event included the Department of Infrastructure, Transport, Regional Development and Communications, Civil Aviation Safety Authority, Department of Defence, QPS, Australian Federal Police and Department of Home Affairs.

QCS has recently deployed preventative solutions at all centres across the state. This is another way the department is engaging cutting-edge technology to intercept the introduction of contraband that threatens the security of correctional centres.

Body scanning

QCS is currently investigating screening technology solutions (body scanners) that use ionising radiation to detect contraband concealed under clothing and within body cavities. Similar technologies have successfully been rolled out in both NSW and Victorian correctional systems. Such technology would be a significant tool in reducing the flow of contraband into Queensland's correctional facilities.

Biometric drug detection

QCS plans to work with its industry partners to provide enhanced biometric pre-screening for substance use for offenders in Community Corrections. The successful implementation of the technology would significantly reduce the requirement to drug test offenders by undertaking a pre-screen, using multifactor biometric sensors immediately prior to the offenders' reporting interview. Only those offenders that test positive in the pre-screen would then be tested.

Humane management of prisoners and offenders

Strengthening the parole system through the Queensland Parole System Review

In December 2016, Walter Sofronoff QC delivered the QPSR final report. It contained 91 recommendations, of which 89 have been supported or supported in-principle by the Queensland Government. As at 30 June 2021, the majority of the recommendations were completed. The remaining recommendations are in progress

Key achievements already in place include:

- legislative changes to the *Corrective Services Act 2006*
- establishment of a new and independent Parole Board Queensland (PBQ)
- finalisation of an expert review into the End-to-End Offender Management Framework (E2E OMF) and validated assessment tools
- development of a new E2E OMF to guide individuals managed in custody and in the community
- design, implementation and launch of Queensland's first CMU in the Townsville Correctional Complex
- allocation of over 140 additional frontline officers to Community Corrections
- implementation of the global positioning system (GPS) parole monitoring program
- establishment of a Research and Evaluation Group
- implementation of a new post-release housing support program for prisoners exiting custody
- expansion and/or relocation of Community Corrections offices
- establishment of the Specialised Clinical Services Unit for high harm and complex need assessment and case management
- expansion of alcohol and other drugs and re-entry programs for prisoners and offenders
- implementation of the OST Program in some correctional centres
- commencement of 14 practice leaders to support the Community Corrections workforce.

In 2020–21, QCS has seen substantial progression of significant, critical initiatives to support and embed E2E case management across the entire corrections system. Initiatives include:

- continuation of phase 2 of the E2E Case Management project for the establishment of the second CMU at Lotus Glen Correctional Centre and broader rollout of the E2E model to the Community Corrections workforce
- establishment of the Streamlining the Management and Allocation of Resources and Talent (SMART) Model project to:
 - conduct a holistic review of the Community Corrections resource model
 - design a flexible, place-based model that ensures the effective allocation of funding and placement of people across the state to best support evidence-based service delivery
- design and development of a curriculum based on best practice to support the training of frontline Community Corrections officers
- embedding evidence-based learning through the design of a long-term model of practice leadership across QCS as part of the E2E case management system
- enhancement of domestic and family violence information-sharing practices through the development of business requirements to support automated technical solutions



- partnership with QH to continue the rollout of the OST Program in conjunction with a revised service model. This introduced long-acting injection buprenorphine in August 2020 to better support prisoners and the safety and security of correctional centres.

QCS continues to partner with other Queensland Government departments in implementing these recommendations. A whole-of-government approach is the only way to achieve meaningful, long-term results that assist prisoners to succeed whilst on parole.

QCS is successfully leading the actions from the QPSR and continues to progress implementation of remaining recommendations. QCS will consolidate the government's position and the community's expectations of a parole system that underpins community safety, by providing prisoners and offenders with opportunities for rehabilitation across the entire corrections system.

Offender Management Framework

The QPSR's final report presented the foundation for innovative and far-reaching reforms to enhance the safety of all Queenslanders through modern, sustainable and evidence-based corrective services to maximise rehabilitation and reduce recidivism.

The End-to-End Offender Management Framework (E2E OMF) is a significant part of achieving this mandate. The framework is scheduled to be launched on 1 July 2021 and represents one corrections system underpinned by a single, evidence-based framework that connects and unifies all officers, across all regions and roles within QCS.

The E2E OMF encompasses five fundamental principles—risk and need, desistance, responsivity, evidence-based and governance. It supports QCS' vision of safer communities and fewer victims of crime by 2030 and strengthens the department's position to be a leader in evidence-informed practice and service delivery.

The E2E OMF provides a practical approach to the way in which resources are targeted and case management approaches are applied to produce an individualised service capable of adapting to the diverse needs, risks and circumstances of individuals. Additionally, it enables more effective coordination of interventions, thereby ensuring that the right intervention is offered and provided at the right time – which enhances the opportunity for an individual to connect to the community they are released into.

End-to-end case management

A cornerstone recommendation of the QPSR's final report was the design and implementation of an E2E case management system that provides case management support to individuals, whether they are in custody or being managed in the community. The E2E case management model represents a consistent pathway, beginning at the point of entry to the correctional system and supporting:

- progression through the correctional system
- improving preparedness and readiness for release into the community
- continuity of service delivery.

The first critical deliverable for implementing an E2E case management model under a single E2E OMF across the organisation is the introduction of CMUs within correctional centres to undertake front-end assessment, planning and case management for individuals in custody.

QCS implemented the first CMU at the Townsville Correctional Complex on 21 December 2020. For the first time in Queensland, a large number of individuals in custody will have a dedicated case management officer to work with them both whilst in custody and whilst being supervised in the community. This is in addition to a broad range of professional and custodial officers who will work with individuals during their time under QCS supervision. The CMU encompasses a multi-disciplinary team with significant and varied experience across Queensland Government and non-government organisations. The CMU's purpose is to help individuals progress through the custodial environment by supporting:

- incremental behaviour change
- desistance from offending
- improved readiness for release into the community through evidence-based, person-centric assessments and case management of individuals in our care and custody.

The application of validated and evidence-based tools is being utilised to develop an engagement plan to enable tailored case management, enhanced release planning and continuity of service delivery for individuals, in order to prepare them for release and successful reintegration into the community.

In 2020–21, QCS procured a service provider to undertake a post-implementation review of the Townsville CMU. The results of this review will be used to test and refine CMU operations prior to further rollout of CMUs across other correctional centres in Queensland.

Suicide Prevention Action Plan

During 2020–21, QCS continued to implement the Queensland Mental Health Commission's Suicide Prevention Action Plan, including:

- delivering the Build Don't Break Resilience Program for prisoners and offenders
- ongoing review and capability building activities regarding QCS suicide prevention mechanisms, including implementing training modules for officers involved in the Risk Assessment Team panels
- implementing workforce strategies to enhance specialised governance and support for QCS psychologists, as well as implementing attraction and retention strategies for psychologists and senior psychologists within custodial settings
- delivering the Brother Brother Program at Brisbane Correctional Centre to provide culturally appropriate cell visitation/listening service to Aboriginal and Torres Strait Islander prisoners.

Offender Health Services Review

The *Prisoner Health and Wellbeing Strategy 2020–2025* was developed as a joint commitment between QCS and QH to improve the health and wellbeing of people in prison by working together and partnering with other sector stakeholders.

QCS continues to work in partnership with QH to implement the recommendations of the final report of the Offender Health Services Review (2018). The Prisoner Health Services memorandum of understanding (MoU) was formalised in 2020 and facilitates the efficient and effective provision of prisoner health services to prisoners in custody. In 2020–21, QCS and QH continued to develop the Information Sharing MoU and accompanying operating guidelines. This work is well advanced and will provide detailed contextual guidance to support frontline officers and include learnings from relevant coronial inquiries relating to deaths in custody.

In 2020–21, QCS also continued to participate in the Prisoner Health and Wellbeing Leadership Group, chaired by the Deputy Director-General, Clinical Excellence Queensland from QH. The group provides high-level strategic leadership and direction on joint correctional and health system strategies to improve the health, wellbeing and future life prospects of prisoners, in collaboration with QH, Hospital and Health Services, the Department of the Premier and Cabinet and Health Consumers Queensland.

QCS and QH are working together to develop appropriate policies and processes for prisoner self-managed medication, targeted at appropriate prisoners and applying only to medications deemed safe and not at risk of diversion within correctional centres.

Supporting prisoners with a disability to access the National Disability Insurance Scheme

QCS and its stakeholders provide support to prisoners and offenders to access the National Disability Insurance Scheme (NDIS), by gathering evidence, commissioning assessments and submitting NDIS access requests to the National Disability Insurance Agency (NDIA).

In 2020–21, QCS continued to work closely with the NDIA, including its justice liaison officers, to support prisoners with disability to access the NDIS and improve planning for support in preparation for a participant's release from custody. QCS worked with the Assessment and Referral Team of the Queensland Government's Disability Connect and Outreach Program as another avenue to help prisoners and offenders with disability to access the NDIS.

As at 30 June 2021, at least 343 people in QCS custody or under QCS supervision in the community had acquired NDIS access.

In November 2020, QCS established an internal Disability Working Group to collaborate and provide oversight of all disability-related matters for QCS, including its interface with the NDIS. QCS contributes to NDIS full-scheme governance arrangements as a member of the Queensland Disability Reform and Implementation Interdepartmental Committee and the Queensland Government and NDIA Executive Steering Committee.

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

QCS acknowledges that Aboriginal and Torres Strait Islander peoples are over-represented in the criminal justice system and continues to employ a range of strategies to reduce this over representation, including:

- delivery of programs that address substance abuse and family violence in a culturally safe and sensitive manner both in correctional centres and the community
- participation in the Aurukun Prisoner Reintegration Project to support prisoners returning to Aurukun
- ensuring cultural liaison officers and cultural development officers are employed in secure correctional centres, to provide support and guidance to prisoners
- facilitating the entry of Aboriginal and Torres Strait Islander Elders groups and chaplaincy services to correctional centres.



During 2020–21, the QCS Aboriginal and Torres Strait Islander unit, the Murrindhagun Cultural Centre, continued to provide advisory, planning and support services to QCS, relevant prisoners and offenders. The Murrindhagun Cultural Centre provides a priority reference point on matters designed to address the needs of Aboriginal and Torres Strait Islander corrective services officers, prisoners, offenders, victims and communities. The centre also delivers a range of culturally safe 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 reference group assisted in the implementation of a new *Aboriginal and Torres Strait Islander Recruitment Strategy 2020–2030*, led by Human Resources. It also helped with the development and implementation of a *QCS Reconciliation Action Plan* and *Cultural Capability Action Plan*.

In 2020–21, the Murrindhagun Cultural Centre delivered the Aboriginal and Torres Strait Islander Mental Health First Aid Program to staff from QCS; QPS; QH; Department of Children, Youth Justice and Multicultural Affairs; Community Justice Group members; and Elders. This program focuses on the social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples, including prevention of suicide and self-harm, alcohol and other drugs abuse, psychosis, eating disorders and gambling. Since it commenced in 2017, more than 1160 people have completed the program.

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

Human Rights Act 2019

The HRA (section 97(2)) requires that QCS reports annually on details of actions taken during 2020–21 to further the objectives of the HRA, including details of any review of policies, practices or services undertaken in relation to their compatibility with human rights.

QCS is committed to the humane containment, supervision and rehabilitation of prisoners and offenders, and welcomed the commencement of the HRA in its entirety from 1 January 2020. This includes providing safe and responsive correctional services and treating prisoners and offenders with dignity and respect.

QCS is continuing to implement the HRA by delivering on this commitment, while managing vital day-to-day operations to keep Queenslanders safe. To further the objectives of the HRA during this reporting period, QCS has:

- incorporated human rights into QCS' Strategic Plan and Business Plan
- completed a comprehensive review of over 120 existing policies and procedures to embed a human rights culture into daily operations
- updated complaints management systems, policies and training to reflect human rights considerations
- rolled out mandatory online training developed by the Queensland Human Rights Commission and the Human Rights and Critical Decision-Making face-to-face three-hour training package. As at 30 June 2021, 7094 QCS officers had completed the online training, including all new QCS recruits

- continued to raise human rights awareness throughout the agency and support officers in applying human rights consideration in day-to-day operations through the RAPID decision-making tool, human rights intranet microsite on the QCS intranet and QCS Champions Network. As at July 2021, the microsite has been viewed more than 15,500 times by officers
- continued to consider human rights in the development of legislative proposals.

During 2020–21, QCS received 77 complaints that raised a human rights issue.

Noting the extraordinary, unprecedented and ongoing nature of the COVID-19 pandemic, QCS has been required to take action to ensure ongoing operations within the correctional environment by mitigating the risk of contagion and protecting the health and safety of officers, prisoners, offenders and the broader community. This has resulted in QCS implementing temporary legislative provisions, policies and procedures that may limit or restrict individual rights.

QCS continues to work closely with the Chief Health Officer and QH to deliver an evidence-based, coordinated response to COVID-19 in the correctional environment and ensure that any limitations or restrictions on rights are achieved in a reasonable and proportionate way. To date, QCS has successfully prevented any prisoners from testing positive to COVID-19, and COVID-19 cases among QCS officers were quickly addressed.

Disability and Mental Illness Strategy

In 2020–21, QCS commenced the development of a Disability and Mental Illness Strategy to provide an overarching framework for QCS' approach to identifying and supporting people with disability and/or mental illness who are in contact with the corrective services system.

A range of research and development activities were completed during 2020–21, including:

- a review of disability and mental illness strategies across Australian corrections jurisdictions
- a review of specialist disability and mental illness service delivery across Australia
- an internal environmental scan seeking stakeholder input and identifying areas of best practice
- establishment of the Disability and Mental Illness Strategy Steering Committee and identification of subject matter experts
- targeted consultation with QCS and QH business areas throughout the state.

Partnering and community collaboration

Housing for parolees at risk of homelessness

QCS partners with a range of Queensland Government departments and not-for-profit organisations to enhance housing outcomes for prisoners.

In January 2018, QCS commenced a partnership with the Department of Housing and Public Works¹ and the women's re-entry service provider MARA – SERO4 to deliver the pilot of the Next Step Home – Women on Parole program to provide post-release support to women housed through the initiative. The pilot has been extended to 30 September 2021, pending outcomes of a recent evaluation. As at 30 June 2021, 170 women in South East Queensland had been housed through this program.

In August 2018, the Department of Housing and Public Works contracted Sisters Inside to support women in the Next Step Home – Women on Parole initiative in North Queensland. This program has continued to operate in 2020–21, with 35 women housed in North Queensland through this program.

In October 2018, an Intergovernmental Housing Taskforce delivered a report to the QPSR Implementation Committee, detailing options and recommendations for suitable long-term accommodation for prisoners released from custody. In response, in 2019, QCS partnered with St Vincent de Paul and established the post-release supported accommodation (PRSA) service to assist male prisoners who have limited or no accommodation options, where a lack of suitable accommodation is their only barrier to their release from custody to parole. The PRSA service offers stable private accommodation whilst building the participant's self-efficacy, to reduce recidivism and support success on parole.

The PRSA service is available for men exiting all QCS Correctional Centres except Capricornia and Maryborough Correctional Centres. The program is focused on parolees released to board ordered parole supervision who are willing to reside in one of the PRSA regions, being Toowoomba, Moreton Bay, Townsville and Cairns.

As at 30 June 2021, 107 individuals have been housed via the PRSA service. More than 50 per cent of participants released via the PRSA service identified as Aboriginal peoples and Torres Strait Islander peoples. QCS and Department of Communities Housing and Digital Economy are in ongoing discussions regarding the process of streamlining applications for prisoners to apply for housing prior to their release.

Victims Register

QCS is committed to enhancing community safety, including the safety and wellbeing of victims of crime. During 2020–21, the QCS Victims Register delivered a valuable service to registered persons by informing them of important events in the sentences of those prisoners to whom they are registered. Registered persons were 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 and implement safety planning strategies in preparation for a perpetrator's release.

¹ Department of Housing and Public Works is now Department of Communities Housing and Digital Economy post 2020 election machinery-of-government-change

The Victims Register advises registered persons when a prisoner had made an application for parole, excluding exceptional circumstances parole, and provides them with the relevant forms to make a submission to PBQ. Since 2017, victims of domestic and family violence are eligible to register, regardless of the nature of the offence for which the prisoner is sentenced.

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

As at 30 June 2021, there were 1386 active registrations on the QCS Victims Register, of which 496 (36 per cent) were identified as being related to domestic and family violence.

In 2020–21, 568 new applications were received by the QCS Victims Register. Of these applications, 469 resulted in registration, with 329 (70 per cent) being identified as related to domestic and family violence.

Opioid substitution treatment in correctional centres

Opioid dependence has significant impacts on the Queensland community and the criminal justice and health systems. QCS acknowledges the challenges and complexities faced by individuals in achieving withdrawal and initiating lasting abstinence. The primary goal of treatment is to reduce the health, social and economic harms to the individual and the community. OST is an evidence-based approach and involves the legal administration of an opioid to eliminate the cravings and withdrawal symptoms associated with drug dependency, in order to optimise the health of the individual and allow them to address areas of their life that have led them to engage in criminal activity. OST has been found to reduce the spread of blood-borne viruses and reduce post-release mortality.

The final report of the QPSR recommended that QCS and QH introduce an OST Program in all Queensland prisons. QCS and QH have partnered to implement the OST program in all women's correctional centres in Queensland in addition to Townsville and Lotus Glen Correctional Centres. Improvements in prisoner health, wellbeing and behaviour were reported.

In August 2020, QCS worked with QH to introduce the use of long-acting injection buprenorphine to correctional centres currently operating the OST program. The introduction of long-acting injection buprenorphine has produced many benefits for QCS and the individual, including reduced dosing regimens, reduced risk of medication diversion, greater flexibility in correctional centre routines and greater resource capacity for monitoring and treatment. The introduction of long-acting injection buprenorphine also brings greater consistency between the OST offering in correctional centres and the general community, assisting transition for those on the program to community supervision.

QCS is working with QH to finalise modelling and forecasting based on the revised long-acting injection buprenorphine service model to enable the broader delivery of the OST program across the entire Queensland correctional system.

Community service projects

Community service provides an excellent opportunity for supervised individuals to make reparation to the community affected by their offending behaviour and to develop employment skills. Reparation work is performed by supervised individuals in the community under community service orders, graffiti removal orders, alcohol fuelled violence orders, intensive correction orders and fine option orders.

In 2020–21, QCS partnered with not-for-profit organisations and local councils to facilitate individuals performing unpaid work in their local community. Community service projects vary across districts and include beautification and maintenance activities such as rubbish/waste removal; graffiti removal; restoration of parks, facilities, and waterways; and work with charities and animal welfare organisations.

Eligible low security prisoners can also perform community service in communities near the correctional centres or at 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 maintenance of fences, cemeteries, heritage sites, playgrounds and showgrounds, and contributing to other projects in regional communities. The work program also provides assistance to communities devastated by floods, storms or other natural disasters.

In 2020–21, a total of 162,239 hours of community service were performed by offenders on community supervision, equating to over \$4.4 million in unpaid work for communities around the state. Several Community Corrections offices have entered partnerships with animal welfare organisations, community support services and local councils to complete community service work.

In 2020–21, the financial value of community work was based on an hourly rate of \$26.69. The hourly rate is based on 20 per cent of the value of a penalty unit, which increases each year pursuant to the *Penalties and Sentenced Act 1992*, Part 5A.

Work camps provide an opportunity for low security prisoners to develop employment skills and to give back to regional communities by providing a valuable source of labour, particularly in times of natural and other disasters. There are currently 13 work camps that operate throughout Queensland.

In 2020–21, prisoners on the work camp program completed 123,303 hours of community service equating to \$3.29 million worth of labour provided to support regional Queensland.

Work and Development Order Scheme

Work and development orders (WDOs) made by the State Penalties Enforcement Register (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.

In 2019–20, despite the impact of COVID-19, the Helana Jones Centre expanded this service to trial its ongoing suitability for other low custody sites, the prisoners completed 1367 hours, repaying \$35,330 off SPER debts.

Queensland University of Technology and Edios Institute

In 2020–21, QCS partnered with the Queensland University of Technology (QUT) and the Eidos Institute to deliver two community-partnered social solutions (ComPaSS) research projects related to strengthening QCS' prison industries program.

The Eidos Institute facilitates a network of partners from Queensland Government agencies, QUT and community agencies that collaboratively share a long-term commitment to finding innovative answers to important social challenges through research, critical thinking and collaboration. The first research project considered prison industry models in other jurisdictions and presented project findings to QCS in November 2020. The second research project commenced in March 2021 and examined how QCS should structure its prison industries program to provide responsive and appropriate training and employment opportunities for the diverse range of prisoners and offenders under QCS' management.

Griffith University Social analytics laboratory

QCS formalised a partnership with Griffith University's Social Analytics Laboratory (SAL) in November 2020 for the provision of QCS de-identified administrative data. The partnership aligns with QCS' commitment to evidence-based policy and practice. The SAL is a custom-built research facility that enables sensitive, de-identified government agency data to be stored and studied using advanced analytics to reveal patterns and insights. The SAL will be able to build the evidence-base needed to inform more effective approaches to complex challenges the Queensland community faces, such as problematic substance use, poor mental health, physical ailments and social disadvantage – challenges that are often experienced at higher rates in the correctional population.

The initiative will assist QCS to continue to pursue innovation and evidence-based correctional practice to reduce reoffending and ensure community safety. Researchers will be able to use the data provided by QCS and other data obtained by the SAL, such as de-identified Queensland Police Service data, to assist QCS to harness the best evidence-based research practices to reduce crime.

Time to Work Employment Service

QCS partners with the Department of Education, Skills and Employment to operationalise the Time to Work Employment Service (TWES) in Queensland correctional settings. TWES is a Commonwealth Government initiative which aims to strengthen employment outcomes to prisoners by providing timely, coordinated, appropriate and quality employment services to self-identified Aboriginal and Torres Strait Islander prisoners, to help them to move into employment and transition into the community when they are released.

TWES is currently delivered in all secure men's placement correctional centres, all men and women's low custody facilities and the SQCC.

The scope of service includes a comprehensive assessment of employment barriers, transfer of the prisoner from the in-prison service and link to their post-release employment service providers. The service can include Transition to Work, Jobactive, Disability Employment Services, Community Development Programme, New Enterprise Incentive Scheme and Parents Next.

The federal government announced a further 12-month funding allocation for the continuation of the service. In 2021–22, program eligibility will be expanded to allow sentenced prisoners with at least one month from their earlier release date to receive TWES services (previously three months).

Reduce crime

Expanded programs and services

The reduction of crime and reoffending is a core focus of all activities, rehabilitation and re-entry programs and services delivered by QCS. The current suite of QCS programs and services target employability, education, family and parenting, violence and domestic violence, substance misuse, psychological wellbeing and sexual offending, with the goal of giving prisoners the best possible chance to stop offending. Reducing crime is a key reform principle in *Corrections 2030*.

In 2020–21, QCS continued to deliver a high volume of programs related to alcohol and other drugs. The programs, which were funded through the QPSR, included a range of lower and higher intensity programs. Some programs were designed and delivered for Aboriginal and Torres Strait Islander peoples.

Despite the significant impacts of COVID-19, more than 4700 programs were completed in the 2020–21 financial year, including 3117 alcohol and other drug programs. Of these alcohol and other drug program completions, 546 were in higher intensity programs and 2571 were in lower intensity programs.

Expanded re-entry services

In 2020–21, delivery of re-entry services for prisoners during and after release faced many challenges as the COVID-19 pandemic continued to affect Australia. Despite the restrictions associated with COVID-19, QCS worked with providers to continue these services to prisoners. QCS delivered almost 41,700 re-entry service contacts to prisoners and offenders in 2020–21. This included 23,413 contacts with services before release and 18,282 contacts after release.

Re-entry services play an important role in transitioning people from custody to the community by assisting them to work through issues such as accommodation, family reintegration, accessing treatment for alcohol and other drugs or mental health needs, and wellbeing, amongst other things. Re-entry services have been expanded and enhanced over several years as the prisoner population has increased.

In 2018–19, re-entry services for women in Northern Queensland were expanded to allow an integrated and culturally safe model of throughcare support for women returning to the community. This allowed more women to access assistance in line with services available in other locations and included enhancements of both in-prison based interventions and post-release supports.

Through the allocation of this additional funding, the service has significantly increased in the number of women engaged for post-release support. As at 30 June 2021, the demand for the service continued to grow as 461 women accepted support; this is compared to 387 women in 2019–20.

On 1 July 2020, the AGCC transitioned to public administration. Additional funding was provided to expand the South East Queensland male re-entry service to better support the needs of prisoners on remand and on short sentences. This also provided an opportunity for the prioritisation of people who identify as Aboriginal and Torres Strait Islander peoples, people between the ages of 18 and 24 years and those diagnosed with a cognitive disability or impairment. In 2020–21, re-entry services in the Capricornia Correctional Centre were also expanded to align with the increase in prisoner capacity that was planned to meet the increased demand for pre and post-release re-entry support. In 2020–21, 3365 re-entry contacts were provided in this location.

The Next Step Home – Women on Parole initiative is a partnership between QCS and the Department of Communities, Housing and Digital Economy to provide 12 months housing tenancies, with wrap-around support to women exiting prison to parole. In 2020–21, this pilot was extended for another year to support the reintegration needs of women involved in the pilot in South East Queensland.

A total of 205 women have engaged in this initiative since it commenced in January 2018.

Expansion of specialist domestic and family violence courts

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

The specialist DFV courts located at Southport, Beenleigh, Townsville and Mount Isa have dedicated QCS officers who assist the court by providing relevant information to the magistrate for the purpose of informing sentencing decisions, prosecuting matters relating to breaches of community-based orders and coordinating services between QCS and other stakeholders. QCS officers from Townsville Community Corrections also provide a court advisory service to the specialist DFV court located on Palm Island as required. Management teams from Community Corrections in the South Coast region (Beenleigh, Southport) and the Northern region (Townsville, Mount Isa and Palm Island) are active participants in the stakeholder liaison and operational working groups in their respective regions.

An integrated response to address domestic and family violence

QCS supervises perpetrators of DFV, as well as victims, who come into contact with the criminal justice system. QCS continues to explore ways to protect the community from DFV through rigorous case management of DFV perpetrators, conducting safety planning with victims in collaboration with specialist organisations, and completing referrals to effective DFV perpetrator programs.

In 2015, the Special Taskforce on DFV in Queensland delivered the report *'Not Now, Not Ever – Putting an End to Domestic and Family Violence in Queensland'*. QCS supports the execution of recommendation 74 of this report, implementing a trial of an integrated service response, which includes community-based high-risk teams. QCS has dedicated high-risk team senior case managers in eight locations across Queensland (Logan/Beenleigh, Cherbourg, Mt Isa, Brisbane, Ipswich, Cairns, Mackay and Caboolture). These specialist officers liaise with other government departments and specialist services to deliver quality safety management planning for victims and to ensure QCS is holding perpetrators under supervision accountable.

QCS also plays an integral role in local multi-agency responses to address DFV at a community level, maintaining strong relationships with external stakeholders to swiftly respond to risk. Information is shared, in line with Part 5A of the *Domestic and Family Violence Protection Act 2012*, with other prescribed entities, specialist DFV services and support services, including QPS and the PBQ, to improve the safety of victims of DFV and hold perpetrators to account.

Education and training

QCS provides education and training opportunities to help prisoners develop skills for life and to reduce the likelihood of reoffending after release. QCS facilitates a range of vocational training and literacy programs that provide prisoners with skills to gain employment when they are released from custody. Vocational education and training programs are delivered by registered training organisations (RTOs) in all Queensland correctional centres. Courses include arts, asset maintenance, automotive business, clothing production, community services, conservation, construction, engineering, first aid, fitness, furnishing, hairdressing, health, horticulture, hospitality, information technology and mining, and warehousing logistics.

To help prisoners build literacy skills, nationally accredited literacy and numeracy courses are delivered by RTOs across Queensland correctional centres. Secondary-level courses in Mathematics and English, as well as additional studies of literacy and numeracy, are delivered via distance education. Tertiary education is delivered through partnerships with universities.

Substance misuse programs and services

To address substance misuse, QCS provides group-based programs in prison and the community, and individual interventions in prison and in the community. In this way, QCS provides options on an intervention pathway for offenders regardless of the level of motivation time in custody, level of need, or whether they are under a community-based order.

In 2020–21, the range of programs available included:

- Short Intensity Substance Intervention – a short 6 to 12-hour psycho-education program
- Low Intensity Substance Intervention – a range of 16 to 24-hour psycho-education programs, including motivational interviewing and contingency management approaches to reduce problematic substance use or reduce drug-related harm
- Moderate and High Intensity Substance Interventions – 40 to 50 hour and 100-hour programs respectively that are relapse-prevention based and target those with higher levels of need and risk
- Substance Abuse Maintenance Interventions – follow-up programs for those who have previously completed a substance program.

QCS delivers a Positive Futures Program, a culturally sensitive program to eligible male Aboriginal and Torres Strait Islander prisoners and offenders that helps them address aspects of their offending behaviour, which may include problematic substance abuse

Community Based Sentences (Interstate Transfer) Framework

On 27 February 2021, the *Community Based Sentences (Interstate Transfer) Act 2020* commenced by automatic proclamation, one year after its assent on 26 February 2020. The Act created a new statute in Queensland to implement the nationally agreed legislative framework facilitating the transfer of community-based sentences across Australia, in accordance with model legislation.

On 12 March 2021, the Community Based Sentences (Interstate Transfer) Regulation 2021 was made.

The regulation supports the Act by prescribing:

- declared corresponding interstate community-based sentences
- matters for consideration when deciding to register an interstate sentence
- required details to register an interstate sentence
- participating jurisdictions.

The legislative framework establishes Queensland's participation in a national scheme for the formal transfer and enforcement of community-based sentences between Australian jurisdictions, ensuring community-based sentences are flexible and support effective rehabilitation, reintegration and supervision of offenders. It also empowers the Minister to enter into arrangements to facilitate the administration of travel permits for offenders subject to community-based sentences travelling to Queensland or an interstate jurisdiction.

QCS continues to work with interstate jurisdictions to enact the legislation.

Sexual offending programs

The suite of sexual offending programs delivered to prisoners and offenders are targeted evidence-based programs that aim to reduce sexual offending recidivism.

During 2020–21, QCS delivered sexual offending specific programs in correctional centres including a high-intensity sexual offender treatment program, a moderate-intensity sexual offender program, a sexual offender program for prisoners with a cognitive impairment, a culturally adapted Indigenous sexual offender program, a preparatory program and a maintenance program. Some of these programs were also delivered in community locations. There were 378 sexual offender program completions in 2020–21.

Evaluations of the QCS sexual offending programs identified that offenders who complete a program reoffend at a lower rate than sexual offenders who do not participate across sexual offending, violent offending and combined 'all offending' categories.

Specialised clinical services for high harm and complex needs offenders

The Specialised Clinical Services Unit (SCSU) primarily focuses on supporting community safety and reducing the number of future victims through assessing and providing interventions for the highest harm and most complex needs offenders, including those with complex mental health presentations. The SCSU is a multi-disciplinary unit funded through the Queensland Government's response to the QPSR. The SCSU has strong professional relationships with a wide range of criminal justice and health service stakeholders, which increases its capability and capacity to respond to the changing and complex needs of the prisoner/offender cohort.

GPS monitoring of parolees

QCS introduced GPS monitoring for parolees as an additional surveillance tool, as recommended by the QPSR. GPS monitoring allows corrective services officers to monitor the movements of a parolee and their compliance with parole conditions, such as curfews and restrictions. The PBQ may apply an electronic monitoring condition to a parolee's 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. The GPS monitors are tamper-resistant – breaking or cutting the device straps generates an immediate critical alert to the QCS central monitoring station.

Bail support programs

QCS is contributing to reducing high prisoner numbers through the continuation of the bail support programs for women admitted on remand at all female correctional centres and for men on remand at Arthur Gorrie, Brisbane and Woodford Correctional Centres. Contracted service providers assess people detained on remand for eligibility and supports those assessed as suitable to apply for bail. The bail support programs also identify barriers that may impede a successful bail application, such as accommodation, substance misuse, domestic violence, mental health and reintegration needs.

Support services are arranged to address these barriers as part of the bail conditions, supporting communities to be less impacted by criminal behaviour. The bail support programs will continue during the 2021–22 financial year. An evaluation of the services is planned to inform future delivery options.

Women's Estate

The Women's Estate has continued to build on the reforms of the QPSR, better positioning QCS to deliver a trauma-informed gender response service to women while they are in custody and under supervision.

The Women's Estate continues to progress stakeholder engagement and other activities, such as progressing an options paper about oral fluid testing and considering changes pertaining to prisoner uniforms and safety units. A trial of body scanning equipment is being considered for Brisbane Women's Correctional Centre and Brisbane Correctional Centre.

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, which include the opportunity to communicate with clients and to 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. The complaint management system is part of a broader system for managing various types of complaints.

QCS publishes information about complaint trends for matters received during the financial year by 30 September each year on the QCS website including the outcome of complaints (in accordance with section 219A(3) of the *Public Service Act 2008*).

In 2020–21, QCS reported on complaints management performance quarterly, including trend analysis. QCS also measured compliance with HRA requirements in complaints reporting and continued training QCS officers in complaints management.

National comparison 2019–20

QCS annually reviews its performance against other correctional jurisdictions in Australia.

How QCS compares to other Australian states and territories in terms of key indicators is reported in the Productivity Commission's 2021 Report on Government Services (chapter 8: Corrective Services and the Justice Preface of the Steering Committee for the Review of Government Service Provision). For further information, please refer to the [Report on Government Services 2021, part C, section 8: Corrective Services, released on 22 January 2021.](#)

Service Areas and standards

The vision of QCS is to enhance the safety of Queenslanders through modern, sustainable and evidence-based corrective services to maximise rehabilitation and reduce recidivism. QCS plays a vital public safety role in managing some of Queensland's most complex and challenging people to keep communities safe.

In 2020–21, QCS has been working towards its strategic objectives:

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

QCS contributes to the implementation of Queensland's economic recovery plan and is working to protect Queenslanders and save lives, and to help 'unite and recover' in the context of Queensland jobs. The department will continue to work closely with its partners in criminal justice and human services agencies to keep communities safe and will continue to support hundreds of new jobs through the transition of Queensland's privately run prisons to public operation.

QCS will deliver the following services in 2020–21: Corrective Services – To provide safe, modern and responsive correctional services which rehabilitate prisoners and offenders, and prevent crime, making Queensland safer.

Corrective Services	Notes	2020-21 Target/Est	2020-21 Actual	Comments
Service: Promoting safety through humane containment, rehabilitation and reintegration	1, 2			
Service standards				
<i>Effectiveness measures</i>				
Escape rate:	3			
High security facilities		0	0	
Low security facilities		<0.63	0.61	
Assault rate:	4			
Serious assault (prisoner on officer)	5, 6	0.00	0.12	
Assault (prisoner on officer)	5, 6	<0.24	0.87	
Serious assault (prisoner on prisoner)	5, 6	<0.69	2.88	
Assault (prisoner on prisoner)	5, 6	<3.40	9.89	
Deaths from apparent unnatural causes:	7			
Aboriginal and Torres Strait Islander prisoners	7, 8	0.00	0.00	



Non-Indigenous prisoners	7, 8	0.00	0.06	
All prisoners	7, 8	0.00	0.04	
Prisoner program completions	9, 10, 11, 12	3,752	4,203	(Measure impacted by COVID-19 restrictions)
In-prison re-entry support	13, 14	25,000	23,413	(Measure impacted by COVID-19 restrictions)
Prisoners in education (%)	15	32	32.6	(Measure impacted by COVID-19 restrictions)
Prisoner employment (%)	16	>70	65.2	(Measure impacted by COVID-19 restrictions)
Financial value of work performed in the community by prisoners from low security facilities (\$ million)	17, 18	>5.5	5.07	(Measure impacted by COVID-19 restrictions)
Prisoners returning to corrective services with a new correctional sanction within two years (%)	9, 19, 20	<48.4	51.6	
Facility utilisation (%)	9, 21, 22, 23, 24	90-95	126.8	
<i>Efficiency measures</i>				
Cost of containment per prisoner per day (\$)	25	210.00	207.13	
Service: Building safer communities through responsive intervention and supervision				
<i>Effectiveness measures</i>				
Successful completion of orders (%)	9, 27, 28, 29	>70.0	80.7	
Offender program completions	9, 10, 11, 12	563	526	(Measure impacted by COVID-19 restrictions)
Post-release re-entry support	13, 14	15,000	18,282	(Measure impacted by COVID-19 restrictions)
Financial value of community service work performed (court ordered) (\$ million)	17, 18	>4.2	4.4	(Measure impacted by COVID-19 restrictions)
Offenders discharged from community corrections orders who returned with a new correctional sanction within two years (%)	9, 30, 31	<16.8	21.9	
<i>Efficiency measure</i>				
Cost of supervision per offender per day (\$)	32	19.00	19.63	



Notes:

1. The name of this service has changed and was previously named Custodial corrections in the 2019–20 *Service Delivery Statements* (SDS). The reason for the change was to improve alignment with the strategic plan and better reflect the benefits the service provides to the community.
2. Using a service logic approach, in the 2020–21 SDS the service previously named Correctional intervention and the related service standards have been integrated into the two new services of Promoting safety through humane containment, rehabilitation and reintegration; and Building safer communities through responsive intervention and supervision.
3. This service standard measures escapes per 100 prisoners. There were four escapes from low security correctional facilities in 2020–21, equating to a full year rate of 0.61 escapes per 100 prisoners. Prisoners who escape from lawful custody face additional criminal sanction such as being charged with the offence of escape from lawful custody and all prisoners who escape are held in a high security facility for the remainder of their sentence. There have been no escapes from high security facilities since 1998.
4. 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.
5. QCS considers safety of officers to be of paramount importance, promoting officer safety through various initiatives. When prisoners assault officers, 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 officers; and an ongoing focus on infrastructure blind spot identification, which may be addressed by retro fit and which will inform future building and design.
6. Assault rates were exceeded in the four assault categories in 2020–21. QCS has responded by managing out-of-cell activity; increasing the use of behaviour management strategies, including implementing special management unit; using intensive management plans and maximum-security orders; and monitoring 'hot spots' within the correctional centre for prisoner violence.
7. This service standard measures deaths by apparent unnatural causes per 100 prisoners. In 2020–21 there were four deaths of non-indigenous prisoners from apparent unnatural causes. In 2020–21 there were no deaths of Aboriginal and Torres Strait Islander prisoners from apparent unnatural causes.
8. 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.
9. These service standards have been modified from the 2019–20 SDS to remove disaggregation of the standards. The removal of disaggregation provides improved clarity on the efficiency or effectiveness of the service described by each service standard. Where results were previously disaggregated the totality of service outcome was difficult to identify. From 2020–21, a whole of service measure is reported. Previously reported disaggregated measures continue to be report by the Productivity Commission in the Report on Government Services.
10. This service standard was previously disaggregated as Program completions; Sex offender programs and Other programs in the 2019–20 SDS.
11. 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 offenders to desist from further offending, enhancing community safety. Programs include preparatory, medium, high and maintenance programs for sexual offenders, Indigenous specific programs, women specific programs, drug and alcohol, violence, and life skills interventions.
12. This service standard was previously reported within the discontinued service of Correctional intervention in the 2019–20 SDS and is now reported within the two new services. From the 2020–21 SDS program completions are published within the service where the program delivery is made.
13. This service standard was previously reported within the discontinued service of Correctional intervention in the 2019–20 SDS and is now reported within the two new services. From the 2020–21 SDS re-entry services are published within the service where the re-entry service is made. The 2020–21 target/estimate was increased to better reflect the level of service delivery in 2019–20.



14. This service standard for re-entry reflects contracted service provision by non-government organisations. Re-entry service providers work with prisoners and 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.
15. 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.
16. 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.
17. This service standard was previously reported within the discontinued service of Correctional intervention in the 2019–20 SDS and is now reported within the two new services. From the 2020–21 SDS financial value of community service performed were published within the service where the community service hours are performed.
18. These service standards are proxy measures of effectiveness. In 2020–21, 189,882 hours of community service was completed by prisoners from low security facilities, a further 162,239 hours of court ordered community service was completed by offenders under community supervision. 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. The 2020–21 targets were amended to reflect changes to the operational environment. The 2020–21 result for financial value of work performed in the community by prisoners from low security facilities has been impacted by correctional centre restrictions due to the COVID-19 pandemic, specifically the reduced operations of work camps during this period.
19. This service standard was previously disaggregated as Prisoners returning to; Prison and Corrective Services in the 2019–20 SDS. Disaggregated results will continue to be published in the Report on Government Services.
20. This service standard measures all prisoners released during 2018–19 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 2020–21). Data includes returns to prison resulting from the cancellation of a parole order where a new offence was committed.
21. This service standard was previously disaggregated as Facility utilisation (per cent); High security facilities and Low security facilities in the 2019–20 SDS. Disaggregated results will continue to be published as Prison design capacity utilisation in the Report on Government Services.
22. 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.
23. During 2020–21, Queensland's average daily prisoner population increased by 593 prisoners, or 6.7 per cent. 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.
24. 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.



25. 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 prisoner 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.
26. The name of this service has changed and was previously named Community Corrections in the 2019–20 SDS. The name of this service has been changed to improve alignment with the Strategic Plan and better reflect the benefits the service provides to the community.
27. This service standard was previously disaggregated as Percentage of successfully completed orders; Supervision orders and Reparation orders in the 2019–20 SDS. Disaggregated results will continue to be published in the Report on Government Services.
28. This service standard measures the proportion of all orders successfully completed. Orders include a range of orders including Probation Orders, Parole Orders (excluding court ordered); Court Ordered Parole Orders; Intensive Correction Orders; Drug and Alcohol Treatment Orders, Community Service Orders; Graffiti Removal Orders; Work and Development Orders; and Queensland Fine Option Orders, which require offenders to undertake unpaid work.
29. 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.
30. This service standard was previously disaggregated as Offenders returning to, Community corrections and Corrective Services. Disaggregated results will continue to be published in the Report on Government Services.
31. This service standard refers to offenders who were discharged during 2018–19 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 (i.e. sentenced to a new term of imprisonment or community based order supervised by QCS) within two years of discharge (returned by 2020–21). Offenders who spent any time in prison under sentence in their episode prior to being discharged from Community Corrections are excluded.
32. 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.
33. The results for 2020-21 across all measures have been impacted by correctional centre restrictions due to COVID-19 pandemic.



Workforce

Workforce profile

QCS employed 6224² full-time equivalent staff members as at 30 June 2021. To ensure the delivery of high-quality services, QCS employs fully trained custodial and corrective services officers and professionals from a range of disciplines.

Women represent 44.2 per cent of the total workforce and 46.3 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. Of the workforce, 2.7 per cent identify as Aboriginal or Torres Strait Islander peoples.

The separation rate for permanent corrective services officers was 7.6 per cent. Within QCS, 1228 (18 per cent) of permanent corrective services officers are over the age of 55. This is consistent with the rest of the public sector (18 per cent). The average age of permanent employees across QCS is 43.5 years.

Inclusion and diversity

QCS has developed an *Aboriginal and Torres Strait Islander Recruitment Strategy 2020–2030*, which includes a range of culturally appropriate initiatives that will be implemented over the next 10 years to meaningfully increase the representation of Aboriginal and Torres Strait Islander peoples across the department.

QCS has already met the foundational target of 3 per cent for custodial corrective services officers who identify as Aboriginal or Torres Strait Islander, by achieving 3.1 per cent overall. In 2021–22, QCS will have an increased focus on meaningfully increasing the recruitment of employees identifying as Aboriginal and Torres Strait Islander peoples.

Similarly, QCS is well placed to meet the foundational target of 50 per cent women in senior officer and senior executive service roles. Currently, female representation in senior officer and senior executive service roles sits at 46.3 per cent and 44.2 per cent female representation of the total workforce.

Strategic workforce planning and performance

The QCS workforce has undergone significant change since QCS transitioned to a standalone department in December 2017. While the operational arms of the department continue to deliver consistent and high-quality correctional services and supervision of offenders in the community, the corporate and strategic elements have seen significant change through the implementation of Taskforce Flaxton recommendations.

Key deliverables from Taskforce Flaxton include enhancing a range of policies and practices relating to recruitment, performance management, and safety and wellbeing. Significant work was also undertaken to support the impending centralisation of the People Capability Command's functions, which will commence in the first quarter of 2021-22. Key work includes developing a proposed centralised service delivery model for the People Capability Command which will promote consistency, standardisation, reduce shadow structures and duplication of resources. The development of a HR Model of Service and the introduction of the HR business partner model to provide advice and coaching to our frontline officers will also assist with the rollout of the new centralised service delivery model.

² FTE reported is fortnight ending 20 June 2021, Financial Statements reports FTE fortnight ending 2 July 2021.

Comprehensive work has been undertaken to establish a range of governance functions necessary to achieve the strategic priorities outlined in *Corrections 2030*, which includes a strong focus on having an empowered workforce. QCS is in the final stages of developing a workforce strategy that will set out the overarching priorities and strategies for empowering the QCS workforce and building the future QCS workforce for Queensland. The strategy will provide the strategic pathway for developing the systems necessary to support, strengthen and enable QCS' workforce to deliver professional, ethical and sustainable corrective services now and into the future. A QCS discussion paper on the workforce strategy was released to all QCS officers and other key stakeholders in June 2021, which will support the finalisation of the strategy in the second quarter of 2021–22.

QCS continues to plan for the growth in corrective services officers associated with increasing prisoner numbers by aligning rosters and recruitment, attrition and transfers, and by reviewing additional funding tranches. Targeted recruitment has continued for additional officers to support the expansion of the Capricornia Correctional Centre and the return of the SQCC to public management.

Corrective services officers' health and wellbeing

QCS achieved White Ribbon Australia workplace reaccreditation in May 2021 for its continued support of corrective services officers who experience domestic and family violence (DFV). Officers are regularly exposed to training and development and awareness campaigns to ensure they maintain contemporary knowledge and support skills, especially in using the Recognise, Respond, Refer model.

QCS has achieved several key milestones in relation to supporting employee wellbeing.

Highlights for 2020–21 include:

- a comprehensive review of the employee assistance program, which will result in additional service providers delivering services to QCS
- continued development of a corrections-specific peer support program to support early identification and intervention relating to employee support and wellbeing issues
- development of an interim critical incident procedure, which streamlines critical incident processes and aligns with psychological best practice
- psychological first aid training, which will enable initial and short-term support immediately following trauma exposure, to facilitate recovery and resilience
- positive workplaces training ('From Surviving to Thriving') focusing on emotional regulation, stress management and constructive conversation
- development of a psychosocial risk profile for piloting with Community Corrections
- commencement of the trial of an integrated health assessment program, which involves the delivery of on-site health assessment services to two correctional centres
- development of a suite of wellbeing resources and tip sheets covering wellbeing conversations, crisis response, employee support services and trauma.

QCS has continued to support the health, safety and wellbeing of employees through:

- free annual influenza vaccinations
- an employee assistance program providing professional, free short-term counselling and support to employees and their immediate family members
- a fitness passport, providing officers low-cost access to multiple gyms, pools and recreational services
- participation in national and state campaigns to raise awareness and understanding of mental health issues, physical health issues, diversity and inclusion, disability, and DFV



- support for corrective services officers experiencing DFV, with specialised training delivered to officers
- support for supervisors and managers in managing complex workforce issues with a nexus between performance and attendance concerns and mental health challenges
- active case-managed rehabilitation / return-to-work programs assisting employees to remain at work or to facilitate early and safe return to work following injury or illness
- flexible working arrangements to improve the employee experience, including assistance with managing family and work responsibilities, and to safeguard health vulnerability during the COVID-19 pandemic.

Industrial and employee relations

QCS works actively with the relevant industrial union to ensure the effective management of employment and industrial relations issues and disputes, as well as matters that may impact the workforce, including organisational change and the review or introduction of policies and practices. Consultative committee meetings at the agency and local workplace level also provide a regular 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 conducts recruitment based on need. All roles in QCS are necessary to meet the operational and administrative needs of the department and ensure community safety. No employees within QCS were made redundant or were retrenched or displaced during 2020–21. As at 30 June 2021, 19 employees had been approved for medical retirement, comprising 17 voluntary medical retirement cases and two ill-health retirement cases.

Public sector ethics

QCS is committed to being a forward-thinking, top-tier public safety agency demonstrating the highest standards of integrity, ethics, accountability and transparency. *Corrections 2030* is underpinned by five principles – safety, excellence, empowerment, respect and accountability. These principles complement the ethics principles prescribed in the *Public Sector Ethics Act 1994*.

QCS provides on boarding and induction training for officers, which incorporates the *Code of Conduct* for the Queensland public service, workplace ethics and the *Information Privacy Act 2009*. Custodial correctional officers and Community Corrections officers undergo three hours of workplace ethics training as part of their entry-level training programs.

In 2020–21, QCS progressed the development of a policy that deals with conflicts of interest, declarable associations and other (secondary) employment. This policy will highlight QCS employees' obligations to comply with the *Code of Conduct* for the Queensland public service. QCS has also commenced work on the development of a Standards of Practice, which will support the *Code of Conduct*. It is anticipated the Conflict of Interests, Declarable Associations and Other (Secondary) Employment Policy and Standard of Practice will be released in 2021–22.

Workforce engagement and performance

QCS is committed to a workplace where officers feel valued and respected and are motivated to deliver professional corrective services. QCS aims to achieve this through leadership, training and professional development. Employees can access mobility opportunities through secondment and transfer where operationally viable. In 2020–21, QCS rotated several senior executives to different portfolios and correctional centres to continue to build capability and experience across the agency. The QCS Workforce Strategy will include a strong focus on positive workforce engagement and performance and will identify a range of initiatives to continue building a highly capable and engaged workforce that delivers quality services for Queensland.

From 2021–22, QCS will launch its cultural change program, which realises recommendations from the Taskforce Flaxton review. This program will develop and coordinate agency-level programs and initiatives to improve employee engagement, promote an inclusive, high-performing workforce and help sustain safer positive workplaces.

Leadership and management development

QCS is committed to the professional development and celebration of its high-performing corrective services officers. The following training programs are currently offered by QCS for corrective services officers across the organisation, to build workforce capacity and leadership capability:

- Excellence in Leadership Scholarship Program
- Mastering Difficult Conversations workshop
- Applications and Interview Skills workshop
- Supervisor Leadership Program
- Professional Practice Masterclass series
- Diploma of Correctional Administration
- Early Management Development Program (EMDP)
- Distance Education Diploma Program.

A total of 481 officers participated in these training programs in 2020–21 through either engagement in the course or submission of a Recognition of Prior Learning application. The EMDP is specifically targeted at corrective services officers who have frontline managerial and/or supervisory responsibilities. In 2020–21, three EMDPs were conducted with 50 participants from a range of agency areas, including Custodial Operations, Community Corrections, Specialist Operations, and Escort and Security Branch.

Participation in external programs

In 2020–21, QCS facilitated access to external, high-quality professional development opportunities for senior officers:

- Three officers completed the Graduate Certificate in Applied Management (Policing and Emergency Services) offered by the Australian Institute of Police Management, Sydney. A further three officers are enrolled for 2021-22.
- Two officers undertook the Balance Leadership for Women in Public Safety Agencies Program.
- One officer undertook the Public Sector Management Program through the Queensland University of Technology.

As a result of the COVID-19 health pandemic, most of the external leadership and training programs that QCS normally accesses were cancelled.

Partnerships

Parole Board Queensland

The PBQ was established by the Queensland Government on 3 July 2017 in response to a key recommendation of the QPSR to establish one board to hear all board ordered parole matters in Queensland. The PBQ 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 PBQ 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 reoffending. It 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 that the PBQ immediately suspends a prisoner's parole order if they deem the prisoner is an unacceptable risk in the community. Community Corrections engages closely with key stakeholders, including the QPS, to inform requests to the PBQ to inform decision making and respond to behaviour that may jeopardise the safety of the community.

As an independent statutory authority, the PBQ operates to ensure transparent, evidence-based decisions are made.

QCS continues to engage with the PBQ to implement the remaining activities of the QPSR, which will further enhance community safety and improve front-end preparations for success on parole.

For further information, refer to the PBQ 2020–21 Annual Report.

Partnerships with other agencies

Aboriginal and Torres Strait Islander services

As part of its commitment to the Queensland Indigenous Procurement Policy, QCS funds several Aboriginal and Torres Strait Islander businesses and organisations. The Queensland Indigenous Procurement Policy was introduced to support the economic development of Aboriginal and Torres Strait Islander peoples through employment, business ownership and growth.

QCS funds a number of services aimed at supporting Aboriginal and Torres Strait Islander prisoners and offenders, including Elders as part of the Elders Visitation Service, Murri Chaplains, Community Justice Groups, Aboriginal and Torres Strait Islander controlled health services, Aboriginal and Torres Strait Islander shire councils and Aboriginal and Torres Strait Islander residential and community care organisations.

The Elders Visitation Service was established in 1993 as part of the response to the report of the Royal Commission into Aboriginal Deaths in Custody (1991). It continues to provide cultural and other support to Aboriginal and Torres Strait Islander prisoners in correctional centres. The Aboriginal and Torres Strait Islander Elders work with senior management to identify issues of concern relating to Aboriginal and Torres Strait Islander prisoners. In 2020–21, QCS spent approximately \$1 million with Aboriginal and Torres Strait Islander businesses and organisations.

Other partnerships

Education	Legal and Bail Support Services	Re-Entry Services	Victims Register	Psychologists and Counsellors	Community Corrections
BSI Learning	Caxton Legal Centre	Department of Justice and Attorney-General - Office for Women and Violence Prevention	Brisbane Domestic Violence Service	Artius Health Pty Ltd	St Vincent de Paul
Maisie Kaufmann Learning Centre	Women's Legal Service Queensland	Department of Communities, Housing and Digital Economies	Legal Aid QLD	DGM Psychology	Alcohol and Other Drugs Service (AODS)
TAFE Queensland	Sisters Inside	Department of Justice and Attorney-General - Registry of Births, Deaths and Marriage	Brave Hearts	Knowledge Cons	Headspace
Charters Towers School of Distance Education	Alcohol and Drug Programs	Department of Transport and Main Roads	Red Rose Foundation	Psylution Worx	Red Cross
University of Southern Queensland	Drug Arm	Services Australia	Queensland Homicide Victims Support Group	Fix It Counselling	Lives Lived Well
Australian Council of Educational Research	Gallang Place Aboriginal and Torres Strait Islander Corporation	Griffith University	Rise Up Foundation	Mind Wise Psychology	Relationships Australia
Department of Education, Small Business and Training (Queensland)	Yourtown	Abt Associates	Mental Health QLD	North and West Remote Health	DV Connect
Department of Education, Skills and Employment (Commonwealth)	Artius Health	ACSO	Youth Justice Services	Psychology and Wellbeing Pty Ltd	Lifeline
Wynnum/Marlby Employment & Training Association	Queensland Injectors Health Network (QIHN)	Bridges Health & Community Care	Logan City Council	Psylution Worx Trust	Employee Health and Wellbeing
CEA Group	Pastoral Care	Lives Lived Well	DV Connect	Robert Walkley	White Ribbon Australia
UQ Gatton	State Chaplaincy Board of Queensland	Max Solutions	Challenge DV (formerly Australia's CEO Challenge)	Bruce Watt	Ford Health
Cultural Programs and Support	Islamic Council Queensland	Open Minds	Relationships Australia	Ranee Wheat	Fortem Australia
The University of the Sunshine Coast	Re-Entry Housing	Sero4	Victim Information Register for Juvenile Offenders	Shelley Jacks Psychology	Queensland University of Technology
Gallang Place Aboriginal and Torres Strait Islander Corporation	St Vincent De Paul Society	Prisoner Support	Queensland Police Service	Tracey Richards Psychological Services	WorkCover
Juwarku Kapu-Lug Aboriginal and Torres Strait Islander Corporation	Visitor Transport Services	Sisters of Saint Joseph	Australian Institute of Criminology	Studio 2 Forty Two	Qsuper
Amaroo Aboriginal and Torres Strait Islander Elders Justice Group	Down Under Tours	Save Our Waterways Network	Department of Justice and Attorney-General	Forensic Psychology Centre	Public Service Commission
Brisbane Council of Elders	Acacia Limousines	Domestic and Family Violence Services	Queensland Domestic Violence Services Network Candle Lighting	Family and Child Programs	Health and Safety
Binga Birry Justice Group	Hinter Coast	Domestic Violence Prevention Centre Gold Coast	Blue Bags prisoner release support	Shine for Kids	Workplace Health and Safety Queensland
Apunipima Cape York Health Council	Prisoner Transport Group		Sisters of Saint Joseph	Save the Children	



National and whole-of- state government initiatives

National Partnership Agreement on Homelessness

The National Housing and Homelessness Agreement replaced the National Partnership Agreement on Homelessness and the Transitional National Partnership Agreement on Homelessness from 1 July 2018.

In 2020–21, the Commonwealth provided \$1.72 million in funding under the National Housing and Homelessness Agreement for administering the re-entry support services initiatives. The State of Queensland matches the funding, with associated funding determined through the annual federal budget process. The continuation of Australian and state government funding through national partnership agreements is vital to tackling homelessness and delivering better housing outcomes for Queenslanders.

Closing the Gap

The new 2020 National Agreement for Closing the Gap includes the target of a 15 per cent reduction rate of Aboriginal and Torres Strait Islander adults in incarceration by 2031. The Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships is developing the Queensland Action Plan on Closing the Gap and will focus on opportunities to use existing resources to support the 17 national socio-economic targets across areas that have an impact on life outcomes for Aboriginal and Torres Strait Islander peoples. QCS will work with the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships and other government agencies in developing actions that consider the existing challenges and considerable effort required to achieve this target.

Domestic and Family Violence Prevention Strategy 2016–2026

The Queensland Government's *Domestic and Family Violence Prevention Strategy 2016–2026* guides implementation of recommendations by a special taskforce from the 2015 report, *Not Now, Not Ever: Putting an end to domestic and family violence in Queensland*. Implementation of the strategy's third action plan (2019–20 to 2021–22) is currently underway and includes the QCS-led action 3.2: 'Continue to strengthen responses to hold perpetrators to account and increase system accountability, including through the rollout of DFV perpetrator programs in correctional centres.

Following an 18-month trial in three correctional centres of the Disrupting Family Violence Program, a targeted intervention program aimed at reducing the risk of violence and abusive behaviour in familial and intimate relationships, QCS conducted a process evaluation during 2020–21 that supports continuing this program. Programs are expected to recommence in the three trial locations by the end of the year.

QCS has received additional funding in the 2021–22 budget to procure external expert victim advocacy services to complement and extend the Disrupting Family Violence Program.

In 2020–21, QCS also continued to work in partnership with the Domestic Violence Prevention Centre on the Gold Coast to achieve 69 completions of the Men's Domestic Violence Education and Intervention Program, with a further 73 offenders actively participating in the program as at 30 June 2021. This program is available to DFV perpetrators under supervision in the Gold Coast and Beenleigh area.



Governance

QCS has internal accountability mechanisms in place to ensure it operates effectively and transparently. These mechanisms enable QCS to support effective and efficient service delivery that is strongly aligned with QCS' vision, strategy and core principles.

QCS Board of Management

The QCS Board of Management (BoM) provides strategic, enterprise-level direction and oversight, which enables QCS to deliver the vision and uphold the principles of *Corrections 2030* and contribute to the Queensland Government objectives.

The authority of the BoM is derived from the Commissioner. Section 98(b) of the *Public Service Act 2008* provides that the Commissioner, as chief executive for QCS, is responsible for managing QCS in a way that promotes the effective, efficient and appropriate management of public resources.

The BoM maintains enterprise-level focus on both QCS' *performance* and delivery of services and *conformance* with the requirements of law, regulation, standards, customer and community expectations.

The members of the BoM are the Commissioner (Chair); Deputy Commissioner, Organisational Capability; Deputy Commissioner, Community Corrections and Specialist Operations; and the Deputy Commissioner, Custodial Operations. Where appropriate, the BoM could include independent members as determined by the Commissioner.

Committees that report directly to the BoM are the Audit and Risk Management Committee (ARMC), Operational Oversight Committee (OOC), Finance and Procurement Committee (FPC), People Committee (PC) and Demand and Resource Committee (DRC). Each of these committees have a purpose and focus that is reflected by where it sits along the overlapping aspects of conformance (meeting the requirements of law, regulation, standards, customer and community expectations) and performance (overall performance and delivery of services).

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.

Though the ELT is not an explicit decision-making body, it 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
- supports the BoM, DRC and ARMC.

The ELT comprises of: the Commissioner (Chair); Deputy Commissioner, Organisational Capability; Deputy Commissioner, Community Corrections and Specialist Operations; Deputy Commissioner, Custodial Operations; Assistant Commissioner, Community Corrections; Assistant Commissioner, Specialist Operations; Assistant Commissioner, Financial Services and Strategic Sourcing Command; Assistant Commissioner, Infrastructure, Asset Services and Major Capital Works Command; Assistant Commissioner, People Capability Command; Assistant Commissioner, Policy and Legal Command; Assistant Commissioner, Professional Standards and Governance Command; Assistant Commissioner, Strategic Futures Command; Assistant Commissioner, Southern Region Command, Custodial Operations; Assistant Commissioner, Central and Northern Region, Custodial Operations; Chief of Staff; and the Director, Media and Communications Group.

Demand and Resource Committee

The Demand and Resource Committee (DRC) ensures QCS complies with its duty to manage public resources effectively, efficiently and economically, by providing strategic oversight of finances, assets and people.

The responsibilities of the DRC include:

- ensuring the department's prioritisation and distribution of resources are aligned with Queensland Government and departmental priorities
- recommending or endorsing changes to QCS' direction in addressing government priorities
- recommending or endorsing changes to QCS' strategic goals
- evaluating QCS' demand and resource management governance arrangements and recommending or endorsing changes
- providing strategic oversight of the utilisation of QCS' financial and non-financial resources and their effectiveness, efficiency and performance against departmental goals, priorities and approved budgets, including the formulation of strategies for improvement
- recommending or endorsing commitments, funding approvals and projects within the Committee's scope.

The membership of the DRC comprises of: the Commissioner (ex-officio); Deputy Commissioner, Organisational Capability (Chair); Deputy Commissioner, Community Corrections and Specialist Operations; and the Deputy Commissioner, Custodial Operations.

Establishment Management Committee

The Establishment Management Committee (EMC) was formed to critically evaluate and make recommendations on the management of the QCS establishment.

Unless otherwise determined by the Commissioner, the EMC oversees:

- the creation of permanent and temporary positions
- consideration and approval of base grade operational recruitment plans
- reclassification of permanent and temporary positions
- conversion of temporary positions or employees to permanent
- the advertising and filling of existing permanent or temporary positions
- engagement or extension of labour-hire staff.

The membership of the EMC comprises of: the Commissioner (ex-officio); Deputy Commissioner, Organisational Capability (Chair); Deputy Commissioner, Community Corrections and Specialist Operations; Deputy Commissioner, Custodial Operations; Assistant Commissioner, People Capability Command; Assistant Commissioner, Financial Services and Strategic Sourcing Command; and Chief of Staff, Office of the Commissioner.

This committee was discontinued under direction from the Public Service Commission. The last meeting was held in October 2020. The functions will be subsumed by the DRC and PC.

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*, the Financial and Performance Management Standard 2019 and other relevant legislation and prescribed requirements. The ARMC 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 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.

During 2020–21, the membership of the Committee comprised of: the Deputy Commissioner, Organisational Capability (Chair); Deputy Commissioner, Community Corrections and Specialist Operations (internal member); Chief Finance Officer, Department of Transport and Main Roads (external member); and the Director, Financial Accounting Services, Public Safety Business Agency (external member).

As both external ARMC members are public sector employees, no remuneration was paid or was payable to either individual, in accordance with Queensland Treasury's Audit Committee Guidelines.

In June 2020–21, the department appointed four new external independent members including the chair.

As at 30 June 2021, the membership of the ARMC comprises of: Sue Ryan (Chair, external independent), Melinda Bailey (member, external independent), Marita Corbett (member, external independent), Peter Dowling (member, external independent), Nick Shaw (member, external independent), Nick Viles (member, external independent) and the Deputy Commissioner Organisational Capability (QCS).

In 2020–21, the ARMC met five times – four general meetings and one special meeting in August 2020 to review the department's annual financial statements for the year ending 30 June 2020. Of the four general meetings, three meetings were attended by the previous committee members and one general meeting, held on 30 June 2021, was attended by the new committee members.

Key achievements of the ARMC in 2020–21 include:

- assurance from management that all financial and non-financial internal controls and risk management functions are operating effectively and reliably
- review and endorsement of the strategic and annual internal audit plans for approval by the Commissioner
- oversight of the Internal Audit function and completion of the planned audit projects
- monitoring of the implementation of accepted audit recommendations.
- liaison with the Queensland Audit Office and discussion of audit results
- review of the quarterly risk reports.

The external chair received remuneration totaling \$4800, and the three external independent members received remuneration totaling \$4000 each during the 2020–21 financial year. The other two external members are public sector employees and did not receive or were not entitled to receive remuneration for their participation.

Finance and Procurement Committee

The Finance and Procurement Committee (FPC) is a key element of the department's governance framework. It makes decisions on a range of financial management and strategic supply matters and supports and advises the QCS Commissioner and the BoM on the execution of strategic and operational decisions.

The purpose of the FPC is to deliver engaged, visible and effective leadership in responding to the strategic and operational financial management and strategic supply-related challenges, risks and opportunities that arise for QCS. The committee is responsible for:

- guiding the annual budget processes
- monitoring and reporting on QCS' financial performance against priorities and approved budgets
- monitoring and reporting on the delivery of QCS' procurement pipeline of work, including delivery of benefits
- formulate strategies for improving QCS' financial position, including implications of whole-of-government financial policy developments
- provide executive-level oversight of strategic supply issues in accordance with QCS' priorities
- consider strategic and operational financial risk for QCS and develop appropriate mitigation strategies
- reinforce a strong financial management culture across QCS, including the operation of an effective financial and procurement governance and control environment
- embedding and reforming consistent and modern customer-focused financial and procurement management practices across all aspects of QCS' operations
- supporting the BoM, DRC and the ARMC.

The membership of the FPC comprises of: the Commissioner (ex officio); Deputy Commissioner, Organisational Capability (Chair); Deputy Commissioner, Community Corrections and Specialist Operations; Deputy Commissioner, Custodial Operations; Assistant Commissioner, Central and Northern Region; Assistant Commissioner, Southern Region Command; Assistant Commissioner, Financial Services and Strategic Sourcing Command (CFO); Assistant Commissioner, Specialist Operations; Assistant Commissioner, Community Corrections; and the Director, Procurement and Contract Management (Chief Procurement Officer).

Health, Safety and Wellbeing Committee

The Health, Safety and Wellbeing Committee (HSWC) leads the strategic oversight of the safety management system and provides an escalation point from lower-level forums.

The committee is responsible for:

- overseeing the development and implementation of the safety management system
- developing an integrated approach to Work Health and Safety (WHS), including the promotion of a safety culture
- establishing recommendations for the resolution of strategic health and safety issues
- reviewing WHS risk assessments and determine whether controls are adequate, and risks have been accepted
- reviewing and monitoring WHS performance data and any significant emerging trends.

The membership of the HSWC comprises of: the Deputy Commissioner, Organisational Capability (Chair); Deputy Commissioner, Custodial Operations; Deputy Commissioner, Community Corrections and Specialist Operations; Assistant Commissioner, People Capability Command; Director, Culture, Safety and Wellbeing; Director, Employee Relations; Manager, Health, Safety and Injury Management; and others by invitation.

The HSWC will be subsumed by the People Committee from 2021–22.

People Committee

The People Committee shapes the strategic direction and operation of the QCS workforce. It is responsible for driving change and making decisions to establish a whole-of-agency approach to building and maintaining a high-performing, diverse and flexible workforce able to meet current and future demands; and to promote a positive and healthy workforce and safe and inclusive workplaces.

The People Committee's roles and responsibilities include:

- overseeing the development, implementation and review of whole-of-agency workforce-related strategies, plans and frameworks
- reviewing data and identifying emerging trends that require intervention, including systemic workforce-related issues arising from operational performance reviews
- overseeing and advising on the development of systems, policies and procedures that govern and address unplanned absences and overtime usage
- monitoring and overseeing all workforce-related strategies and policies developed by subordinate governance committees
- establishing recommendations for the resolution of strategic workforce issues raised by subordinate committees or other QCS committees
- informing and promoting a culture of safety and wellbeing, targeting risk reduction and continuous improvement and ensuring it is embedded at all levels of leadership and governance.

The membership of the PC comprises of: the Assistant Commissioner, Strategic Futures Command (Chair); Assistant Commissioner, People Capability Command; Assistant Commissioner, Custodial Operations; Assistant Commissioner, Community Corrections; Assistant Commissioner, Specialist Operations; Assistant Commissioner, Financial Services and Strategic Sourcing Command; and others by invitation.

Risk management and accountability

Internal audit

The Audit and Assurance Group (also known as Internal Audit) is a key component of QCS' overall governance and accountability structure. Internal Audit provides independent, objective assurance and advisory services to the Commissioner and the ARMC that are designed to add value and improve on QCS' operations.

QCS Internal Audit operates under the powers pursuant to section 78 of the *Financial Accountability Act 2009* and the approved Internal Audit Charter. A key priority is to assist the Commissioner to effectively discharge accountabilities under section 61 of the *Financial Accountability Act 2009*, by providing insight on how the department directly supports:

- establishing and maintaining appropriate systems of internal control and risk management
- determining whether compliance and fraud management are operating to prescribed requirements.

To achieve this and ensure compliance with section 26 of the Financial and Performance Management Standard 2019, the Internal Audit team developed the following plans: 2020–21 Annual Internal Audit Plan and 2021–2023 Strategic Internal Audit Plan. The plans were based on consultation with management and key stakeholders and consideration of key risks and priorities. The internal audit plans are endorsed by the ARMC and approved by the Commissioner.

The ARMC monitors the performance of the internal audit function to ensure it operates in accordance with the terms of the Internal Audit Charter. Progress against the 2020–21 Annual Audit Plan were reported to the ARMC on a quarterly basis. Audit reports are approved by the Commissioner and include recommendations for business improvement. Internal Audit conducts follow-up of audit recommendations implemented by management and may undertake other ad hoc advisory services as required.

Risk management

The *Financial Accountability Act 2009* requires all accountable officers and statutory bodies to establish and maintain appropriate systems of internal control and risk management.

The QCS risk management policy and framework, based on the international risk management standard *AS/NZ ISO 21000:2018* and Queensland Treasury's risk management guidelines, ensure that risks are managed consistently across the department and are minimised through a robust system of internal controls.

The framework encompasses threats and opportunities, reflecting the potential for either of these to impact positively or negatively on the department's strategic priorities – that is, to provide safe, modern and responsive correctional services that rehabilitate prisoners and offenders, and prevent crime, making Queensland safer.

The department is committed to effective risk management, with a focus on enhancing the ability to monitor, report and address risks in order to improve community outcomes and achieve the strategic objectives.

During 2020–21, the department:

- exercised its business continuity and disaster recovery plans and continued to provide an agency-wide strategic approach to the COVID-19 pandemic through the SCOC. This has ensured a coordinated response to addressing issues associated with the pandemic, whilst ensuring that the department preserves officer safety, maintains public safety and continues the safe and secure operation of the correctional centres and reporting offices
- enhanced oversight of the department's enterprise risk, through the introduction of the QCS Risk Management Plan.

External scrutiny

The Operational Oversight Committee (OOC) is responsible for the oversight and monitoring of the implementation of key recommendations from both internal and external investigations, inspections and reviews. QCS has developed an implementation oversight and monitoring mechanism, which outlines the specific actions, responsible officers and timeframes for implementing recommendations. Progress on the operationalisation and completion of the recommendations is monitored and reported through this committee.

Significant progress has already been made on many of the recommendations and actions being monitored by the OOC, as many of the recommendations relate to projects and pieces of work that had already commenced within QCS as a result of its organisational restructure, Taskforce Flaxton and internal review and practice improvement processes. The OOC meets regularly to review completed recommendations and endorse closure, and to review and allocate new recommendations to responsible areas for implementation.

Queensland Government agencies can be reviewed or audited by several different authorities and bodies, including the:

- Queensland Audit Office (QAO)
- Crime and Corruption Commission
- Queensland Human Rights Commission, formerly the Anti-Discrimination Commission Queensland
- Queensland Ombudsman
- Office of the State Coroner.

Queensland Audit Office

During 2020–21, the QAO tabled the following reports in Parliament of relevance to QCS:

Report no.	Date tabled	Audit name	Objective / scope
Report 2, 2020–21	8 September 2020	Effectiveness of audit committees in state government entities	The report provides insights on the current profile and practices of audit committees in the Queensland public sector and identifies actions that can help lift their performance and effectiveness.
Report 3, 2020–21	22 September 2020	Queensland Government response to COVID-19	The report provides a broad outline of the government's activities in response to COVID-19, including estimated costs of those activities.
Report 7, 2020–21	30 September 2020	Delivering successful technology projects	The report highlights recurring risks and issues in delivering technology projects and shares learnings with the wider public sector.
Report 13, 2020–21	11 February 2021	State entities 2020	The report summarises the financial audit results of Queensland Government entities for 2019–20, including the 22 government departments.
Report 15, 2020–21	18 March 2021	State finances 2020	The report summarises the results of financial audits for all entities that the Queensland Government owns or controls.

Crime and Corruption Commission

In December 2018, the CCC released *Taskforce Flaxton: An examination of corruption risks and corruption in Queensland's prisons* (Taskforce Flaxton). The CCC made 33 recommendations, all of which were supported or supported in-principle by the Queensland Government.

QCS' organisational structure and anti-corruption framework continued to be reformed through the implementation of the recommendations of Taskforce Flaxton. Significant progress was made in 2020–21, including reforming QCS' anti-corruption framework and developing an organisational culture strategy to provide a comprehensive framework to support and sustain transformation.

QCS has enhanced the capability and systems of the Professional Standards and Governance Command, particularly the Ethical Standards Group (ESG), to proactively monitor, investigate, detect and prevent corruption and risk of corruption in Queensland prisons.

ESG's intelligence, complaint assessment and investigations teams work closely with the CCC, sharing the common goal of reducing corruption for the benefit of all Queenslanders.



Queensland Ombudsman

In 2020–21, the Queensland Ombudsman released their report 'Managing prisoners' complaints about their personal property' on 30 June 2020. The report contains five recommendations for QCS in relation to practice improvement in the management of prisoners' personal property, and complaints in relation to the management of prisoners' personal property. The agency responded by developing an action plan to address each of the recommendations. QCS has reported regularly to the Queensland Ombudsman in relation to progress against recommendations.

The ESG has been working closely with the Queensland Ombudsman, focusing on ensuring that QCS meets its obligations with the *Public Interest Disclosure Act 2010* and three public interest disclosure standards. Occasionally, the Queensland Ombudsman refers a complaint to the ESG. Those complaints are assessed against the *Crime and Corruption Act 2001* and other relevant legislation, policies and guidelines.

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, the OOC ensures recommendations resulting from major incidents in correctional centres, including deaths in custody, are recorded, monitored and resolved in an efficient and timely manner.

During 2020–21, the Coroner delivered findings on 10 deaths in custody – eight due to natural causes and two due to suicide or self-harm. There were no findings or recommendations relevant to QCS in relation to the eight natural cause deaths. The Coroner delivered findings relating to the two coronial inquests into deaths in custody by suicide.

In all matters, the Coroner noted the investigation reports prepared by the Office of the Chief Inspector (OCI) or the Operational Inspection and Major Incident Review Group (OIMIRG) at QCS, which were tendered at the inquest were of assistance in the preparation of findings. The Coroner noted the progress that QCS had made in implementing the recommendations arising from the OCI or OIMIRG investigation reports into these deaths in custody and made no further recommendations.

The Queensland Government responds to recommendations and comments made at coronial inquests. Responses to coronial recommendations are published on the Coroners Court web page of the Queensland Court website.

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

Internal review

Inspections, investigations, and reviews

The Operational Inspection and Major Incident Review Group (OIMIRG) was established in accordance with the recommendations of Taskforce Flaxton and is one of the mechanisms through which QCS maintains a strong accountability framework. The OIMIRG 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.

Operational Inspection and Major Incident Review Group

The OIMIRG brings independent scrutiny to the standards and operational practices relating to corrective services systems. The OIMIRG has multiple functions that help to ensure that Queensland has a strong and evidenced-based accountability framework.

The OIMIRG provides scrutiny of prisoner treatment and the effectiveness of prisoner services through the inspection and assessment of correctional centres against established 'Healthy Prison' standards and the thematic reviews of specific areas of the agency's operations. All correctional centres are subjected to full announced inspections, and follow-up inspections of each centre occur three monthly after the original inspection to monitor and report on the implementation of recommendations.

In accordance with sections 294, 295, 303, 304 and 305 of the *Corrective Services Act 2006*, the OIMIRG has inspectors appointed by the chief executive which conduct and coordinate investigations of significant incidents that occur within corrective services facilities. Incidents that are investigated include escapes, deaths in custody (other than by natural causes), riots or other acts of sustained resistance by prisoners. As part of these investigations, incidents are critically analysed, and recommendations are made for improvements with a view to reducing the likelihood of the incident re-occurring.

This year also saw the transition of the operational compliance and assurance function to the OIMIRG providing oversight to operational local assurance frameworks through its objective and evidence-based quality assurance review process. Work has focused on establishing methodologies for the review of operational risk registers, internal management reviews and business continuity planning, with practice improvements identified and being implemented.

In 2020–21, the group conducted 11 inspections at correctional centres throughout Queensland, including at low security, high security and maximum security centres. In addition, eight follow-up inspections were completed. Inspectors also provide a valuable incident review framework, which involves assessment of all serious incidents that occur and the completion of detailed reviews into major incidents.

Official Visitor Scheme

The Official Visitor Scheme plays an important role in the Queensland correctional 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 appointed by the Chief Inspector as either Community OVs, Legal OVs or Aboriginal and Torres Strait Islander OVs. An OV provides copies of their reports on the outcome of investigations and other issues to the Chief Inspector. OVs also conduct reviews of maximum-security orders and safety orders as required by the *Corrective Services Act 2006*.

In 2020–21, OVs completed 601 visits to prisoners, resolved 1466 complaints and conducted 83 maximum security order reviews and 577 safety order reviews.

Information systems and record-keeping

Information systems and record-keeping

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 relevant guidelines issued by Queensland State Archives and the Queensland Government Customer and Digital Group.

QCS utilises RecFind 6 as its recordkeeping system, with all metadata appropriately security classified, and protected information assets identified.

During 2020–21, QCS embarked on a number of initiatives to improve the Information and Communication Technology (ICT) security posture and mitigate cyber security incidents and risks, including:

- application whitelisting which is in the process of being implemented to prevent unauthorised and malicious software from running on QCS workstations and servers
- a new vulnerability management platform has been implemented to identify vulnerabilities within the QCS environment
- a QCS-wide phishing campaign has commenced to improve resilience of QCS users to malicious software and inform future awareness and training activities
- external penetration tests were undertaken for the QCS Security Management System and video conferencing with additional tests planned 2021–22 to identify security weakness and implement remediation activities.

Information security attestation

QCS is required to submit an information security annual return, including attestation outlining the department's information security posture and its compliance with the Queensland Government Enterprise Architecture (QGEA) information security policy (IS18:2018).

During the mandatory annual information security reporting process, the Commissioner attested to the appropriateness of the information security risk management within QCS to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities had been undertaken to inform this opinion and QCS' information security risk position.

The QCS security attestation and assurance annual return for 2020–21 is scheduled for submission by 30 September 2021.

Financial Statements

for the period 1 July 2020 to 30 June 2021

Annual Report 2020 – 2021

Queensland Corrective Services

Financial Statements

Understanding our financial statements

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.

These financial statements enable readers to assess the financial results and cash flows of the department for the reporting period 1 July 2020 to 30 June 2021, and its position as at 30 June 2021. Comparative information reflects the audited financial statements for the period 1 July 2019 to 30 June 2020.

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Information on income and expenses by each departmental service.	
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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.	
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General Information

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

Level 21
69 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.corrections.qld.gov.au.

Statement of Comprehensive Income

for the period 1 July 2020 to 30 June 2021

	Note	2021 Actual \$'000	2021 Original budget \$'000	Budget variance* \$'000	2020 Actual \$'000
OPERATING RESULT					
Income from continuing operations					
Appropriation revenue	5	1,038,911	1,030,682	8,229	961,031
User charges and fees	6	10,595	10,996	(401)	9,765
Grants and other contributions	7	4,572	4,423	149	4,527
Other revenue	8	16,912	12,106	4,806	15,407
Total income from continuing operations		1,070,990	1,058,207	12,783	990,730
Expenses from continuing operations					
Employee expenses	9	641,305	617,804	23,501	547,269
Supplies and services	10	305,804	296,131	9,673	338,254
Grants and subsidies		137	-	137	313
Depreciation and amortisation	15-17	127,001	140,212	(13,211)	122,881
Impairment losses on financial assets	12	50	-	50	31
Other expenses	11	4,761	4,060	701	4,947
Total expenses from continuing operations		1,079,058	1,058,207	20,851	1,013,695
Operating result from continuing operations		(8,068)	-	(8,068)	(22,965)
OTHER COMPREHENSIVE INCOME					
<i>Items that will not be reclassified to operating result</i>					
Increase in revaluation surplus	16	32,264	-	32,264	15,480
Total items that will not be reclassified to operating result		32,264	-	32,264	15,480
Total other comprehensive income		32,264	-	32,264	15,480
Total comprehensive income		24,196	-	24,196	(7,485)

*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 2020 to 30 June 2021

	Custodial Corrections		Community Corrections		Inter-departmental eliminations		Department total	
	2021	2020	2021	2020	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

OPERATING RESULT

Income from continuing operations

Appropriation revenue	894,269	823,860	144,642	137,171	-	-	1,038,911	961,031
User charges and fees	14,248	12,322	29	51	(3,682)	(2,608)	10,595	9,765
Grants and other contributions	3,872	3,852	700	675	-	-	4,572	4,527
Other revenue	16,775	15,318	137	89	-	-	16,912	15,407
Total income from continuing operations	929,164	855,352	145,508	137,986	(3,682)	(2,608)	1,070,990	990,730

Expenses from continuing operations

Employee expenses	535,106	446,866	106,216	100,458	(17)	(55)	641,305	547,269
Supplies and services	278,540	308,827	30,929	31,980	(3,665)	(2,553)	305,804	338,254
Grants and subsidies	116	266	21	47	-	-	137	313
Depreciation and amortisation	124,655	120,228	2,346	2,653	-	-	127,001	122,881
Impairment losses on financial assets	44	28	6	3	-	-	50	31
Other expenses	4,078	4,323	683	624	-	-	4,761	4,947
Total expenses from continuing operations	942,539	880,538	140,201	135,765	(3,682)	(2,608)	1,079,058	1,013,695
Operating result from continuing operations	(13,375)	(25,186)	5,307	2,221	-	-	(8,068)	(22,965)

OTHER COMPREHENSIVE INCOME

Items that will not be reclassified to operating result

Increase in revaluation surplus	32,264	15,480	-	-	-	-	32,264	15,480
Total items that will not be reclassified to operating result	32,264	15,480	-	-	-	-	32,264	15,480
Total other comprehensive income	32,264	15,480	-	-	-	-	32,264	15,480
Total comprehensive income	18,889	(9,706)	5,307	2,221	-	-	24,196	(7,485)

Statement of Financial Position

as at 30 June 2021

	Note	2021 Actual \$'000	2021 Original budget* \$'000	Budget variance* \$'000	2020 Actual \$'000
Current assets					
Cash and cash equivalents		1,670			7,192
Receivables	12	46,048			27,614
Inventories	13	5,224			4,925
Other current assets	14	9,393			10,628
Total current assets		62,335			50,359
Non-current assets					
Property, plant and equipment**	16	2,399,433			2,178,363
Service concession assets	17	328,748			544,203
Intangible assets	15	1,281			1,186
Other non-current assets	14	678			435
Total non-current assets		2,730,140			2,724,187
Total assets		2,792,475			2,774,546
Current liabilities					
Payables	18	65,297			45,166
Accrued employee benefits	19	19,808			22,018
Total current liabilities		85,105			67,184
Total liabilities		85,105			67,184
Net assets		2,707,370			2,707,362
Equity					
Contributed equity		2,538,468			2,562,656
Accumulated deficit		(93,809)			(85,735)
Revaluation surplus	16	262,711			230,441
Total equity		2,707,370			2,707,362

*The department was not required to include a budgeted statement of financial position in the original published Service Delivery Statement tabled in Parliament for the 2020-21 financial year.

**Comparative financial information has been restated due to first-year application of the new accounting standard AASB 1059 Service Concession Arrangements: Grantors, refer notes 17 and 27.

The accompanying notes form part of these financial statements.

Statement of Assets and Liabilities by Major Departmental Service

as at 30 June 2021

	Custodial Corrections		Community Corrections		Department total	
	2021	2020	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets						
Cash and cash equivalents	1,670	7,192	-	-	1,670	7,192
Receivables	43,920	24,406	2,128	3,208	46,048	27,614
Inventories	5,224	4,925	-	-	5,224	4,925
Other current assets	8,381	10,320	1,012	308	9,393	10,628
Total current assets	59,195	46,843	3,140	3,516	62,335	50,359
Non-current assets						
Property, plant and equipment*	2,388,906	2,169,184	10,527	9,179	2,399,433	2,178,363
Service concession assets	328,748	544,203	-	-	328,748	544,203
Intangible assets	1,281	1,186	-	-	1,281	1,186
Other non-current assets	678	435	-	-	678	435
Total non-current assets	2,719,613	2,715,008	10,527	9,179	2,730,140	2,724,187
Total assets	2,778,808	2,761,851	13,667	12,695	2,792,475	2,774,546
Current liabilities						
Payables	65,290	44,486	7	680	65,297	45,166
Accrued employee benefits	17,281	19,320	2,527	2,698	19,808	22,018
Total current liabilities	82,571	63,806	2,534	3,378	85,105	67,184
Total liabilities	82,571	63,806	2,534	3,378	85,105	67,184
Net assets	2,696,237	2,698,045	11,133	9,317	2,707,370	2,707,362

*Comparative financial information has been restated due to first-year application of the new accounting standard AASB 1059 Service Concession Arrangements: Grantors, refer notes 17 and 27.

Statement of Changes in Equity

for the period 1 July 2020 to 30 June 2021

	Note	2021 \$'000	2020 \$'000
Contributed equity			
Balance as at 1 July		2,562,656	2,560,079
<i>Transactions with owners as owners</i>			
- Appropriated equity injections	5	97,342	128,977
- Appropriated equity withdrawals	5	(121,530)	(126,400)
Balance as at 30 June		2,538,468	2,562,656
Accumulated deficit			
Balance as at 1 July		(85,735)	(65,759)
<i>Operating result</i>			
- Operating result from continuing operations		(8,068)	(22,965)
<i>Other</i>			
- Equity classification adjustment	16	(6)	(96)
Net effect of changes in accounting policies – derecognition of lease incentive liabilities		-	3,085
Balance as at 30 June		(93,809)	(85,735)
Asset revaluation surplus			
Balance as at 1 July		230,441	214,865
<i>Other comprehensive income</i>			
- Increase in asset revaluation surplus	16	32,264	15,480
<i>Other</i>			
- Equity classification adjustment	16	6	96
Balance as at 30 June		262,711	230,441
Total equity as at 30 June		2,707,370	2,707,362

The accompanying notes form part of these financial statements.

Statement of Cash Flows

for the period 1 July 2020 to 30 June 2021

	Note	2021 Actual \$'000	2021 Original budget* \$'000	Budget variance* \$'000	2020 Actual \$'000
Cash flows from operating activities					
<i>Inflows:</i>					
Service appropriation receipts	5	1,027,535			964,866
User charges and fees		11,802			9,328
Grants and other contributions		2,889			2,802
GST input tax credits from ATO		38,553			44,898
GST collected from customers		3,622			3,361
Other		16,302			15,051
<i>Outflows:</i>					
Employee expenses		(644,341)			(554,659)
Supplies and services		(298,003)			(340,406)
Grants and subsidies		(137)			(313)
GST paid to suppliers		(39,241)			(43,250)
GST remitted to ATO		(3,745)			(3,225)
Other		(4,619)			(4,152)
Net cash provided by operating activities	22	110,617			94,301
Cash flows from investing activities					
<i>Outflows:</i>					
Payments for property, plant and equipment		(84,803)			(124,751)
Payments for intangibles		-			(383)
Net cash used in investing activities		(84,803)			(125,134)
Cash flows from financing activities					
<i>Inflows:</i>					
Equity injections		100,070			123,727
<i>Outflows:</i>					
Equity withdrawals		(131,406)			(132,347)
Net cash used in financing activities	5	(31,336)			(8,620)
Net decrease in cash and cash equivalents		(5,522)			(39,453)
Cash and cash equivalents – opening balance		7,192			46,645
Cash and cash equivalents – closing balance		1,670			7,192

*The department was not required to include a budgeted statement of cash flows in the original published Service Delivery Statement tabled in Parliament for the 2020-21 financial year.

The accompanying notes form part of these financial statements.

Notes to the financial statements for the year ended 30 June 2021

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How we operate – our departmental objectives and activities

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Performance for the year

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Notes to the financial statements for the year ended 30 June 2021

1. Compliance with prescribed requirements

The department has prepared these financial statements in compliance with section 38 of the *Financial and Performance Management Standard 2019*. The financial statements comply with Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2020.

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.

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.

Notes to the financial statements for the year ended 30 June 2021

4. Objectives and principal activities of the department

The objective of the department is to provide safe, modern, and responsive correctional services which rehabilitate prisoners and offenders, and prevent crime, making Queensland safer by providing correctional services to rehabilitate:

- prisoners, through services delivered by **custodial corrections**.
- offenders, through services delivered by **community corrections**.

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

5. Appropriation receipts

	2021 \$'000	2020 \$'000
Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in operating result		
Original budgeted appropriation	1,025,723	973,036
Supplementary amounts:		
Transfers from/(to) equity adjustment	1,812	(887)
Lapsed appropriation	-	(7,283)
Total appropriation received (cash)	1,027,535	964,866
Plus: Closing balance of appropriation revenue receivable	6,417	-
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	4,959	1,124
Less: Closing balance of deferred appropriation payable to Consolidated Fund	-	(4,959)
Appropriation revenue recognised in statement of comprehensive income	1,038,911	961,031
Variance between original budgeted and actual appropriation revenue	(13,188)	12,005
Reconciliation of payments from Consolidated Fund to equity adjustment		
Original budgeted equity adjustment appropriation	57,472	(9,507)
Supplementary amounts:		
Transfers from/(to) appropriation revenue	(1,812)	887
Lapsed equity adjustment	(86,996)	-
Equity adjustment receipts (payments)	(31,336)	(8,620)
Less: Opening balance of equity adjustment receivable	(10,408)	-
Plus: Closing balance of equity adjustment receivable	17,556	10,408
Plus: Opening balance of equity adjustment payable	-	789
Equity adjustment recognised in contributed equity	(24,188)	2,577
Variance between original budgeted and actual equity adjustment appropriation	81,660	(12,084)

Accounting policy

Appropriations provided under the *Appropriation (2020-2021) Act 2021* are recognised as revenue or equity when received. Where the department has an obligation to return unspent (or unapplied) appropriation receipts to the Consolidated Fund at year end (a deferred appropriation repayable to the Consolidated Fund), a liability is recognised with a corresponding reduction to appropriation revenue, reflecting the net appropriation revenue position with the Consolidated Fund for the reporting period. Where the department expects to receive appropriation receipts from the Consolidated Fund at year end (an appropriation revenue receivable from the Consolidated Fund), an asset is recognised with a corresponding increase to appropriation revenue, reflecting the net appropriation revenue position with the Consolidated Fund for the reporting period. Capital appropriations are recognised as adjustments to equity.

Notes to the financial statements for the year ended 30 June 2021

6. User charges and fees

	2021 \$'000	2020 \$'000
Sales of goods – prison industries	10,572	9,730
Other	23	35
Total	10,595	9,765

Accounting policy

Revenue from the sales of goods comprise the manufacturing of finished goods and are recognised on transfer of the goods to the customer, which is the sole performance obligation. Based upon the department's past experience, the amount of refunds for returned goods is not expected to be material, so the full selling price is recognised as revenue.

7. Grants and other contributions

National Housing and Homelessness Agreement*	1,794	1,768
Vocational Education and Training	700	900
Countering Violence Extremism (Commonwealth grant)	150	-
Services received below fair value	1,896	1,514
Other	32	345
Total	4,572	4,527

Services received below fair value

Received from:	Item:		
Queensland Police Service	Labour costs	1,888	1,506
Department of Communities, Housing and Digital Economy	Archival services	8	8
Total		1,896	1,514

*This grant, funded by the Commonwealth, is received from the Queensland government Department of Communities, Housing and Digital Economy which is the lead agency for the development and coordination of the National Housing and Homelessness Agreement. The grant relates to the funding of community re-entry services, a re-integration support initiative for prisoners.

Services received below fair value

The department receives intelligence and investigative services from the Queensland Police Service in support of a statewide investigative response to crime within correctional facilities including but not limited to the investigation of deaths in custody, escapes and serious assaults on prisoners and staff.

These services are essential to the department's operations and would have been procured if they were not received for free. An equal amount to services received below fair value revenue is recognised as employee expenses.

Accounting policy

Grants, contributions, and donations revenue arise from non-exchange transactions where the department does not directly give approximately equal value to the grantor.

The obligations of grant agreements entered into are not sufficiently specific in that the department has discretion as to the nature, quantity and timing of the programs delivered. All grants are therefore accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding.

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, the amount representing the fair value is recognised as revenue with a corresponding expense for the same amount.

Notes to the financial statements for the year ended 30 June 2021

8. Other revenue

	2021 \$'000	2020 \$'000
Goods and services sold to prisoners	16,451	13,893
Insurance compensation – loss of property*	203	57
Interest	40	58
Recovery of prisoner damage	26	1,253
Other	192	146
Total	16,912	15,407

*As a result of water damage in one of the department's residential properties during the 2019-20 financial year, the department received \$0.186 million insurance compensation in the 2020-21 financial year.

9. Employee expenses

Employee benefits

Wages and salaries	426,355	369,925
Employer superannuation contributions	53,973	46,408
Annual leave levy	50,778	42,375
Overtime expense	46,772	35,406
Sick leave expense	15,916	12,503
Long service leave levy	12,710	10,212
Termination benefits	495	997
Other employee benefits	5,707	5,742
Total employee benefits	612,706	523,568

Employee related expenses

Workers' compensation premium	22,652	17,109
Other employee related expenses	5,947	6,592
Total employee related expenses	28,599	23,701
Total	641,305	547,269

The number of employees as at 30 June 2021, based upon the fortnight ending 4 July 2021, including full-time, part-time, and casual employees, measured on a full-time equivalent basis was 6,242 (30 June 2020: 5,499).

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

The Queensland Government's Annual Leave Central Scheme (ALCS) became operational on 30 June 2008 for departments, commercialised business units and shared service providers. Under this 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.

Notes to the financial statements for the year ended 30 June 2021

9. Employee expenses (continued)

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

Workers' compensation premiums

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

Key management personnel and remuneration disclosures are detailed in note 20.

10. Supplies and services

	2021 \$'000	2020 \$'000
Property utilities and maintenance	95,123	88,125
Offender expenses	65,117	53,416
Outsourced works – private prison operations	55,326	106,733
Cost of goods/services provided to prisoners	15,018	12,452
Computer expenses	14,323	16,860
Office accommodation	12,456	12,804
Contractors and consultants	12,427	14,632
Shared services and other service contributions	11,071	8,960
Motor vehicle costs	6,826	7,109
Travel	4,371	4,361
Telecommunications	4,269	4,270
Printing, postage and stationery	3,470	3,347
Legal expenses	1,347	828
Other	4,660	4,357
Total	305,804	338,254

Accounting policy**Distinction between grants and procurement**

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.

Office accommodation and employee housing

Payments for non-specialised commercial office and accommodation under the Queensland Government Accommodation Office (QGAO) framework and residential accommodation properties under the Government Employee Housing (GEH) program arise from non-lease arrangements with the Department of Energy and Public Works, who has substantive substitution rights over the assets used within these schemes. Payments are expensed as incurred and categorised within office accommodation.

Notes to the financial statements for the year ended 30 June 2021

11. Other expenses

	2021 \$'000	2020 \$'000
Insurance premiums – Queensland Government Insurance Fund (QGIF)	4,241	3,716
Net loss from disposal of property, plant and equipment	137	782
Queensland Audit Office – external audit fees for the audit of the financial statements*	256	269
Losses – public property**	3	124
Special payments – ex-gratia payments	3	3
Other	121	53
Total	4,761	4,947

*Total audit fees quoted by the Queensland Audit Office relating to the 2020-21 financial statements are \$0.285 million (2020: \$0.285 million). There are no non-audit services included in this amount.

**Certain losses of public property are insured within the QGIF. The claims made in respect of these losses have yet to be assessed by QGIF and the amount recoverable cannot be estimated reliably at reporting date. Upon notification by QGIF of the acceptance of the claims, revenue will be recognised for the agreed settlement amount and disclosed as 'Other revenue – insurance compensation from loss of property'.

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 2020-21 financial year.

12. Receivables

Trade debtors	1,301	2,102
Less: Allowance for impairment loss	(159)	(167)
Net trade debtors	1,142	1,935
GST receivable	5,138	4,364
GST payable	(298)	(335)
Net GST	4,840	4,029
Advances	384	284
Less: Allowance for impairment loss	(190)	(142)
Net advances	194	142
Appropriated equity receivable	17,556	10,408
Annual leave reimbursements	12,499	7,726
Appropriation revenue receivable	6,417	-
Long service leave reimbursements	1,618	1,531
Accrued revenue	527	1,153
Workers' compensation premium receivable	-	43
Other	1,255	647
Total	46,048	27,614

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 maximum of three months; no interest is charged and no security is obtained.

Notes to the financial statements for the year ended 30 June 2021

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 \$1.440 million (2020: \$1.344 million) and the expected credit losses in relation to this grouping is \$0.349 million (2020: \$0.309 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 historical 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 department has assessed the impact of the COVID-19 pandemic upon the collectability of receivables. Currently there is no evidence of a higher probability of default for the department's debtors which would materially increase the expected loss rates already applied to non-government entities for determining an allowance for loss. All contracts remain enforceable. Refer note 25.

Impairment loss

Impairment loss expense for the current year regarding the department's receivables is \$0.050 million (2020: \$0.031 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.

	2021 \$'000	2020 \$'000
Movements in loss allowances for trade debtors and advances		
Loss allowance – opening balance	309	393
Increase in allowance recognised in operating result	50	31
Amounts written-off during the year	(10)	(115)
Loss allowance – closing balance	349	309

Notes to the financial statements for the year ended 30 June 2021

13. Inventories

	2021 \$'000	2020 \$'000
Supplies and consumables – at cost		
Bulk fuel	452	380
Bedding	357	353
Uniforms, clothing, and merchandise	1,145	1,168
Total supplies and consumables	1,954	1,901
Inventory held for sale – at cost		
Raw materials	1,301	1,139
Work in progress	145	232
Finished goods	788	826
Canteen	1,036	827
Total inventory held for sale	3,270	3,024
Total	5,224	4,925

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 – wages and salaries	5,755	6,929
Prepayments*	3,454	3,526
Biological assets	150	142
Other	34	31
Total	9,393	10,628

Non-current

Biological assets	678	435
Total	678	435

*Prepayments represent payment in advance for contracted supplies and services, substantially for ICT related licences and maintenance. The expenses will be recognised over their future contract term as they are incurred.

Notes to the financial statements for the year ended 30 June 2021

15. Intangibles and amortisation expense

	Software purchased		Software internally generated		Software work in progress		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Opening balance	476	173	710	944	-	-	1,186	1,117
Acquisitions – purchased	481	124	-	-	18	259	499	383
Transfers between asset classes	-	259	-	-	-	(259)	-	-
Amortisation	(170)	(80)	(234)	(234)	-	-	(404)	(314)
Total carrying amount at reporting date	787	476	476	710	18	-	1,281	1,186
Gross	2,216	1,735	17,549	17,549	18	-	19,783	19,284
Less: Accumulated amortisation	(1,429)	(1,259)	(17,073)	(16,839)	-	-	(18,502)	(18,098)
Total carrying amount at reporting date	787	476	476	710	18	-	1,281	1,186

As at 30 June 2021, the department holds two significant intangible assets. The Checkpoint Firewall Solution that has a carrying amount of \$0.480 million and a remaining amortisation period of three years, and the Integrated Offender Management System that has a carrying amount of \$0.294 million and a remaining amortisation period of two years.

The department's intangible assets are held for their expected continuing use in the delivery of public services and not for future cash flows and earnings. The impacts of COVID-19 have not significantly affected the continuing use of these assets or their reported value. Refer note 25.

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 3 — 10 years
Software internally generated 6 — 17 years

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

All intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the department determines the assets recoverable amount. Any amount by which the assets 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 assets fair value less costs to sell and its value-in-use.

Notes to the financial statements for the year ended 30 June 2021

16. Property, plant and equipment and depreciation expense

	Plant and equipment *		Buildings *		Capital works in progress	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Opening balance*	25,745	26,260	1,953,685	1,783,647	229,284	190,078
Acquisitions (including upgrades)	1,692	466	165	-	98,236	118,562
Assets not previously recognised	-	11	-	-	-	-
Disposals	(97)	(74)	(48)	(417)	-	-
Transfers from service concession assets	11	-	-	-	-	-
Transfers between asset classes	7,777	5,505	232,011	61,415	(239,944)	(79,356)
Transfer to managed items	-	(3)	-	-	-	-
Net revaluation increments in revaluation surplus	-	-	26,468	10,455	-	-
Depreciation expense	(6,864)	(6,763)	(105,133)	(92,013)	-	-
Total carrying amount at reporting date*	28,264	25,402	2,107,148	1,763,087	87,576	229,284
Gross	98,599	93,370	4,039,812	3,365,478	87,576	229,284
Less: Accumulated depreciation	(70,335)	(67,968)	(1,932,664)	(1,602,391)	-	-
Total carrying amount at reporting date	28,264	25,402	2,107,148	1,763,087	87,576	229,284

	Land *		Total *	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Opening balance*	174,987	159,036	2,383,701	2,159,021
Acquisitions (including upgrades)	-	-	100,093	119,028
Assets not previously recognised	-	-	-	11
Disposals	-	-	(145)	(491)
Transfers from service concession assets	-	-	11	-
Transfers between asset classes	-	-	(156)	(12,436)
Transfer to managed items	-	-	-	(3)
Net revaluation increments in revaluation surplus	1,458	1,554	27,926	12,009
Depreciation expense	-	-	(111,997)	(98,776)
Total carrying amount at reporting date*	176,445	160,590	2,399,433	2,178,363
Gross	176,445	160,590	4,402,432	3,848,722
Less: Accumulated depreciation	-	-	(2,002,999)	(1,670,359)
Total carrying amount at reporting date	176,445	160,590	2,399,433	2,178,363

*Refer to note 27 for an explanation of the restated comparative balances.

The department's property, plant and equipment assets are held for their expected continuing use in the delivery of public services and not for future cash flows and earnings. The impact of the COVID-19 pandemic has not significantly affected the continuing use of these assets. Refer note 25.

Notes to the financial statements for the year ended 30 June 2021

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

Categorisation of assets measured at fair value

	Level 2		Level 3		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Land	18,255	13,364	162,860	166,227	181,115	179,591
Buildings	474	477	2,423,930	2,279,985	2,424,404	2,280,462
Total	18,729	13,841	2,586,790	2,446,212	2,605,519	2,460,053

The figures in the table above includes values for service concession listed in note 17. There were no transfers of assets between fair value hierarchy levels during the 2020-21 financial year or during the 2019-20 financial year.

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	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Opening balance	1,845	-	228,596	214,865	230,441	214,865
Equity classification adjustment*	-	-	6	96	6	96
Net revaluation increments	1,524	1,845	30,740	13,635	32,264	15,480
Balance at 30 June	3,369	1,845	259,342	228,596	262,711	230,441

*Equity reclassification between the asset revaluation surplus and accumulated deficit is due to the disposal of non-current assets which had previously been revalued. The figures in the table above includes revaluation amounts for service concession assets stated in note 17.

Basis for fair value of assets

Indices were applied to the department's land and building components by Marsh Pty Ltd using a cost valuation approach (Current Replacement Cost) methodology in the 2020-21 financial year. Marsh Pty Ltd used a combination of level 2 and level 3 inputs including publicly available data on sales of similar land in nearby locations. The indexation assessment is based on inputs from producer price data, construction indices, and recent construction cost guides. These are analysed by determining the movement between 1 April 2020 and 31 March 2021 and include residential and non-residential categories.

Desktop valuations were undertaken for the department's land assets using market data. A level 2 or level 3 assessment is conducted, dependent upon whether the inputs into the valuation process are observable or unobservable. The values are supported with specific comparable sales, rather than overall price movements on a suburb or regional basis. Given the current economic climate and uncertainty as a result of the COVID-19 pandemic it was determined a more detailed approach was required.

Marsh Pty Ltd provided a certificate of materiality as at 30 June 2021 confirming values provided as at 31 March 2021 remain materially correct as at 30 June 2021. Marsh Pty Ltd considered the effect on value of work in progress details provided, movement in construction cost indices, and movements in property values and determined no material movement occurred between the issue of the indexation report on 31 March 2021 and 30 June 2021.

Notes to the financial statements for the year ended 30 June 2021

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

The land desktop valuation assessment is based on the movement of values during the period 1 April 2020 to 31 March 2021. Marsh Pty Ltd provided indices based on an analysis of sales across rural, residential, commercial and vacant land sectors which indicated that prices have increased across all sectors in regions where the department's land exists except Mount Isa, Numinbah, and Woodford, which have seen a slight decline in property values. Necessary adjustments have been made for location, size, topography, and zoning in the analysis of each comparable sale.

In determining land values, the "Climate and Natural Hazards Exposure Assessment" prepared by Marsh Advisory was taken into consideration. The report identified some locations where parts of the land assets are susceptible to climate related or other emerging risk, such as flooding or being located in bushfire risk zones. The risks identified affect parts of the land in the department portfolio that are not improved, thereby not affecting the performance of the affected assets. Given the higher risk areas do not overlay the main correctional centre buildings, the risk does not materially affect the value of the land assets.

Buildings

The last specific (comprehensive) valuation of building assets was undertaken in the 2018-19 financial year, and largely comprised correctional centres with an effective date of 30 June 2019. Specific appraisals were determined on recent construction projects, contract data for similar structure, location, cost guides, other relevant publications such as Rawlinsons Australian Construction Handbook 2021 for building and construction, and the valuer's 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 index-based valuation conducted by Marsh Pty Ltd takes into account replacement cost differences due to building construction. It also considers the difference in replacement cost for building components. The annual movement in the cost of building material for the different building components is generally the same. Therefore, the same index has been applied to all building asset components.

Marsh Pty Ltd assessed buildings by analysing data derived from information provided in Rawlinson's Australian Construction Handbook 2021, Costweb 2021 and the Australian Bureau of Statistics 2021.

This data is analysed by determining the movement in both construction and property markets between 1 April 2020 and 31 March 2021 for the department's building and land improvement assets. Marsh Pty Ltd have considered the non-residential, residential, and other residential categories from Costweb, Australian Bureau of Statistics, together with the regional building price index for all construction from Rawlinson's Australian Construction Handbook.

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 the highest and best use. A current replacement cost valuation approach has been used due to there being no active market for correctional centres.

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 judgements 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.

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 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) 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 assets total cost are separately identified as significant value components. Components valued at less than 10% of the complex assets total cost are separately recorded only where a material difference in depreciation expense would occur.

When a separately identifiable component (or group of components) of significant value is replaced, the existing component(s) is derecognised. The replacement component(s) is 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(k) and estimated useful lives of components disclosed in note 16(l).

e) 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****f) Measurement using historical cost**

Plant and equipment (excluding major plant and equipment) is measured at historical cost in accordance with Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. The carrying amounts for such plant and equipment is not materially different from their fair value.

g) Measurement of non-current physical assets using fair value

Land and building 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 financial year 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 recommendation arising from, each annual review.

h) 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 Asset Valuation Steering 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).

i) 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. Marsh 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 Marsh Pty Ltd, providing assurance of its robustness, validity, and appropriateness for application to the relevant assets.

Indices used are also tested for reasonableness by applying the indices to a sample of assets, comparing the results to similar assets that have been valued by an independent professional valuer or internal expert, and analysing the trend of changes in values over time. Through this process, which is undertaken annually, the department assesses and confirms the relevance and suitability of indices provided by Marsh Pty Ltd based on the department's own particular circumstances.

j) Accounting for changes in fair value

Any revaluation increment arising on 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 (current replacement cost) - accumulated depreciation is adjusted to equal the difference between the gross amount and carrying amount, after taking into account accumulated impairment losses. This is generally referred to as the 'gross method'.

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

Notes to the financial statements for the year ended 30 June 2021

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

Accounting policy

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.

k) 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.

Assets under construction (work in progress) are not depreciated until construction is complete and the asset is put to use or is ready for its intended use, whichever is the earlier. These assets are then reclassified to the relevant class 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 shorter. The unexpired period of a lease includes any option period where exercise of the option is reasonably certain.

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.

l) Depreciation rates

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

Class	Useful life	Class	Useful life
Buildings:		Plant & equipment:	
Buildings	15 – 87 years	Leasehold improvements	3 – 24 years
Buildings – Air Conditioning	12 – 70 years	Computer equipment	3 – 15 years
Buildings – Electricity Connections & Main	19 – 60 years	Plant & machinery	4 – 38 years
Buildings – External Services	8 – 78 years	Other plant & equipment	2 – 45 years
Buildings – Finishes	10 – 74 years		
Buildings – Fire Protection	15 – 33 years		
Buildings – Fixtures & Fittings	10 – 74 years		
Buildings – Housing	30 – 73 years		
Buildings – Light & Power	10 – 70 years		
Buildings – Other	10 – 86 years		
Buildings – P & E	51 years		
Buildings – Roof	10 – 88 years		
Buildings – Security	10 – 65 years		
Buildings – Services	10 – 68 years		
Buildings – Sporting Facilities	40 – 63 years		
Buildings – Temporary	25 – 100 years		
Buildings – Vacuum & Drainage	25 – 59 years		
Improvements – Buildings	28 – 97 years		
Improvements – Fencing	18 – 83 years		
Improvements – Land	8 – 72 years		
Improvements – Sewerage System & Equipment	14 – 60 years		
Improvements – Water Supply	16 – 50 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****m) 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 assets 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 assets 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 other non-specialised property, plant and equipment measured at fair value, where indicators of impairment exist, the only difference between the assets fair value and its fair value less costs of disposal is the incremental costs attributable to the disposal of the asset. Consequently, the fair value of the asset determined under AASB 13 will materially approximate its recoverable amount where the disposal costs attributable to the asset are negligible. After the revaluation requirements of AASB 13 are first applied to these assets, applicable disposal costs are assessed and, in the circumstances where such costs are not negligible, further adjustments to the recoverable amount are made in accordance with AASB 136.

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 assets 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.

n) 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.

o) 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, but so 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 was 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.

Notes to the financial statements for the year ended 30 June 2021

17. Service concession arrangements under AASB 1059

	Southern Queensland Correctional Centre		Arthur Gorrie Correctional Centre**		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Opening balance	338,865	350,949	-	201,367	338,865	552,316
Acquisitions (including upgrades)	-	-	-	62	-	62
Disposals	-	-	-	(291)	-	(291)
Transfer to property, plant and equipment*	(11)	-	-	-	(11)	-
Transfers between asset classes	156	11	-	12,425	156	12,436
Net revaluation increments in revaluation surplus	4,338	2,395	-	1,076	4,338	3,471
Depreciation expense	(14,600)	(14,490)	-	(9,301)	(14,600)	(23,791)
Total carrying amount at reporting date	328,748	338,865	-	205,338	328,748	544,203
Gross	471,145	464,893	-	404,885	471,145	869,778
Less: Accumulated depreciation	(142,397)	(126,028)	-	(199,547)	(142,397)	(325,575)
Total carrying amount at reporting date	328,748	338,865	-	205,338	328,748	544,203

*Service concession assets relating to plant and equipment valued at \$10,763, were transferred from Southern Queensland Correctional Centre to Woodford Correctional Centre during the 2020-21 financial year.

**The comparative figures for 2019-20 financial year in this note include the Arthur Gorrie Correctional Centre (AGCC) recognised as service concession asset. From 1 July 2020, AGCC was reclassified as property, plant and equipment following cessation of the service concession arrangement.

Accounting policy

Service concession assets are measured at current replacement cost on initial recognition or reclassification and are subsequently measured at fair value (determined using current replacement cost) using the same valuation methodology applicable to infrastructure asset classes as outlined in note 16. The assets are depreciated on a straight-line basis over their useful lives, which range from 4 to 55 years. The department's accounting policies on fair value measurement and impairment for property, plant and equipment disclosed in note 16 also apply to service concession assets.

Information regarding the department's service concession arrangements are further detailed below:

Southern Queensland Correctional Centre (resumed as public operations from 1 July 2021)

Southern Queensland Correctional Centre (SQCC) is located in the Lockyer Valley, west of Brisbane. SQCC was opened in 2012 by the State to be a privately managed and operated correctional centre. Serco Australia Pty Ltd (Serco) managed and operated SQCC from its opening. The department determined and regulated the service required of Serco. The service was provided under contract, requiring Serco and its employees to be compliant with all relevant policies, procedures and governing laws. The contract was a fixed fee contract and as services related to prison operations, there was no fee charged by Serco to the recipients of the service provided, and the department did not receive any revenue from Serco. The contractual arrangement with Serco expired 30 June 2021, with SQCC transitioning to the department as a publicly managed and operated correctional centre from 1 July 2021.

Arthur Gorrie Correctional Centre (resumed as public operations from 1 July 2020)

Arthur Gorrie Correctional Centre (AGCC) is a remand centre located at Wacol, west of Brisbane. AGCC was opened in 1992 by the State to be a privately managed and operated correctional centre. The GEO Group Australia Pty Ltd (GEO) managed and operated AGCC from its opening. The department determined and regulated the service required of GEO. The service was provided under contract, requiring GEO and its employees to be compliant with all relevant policies, procedures and governing laws. The contract was a fixed fee contract and as services related to prison operations, there was no fee charged by GEO to the recipients of the service provided, and the department did not receive any revenue from GEO. The contractual arrangement with GEO expired 30 June 2020, with AGCC transitioning to the department as a publicly managed and operated correctional centre from 1 July 2020.

Notes to the financial statements for the year ended 30 June 2021

18. Payables

	2021 \$'000	2020 \$'000
Trade creditor and accruals	65,297	40,207
Deferred appropriation payable to Consolidated Fund	-	4,959
Total	65,297	45,166

Accounting policy

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

19. Accrued employee benefits

Salaries, wages and other related expenses outstanding	1,276	7,300
Annual leave levy payable	15,103	11,770
Long service leave levy payable	3,418	2,940
Other	11	8
Total	19,808	22,018

Accounting policy

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

20. Key management personnel disclosures

Details of key management personnel (KMP)

The department's responsible Minister, the Minister for Police and Corrective Services and Minister for Fire and Emergency Services, is identified as part of the department's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*.

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 the 2020-21 financial year and the 2019-20 financial year. Further information about these positions can be found in the body of the Annual Report under the Board of Management section.

Position	Position Responsibilities
Commissioner	Overall efficient, effective and economic administration of the department.
Deputy Commissioner, Organisational Capability	Leads the development and delivery of organisational capability across the department. This includes all enabling and corporate functions, strategic planning and major reform initiatives, policy, integrity and professional standards.
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, Custodial Operations	Leads the delivery of custodial services in Queensland.

Notes to the financial statements for the year ended 30 June 2021

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.
- non-monetary benefits – consisting of provision of car parking benefits together with fringe benefits tax (FBT) 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.

2020-21

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Total
	Monetary expenses	Non-monetary benefits			
	\$'000	\$'000	\$'000	\$'000	\$'000
Commissioner	349	9	8	44	410
Deputy Commissioner, Organisational Capability	292	9	6	31	338
Deputy Commissioner, Community Corrections and Specialist Operations	295	9	7	31	342
Deputy Commissioner, Custodial Operations	273	9	6	29	317

Notes to the financial statements for the year ended 30 June 2021

20. Key management personnel disclosures (continued)

2019-20

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Total
	Monetary expenses	Non-monetary benefits			
	\$'000	\$'000	\$'000	\$'000	\$'000
Commissioner	351	10	8	44	413
Deputy Commissioner, Organisational Capability	295	10	6	30	341
Deputy Commissioner, Community Corrections and Specialist Operations	285	10	6	29	330
Deputy Commissioner, Custodial Operations – to 31 January 2020	153	6	4	18	181
Deputy Commissioner, Custodial Operations – from 1 June 2020 to 30 June 2020	23	1	1	3	28
Deputy Commissioner, Custodial Operations (Acting) – from 24 January 2020 to 31 May 2020	101	3	2	7	113

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 and building maintenance services at a cost of \$159.675 million from the Department of Energy and Public Works.

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

Notes to the financial statements for the year ended 30 June 2021

22. Notes to the statement of cash flows

Reconciliation of operating result to net cash provided by operating activities	2021 \$'000	2020 \$'000
Operating result from continuing operations	(8,068)	(22,965)
Non-cash items included in operating result:		
Depreciation and amortisation expense	127,001	122,881
Impairment losses	50	31
Doubtful debts written-off	(10)	(115)
Net losses on disposal of property, plant and equipment	137	782
Prior year capitalised assets	-	(11)
Changes in assets and liabilities:		
(Increase)/decrease in trade receivables	801	139
(Increase)/decrease in appropriation revenue receivable	(6,417)	-
Increase/(decrease) in deferred appropriation payable to consolidated fund	(4,959)	3,834
(Increase)/decrease in annual leave reimbursement receivable	(4,773)	264
(Increase)/decrease in long service leave reimbursement receivable	(87)	(242)
(Increase)/decrease in accrued revenue	626	(671)
(Increase)/decrease in other receivables	(665)	860
(Increase)/decrease in prepayments	1,246	(8,830)
(Increase)/decrease in other assets	(255)	96
(Increase)/decrease in inventories	(299)	(420)
Increase/(decrease) in accrued employee benefits	(2,210)	(3,186)
Increase/(decrease) in accounts payable	9,310	71
(Increase)/decrease in GST input tax credits receivable	(774)	1,734
Increase/(decrease) in GST payable	(37)	49
Net cash provided by operating activities	110,617	94,301

Changes in liabilities arising from financing activities

Details of the department's change in liability for equity withdrawals payable/receivable is detailed in note 5.

23. Commitments

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	355,551	59,164
Later than one year but not later than five years	287,663	-
Total	643,214	59,164

Major plant and equipment

Payable:

Not later than one year	1,715	589
Total	1,715	589

Notes to the financial statements for the year ended 30 June 2021

24. Contingencies**Litigation in progress**

As at 30 June 2021, the department has received notification of six 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's litigation is underwritten by 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 and significant financial impacts from COVID-19

This section contains explanations of major variances between the department's actual 2020-21 financial results and the original budget presented to Parliament.

Significant financial impacts – COVID-19

The financial impact of the COVID-19 pandemic for the department has not been significant. No adjustments to the carrying value of recorded assets or other adjustments to the amounts recorded in the financial statements were recognised during the current or comparative reporting period.

Explanations of major variances – Statement of Comprehensive Income**Other revenue**

The increase is primarily due to greater than anticipated sales of goods and services to prisoners of \$4 million, including canteen and approved recreational items as a result of growth in prisoner numbers during the 2020-21 financial year.

Depreciation and amortisation

The lower depreciation of \$13 million is a result of re-assessments and changes in the useful lives of building assets and timing of capitalisation for major capital works compared to budgeted depreciation profiles. The depreciation charge resulted in lower appropriation revenue to fund this item of expenditure.

Operating result from continuing operations

The operating result (deficit) of \$8 million is a result of a significant growth in prisoner numbers and increased service demands driving growth in costs which were not anticipated within existing funding models and budgetary allocations.

Notes to the financial statements for the year ended 30 June 2021

26. Trust transactions and balances

	2021 \$'000	2020 \$'000
Prisoners' trust fund		
Revenue	33,354	29,237
Expenses	33,410	28,729
Net surplus	(56)	508
Assets	5,330	5,341
Liabilities	5,330	5,341
Net assets	-	-

Accounting policy

The Prisoner's Trust holds money in trust on behalf of prisoners in custody in compliance with s311 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. First year application of new accounting standards or change in accounting policy

One new accounting standard with material impact was applied for the first time in 2020-21 financial year:

- **AASB 1059 Service Concession Arrangements: Grantors** The nature and effect of changes resulting from the adoption of AASB 1059 are described below.

The department on transition to AASB 1059 has applied the modified retrospective transition approach, which requires the restatement of 2019-20 financial year comparatives and the opening balances of service concession assets as at 1 July 2019.

Scope of AASB 1059

AASB 1059 applies to grantors in service concession arrangements which involve an operator:

- providing public services related to a service concession asset on behalf of a grantor; and
- managing at least some of those services under its own discretion, rather than at the direction of the grantor.

In addition, the grantor must control the asset, which is demonstrated by:

- controlling or regulating
 - what services the operator must provide with the asset
 - to whom it must provide them
 - at what price
- controlling any significant residual interest in the asset at the end of the term of the arrangement.

Public-private partnership arrangements that do not fall within scope of AASB 1059 are assessed under other accounting standards to determine the appropriate accounting treatment.

Accounting for service concession arrangements under AASB 1059**Service concession asset**

The grantor recognises a service concession asset provided by the grantor upon gaining control of the asset. The asset is initially measured at current replacement cost and subsequently depreciated over the asset's useful life.

Where an existing asset of the grantor (e.g. property, plant and equipment) becomes a service concession asset, the asset is reclassified as a service concession asset and is revalued to current replacement cost.

Notes to the financial statements for the year ended 30 June 2021

27. First year application of new accounting standards or change in accounting policy (continued)Liabilities

No liabilities arise from the departments service concession arrangements.

Transitional impact

Upon transitioning to AASB 1059, the department recognised the Southern Queensland Correctional Centre (SQCC) and the Arthur Gorrie Correctional Centre (AGCC) as service concession assets. At the same time the department reclassified \$552.3 million of property, plant and equipment as an adjustment to opening comparative balances at 1 July 2019 (refer note 17) in order to recognise these assets under service concession arrangements.

The following table summarises the transitional adjustments on 1 July 2019 (comparative opening balance) relating to the adopting of AASB 1059.

	Plant and equipment		Buildings		Land	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Net opening balance including service concession assets	33,229	34,720	2,280,462	2,308,793	179,591	177,746
Less service concession assets opening balance						
Arthur Gorrie Correctional Centre	-	(329)	-	(186,798)	-	(14,240)
Southern Queensland Correctional Centre	(7,484)	(8,131)	(326,777)	(338,348)	(4,604)	(4,470)
Adjusted opening balance (refer note 16)	25,745	26,260	1,953,685	1,783,647	174,987	159,036
Net movements including service concession assets*	1,857	(1,491)	143,942	(28,331)	1,524	1,845
Total carrying amount at reporting date including service concession assets**	35,086	33,229	2,424,404	2,280,462	181,115	179,591
Less service concession assets adjustment						
Arthur Gorrie Correctional Centre	-	(343)	-	(190,598)	-	(14,397)
Southern Queensland Correctional Centre	(6,822)	(7,484)	(317,256)	(326,777)	(4,670)	(4,604)
Adjusted carrying amount at reporting date (refer note 16)***	28,264	25,402	2,107,148	1,763,087	176,445	160,590

*The net value of movements for the department, including AGCC and SQCC, inclusive of acquisitions depreciation expenses and other asset movements. Refer to notes 16 and 17.

**This value represents the total value of the respective asset class, inclusive of the reclassification between property, plant and equipment (note 16) and service concession assets (note 17).

***This value represents the total value of the respective asset class, exclusive of the service concession assets. Refer note 16.

Notes to the financial statements for the year ended 30 June 2021

28. 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 judgements

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have the potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Such estimates, judgements, 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 — notes 15-17

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

c) Currency and rounding

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

d) Comparatives

Comparative information reflects the audited financial statements for the period 1 July 2019 to 30 June 2020, except where restated to conform with the presentation for the period 1 July 2020 to 30 June 2021.

The comparatives for property, plant and equipment and depreciation expense have been reclassified and recognised retrospectively due to first-year application of the new accounting standard AASB 1059 *Service Concession Arrangements: Grantors*. Refer note 27.

The comparatives for wages and salaries and overtime expense have been reclassified and recognised retrospectively to present overtime expenses as a separate reportable item within employee expenses. Refer note 9.

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 18

No financial assets and financial liabilities have been offset and presented on a net basis in the Statement of Financial Position. The department does not enter into transactions for speculative purposes, nor for hedging. 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 QGIF. 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.

Notes to the financial statements for the year ended 30 June 2021

28. Summary of other accounting policies (continued)**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 0.67% (2020: 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 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) Future impact of accounting standards not yet effective

At the date of authorisation of the financial report all 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.

k) Accounting standards early adopted

No Australian Accounting Standards have been early adopted for 2020-21.

l) Climate risk disclosure

The department addresses the financial impacts of climate related risks by identifying and monitoring the accounting judgements and estimates that will potentially be affected, including asset useful lives, fair value of assets, provisions or contingent liabilities and changes to future expenses and revenue.

The department has not identified any material climate related risks relevant to the financial report at the reporting date, however constantly monitors the emergence of such risks under the Queensland Government's Climate Transition Strategy.

No adjustments to the carrying value of recorded assets or other adjustments to the amounts recorded in the financial statements were recognised during the 2020-21 financial year or 2019-20 financial year as a result of climate risk assessments.

29. Events occurring after the balance date

There were no significant matters arising after the balance date which management is aware of as at the date of signing the Management Certificate.

Queensland Corrective Services

Management Certificate

for the reporting period 1 July 2020 to 30 June 2021

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* 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 2021 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 7 and section 11 of the *Financial and Performance Management Standard 2019* 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



25 August 2021

Paul Stewart APM
Commissioner



25 August 2021



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 2021, 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 2019 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 2021, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental service for the year 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 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 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.



Valuation of specialised buildings and depreciation expense—Note 16

Key audit matter	How my audit addressed the key audit matter
<p>Queensland Corrective Services' specialised buildings were material at balance date and were measured at fair value using the current replacement cost method.</p> <p>An external valuer performed a specific appraisal valuation of the buildings as at 30 June 2019. Indexation has subsequently been applied up to 30 June 2021.</p> <p>The current replacement cost method comprises:</p> <ul style="list-style-type: none"> Gross replacement cost, less Accumulated depreciation <p>The Department 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 indexing unit rates for subsequent increases in input costs. <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>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 the department's asset management plans and common industry practices obtaining an understanding of the methodology used and assessing its design, integrity and appropriateness using common industry practices assessing the competence, capability and objectivity of the valuation specialist evaluating whether unit rates were current at balance date by comparing the indices used against other publicly available information about movements in construction costs for similar assets 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.

Other information

Other information comprises financial and non-financial information (other than the audited financial report).

Those charged with governance are responsible for the other information.

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

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.



If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Responsibilities of the department for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 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. This is not done for the purpose of expressing an opinion on the effectiveness of the department's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- 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.

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2021:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.



John Welsh
as delegate of the Auditor-General

25 August 2021

Queensland Audit Office
Brisbane



Compliance Checklist

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	3
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 9.1	4 5
	<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	9
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community and whole-of-government plans/specific initiatives 	ARRs – section 11.1	10
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.2	24-45
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.3	47-51
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	21
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 13.1	16
	<ul style="list-style-type: none"> Executive management 	ARRs – section 13.2	12-15
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 13.3	58-59
	<ul style="list-style-type: none"> Public Sector Ethics 	Public Sector Ethics Act 1994 ARRs – section 13.4	55
	<ul style="list-style-type: none"> Human Rights 	Human Rights Act 2019 ARRs – section 13.5	35
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 13.6	9



Governance – risk management and accountability	• Risk management	ARRs – section 14.1	69
	• Audit committee	ARRs – section 14.2	65
	• Internal audit	ARRs – section 14.3	69
	• External scrutiny	ARRs – section 14.4	70
	• Information systems and recordkeeping	ARRs – section 14.5	77
	• Information Security attestation	ARRs – section 14.6	77
Governance – human resources	• Strategic workforce planning and performance	ARRs – section 15.1	53-56
	• Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	55
Open Data	• Statement advising publication of information	ARRs – section 16	2
	• Consultancies	ARRs – section 33.1	https://data.qld.gov.au
	• Overseas travel	ARRs – section 33.2	2
	• Queensland Language Services Policy	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	Page 36 of Financial Statements (p. 113 of report)
	• Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Page 37 of Financial Statements (p. 114 of report)



