



# SERVICE DELIVERY STATEMENTS

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Queensland Corrective Services



# 2023–24 Queensland Budget Papers

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The budget papers are available online at [budget.qld.gov.au](http://budget.qld.gov.au)

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### Service Delivery Statements

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## Queensland Corrective Services

### Portfolio overview

**Minister for Police and Corrective Services and  
Minister for Fire and Emergency Services**  
The Honourable Mark Ryan MP

**Queensland Corrective Services**  
Commissioner: Paul Stewart APM

Additional information about these agencies can be sourced from: [www.corrections.qld.gov.au](http://www.corrections.qld.gov.au)

# Queensland Corrective Services

## Overview

The vision of Queensland Corrective Services is to enhance community safety through humane, modern, sustainable, and evidence-based corrective services to maximise rehabilitation and reduce recidivism.

The purpose of Queensland Corrective Services is to provide safe, modern, and responsive correctional services, which rehabilitate prisoners and offenders, and prevent crime, making Queensland safer.

### Contribution to the government's objectives for the community

The department supports the government's objectives for the community<sup>1</sup>:

- Good jobs: Good, secure jobs in our traditional and emerging industries
- Better services: Deliver even better services right across Queensland
- Great lifestyle: Protect and enhance our Queensland lifestyle as we grow.

### Department service area

The service area within the department aligns with the following department objectives:

Department's objectives	Department's service area
Safer workplaces and correctional environments. Humane management of prisoners and offenders. Reduce crime. Partnering and community collaboration.	<b>Corrective Services</b>  To provide humane containment, supervision and rehabilitation of prisoners and offenders.

## Department highlights

In 2023–24, the department will:

- continue to safely manage the demands of the prison population and work collaboratively with other criminal justice agencies to implement innovative responses to manage the ongoing demand on the criminal justice system
- continue to successfully engage staff and stakeholders to deliver quality services aimed at reducing recidivism
- embed gender appropriate and evidence-based best practices to address offending behaviour and support reintegration of women involved in the corrective services system, including through implementation of the Women's Safety and Justice Taskforce recommendations
- continue to enhance the department's anti-corruption framework
- continue to increase cultural liaison support, and progress Closing the Gap priority reforms to improve outcomes for Aboriginal and Torres Strait Islander prisoners and offenders
- continue to support the work of the Parole Board Queensland in relation to parole applications
- continue to optimise the investment of resources in world-class equipment, technology, and facilities to meet the current and future challenges facing the Queensland correctional system including exploring opportunities for enhanced in-cell technologies in correctional centres
- continue the department's capital program including commissioning Stage 2 of the Southern Queensland Correctional Precinct which will result in more than 1,500 additional beds.

<sup>1</sup> To find out more, go to [www.qld.gov.au](http://www.qld.gov.au) and search "Government's objectives for the community."

## Budget highlights

In the 2023–24 Queensland Budget, the government is providing:

- \$30 million in 2023–24 for pre-commencement activities including design works, site investigations and other preliminary works for the future expansion of the Townsville Correctional Precinct and future establishment of a new Wacol Precinct Enhanced Primary Health Care facility located at the Brisbane Correctional Centre
- \$31.8 million over 4 years to install information technology infrastructure in correctional centres to enhance the provision of health care
- \$14.6 million over 4 years and \$3.7 million ongoing to enhance psychological and disability support services in correctional centres
- \$23.5 million over 2 years to continue to support Parole Board Queensland operations and continue efficient consideration of parole matters
- \$2.2 million over 2 years to support the management of serious sex offenders subject to *Dangerous Prisoners (Sexual Offenders) Act 2003* orders.

Further information about new policy decisions can be found in *Budget Paper No. 4: Budget Measures*.

# Performance statement

## Corrective Services

### Objective

To provide humane containment, supervision and rehabilitation of prisoners and offenders.

### Description

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

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
<b>Service: Promoting safety through humane containment, rehabilitation and reintegration</b>			
<b>Effectiveness measures</b>			
Escape and abscond rates <sup>1</sup>			
<ul style="list-style-type: none"> <li>High security facilities (escape)</li> <li>Low security facilities (abscond)</li> </ul>	0 <0.63	0 1.19	0 <0.63
Assault <sup>2</sup>			
<ul style="list-style-type: none"> <li>Serious assault (prisoner on officer)</li> <li>Assault (prisoner on officer)</li> <li>Serious assault (prisoner on prisoner)</li> <li>Assault (prisoner on prisoner)</li> </ul>	0 <0.24 <0.69 <3.40	0.13 0.91 3.41 11.57	0 <0.24 <0.69 <3.40
Death from apparent unnatural causes <sup>3</sup>			
<ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander prisoners</li> <li>Non-Indigenous prisoners</li> <li>All prisoners</li> </ul>	0 0 0	0.08 0.03 0.05	0 0 0
Prisoner program completions	3,752	4,127	3,752
In-prison re-entry support	25,000	28,468	25,000
Prisoners in education (per cent)	>32%	28.8%	>32%
Prisoner employment (per cent)	>70%	65.8%	>70%
Financial value of work performed in the community by prisoners from low security facilities	>\$5.5M	\$6.2M	>\$5.5M
Prisoners returning to corrective services with a new correctional sanction within 2 years (per cent) <sup>4</sup>	<48.4%	52.0%	<48.4%
Facility utilisation (per cent) <sup>5</sup>			
<ul style="list-style-type: none"> <li>built cell capacity<sup>6</sup></li> <li>built bed capacity</li> </ul>	90-95% New measure	130.0% New measure	90-95% <95%
<b>Efficiency measure</b>			
Cost of containment per prisoner per day <sup>7</sup>	\$226	\$251	\$265
<b>Service: Building safer communities through responsive intervention and supervision</b>			
<b>Effectiveness measures</b>			
Successful completion of orders (per cent)	>70%	81.6%	>70%

Offender program completions	500	491	500
Post-release re-entry support <sup>8</sup>	15,000	22,767	15,000
Financial value of community service work performed (court ordered) <sup>9</sup>	>\$4.2M	\$3.9M	>\$4.2M
Offenders discharged from community corrections orders who returned with a new correctional sanction within 2 years (per cent) <sup>10</sup>	<16.8%	23.3%	<16.8%
<b>Efficiency measure</b>			
Cost of supervision per offender per day	\$20.24	\$20.43	\$20.75

Notes:

- As at 29 May 2023, all prisoners who had absconded from a low security facility had been recaptured. Low security facilities do not have razor wire security fences like high security facilities. Abscond risk is managed through a thorough assessment of prisoners to determine suitability before transfer to these facilities. QCS continues to enforce strict requirements to be assessed as suitable for low security placement. Prisoners who abscond from lawful custody face additional criminal sanctions such as being charged with the offence of escape from lawful custody. Prisoners who abscond are held in a high security facility for the remainder of their sentence.
- QCS officers are required to report any assault in a correctional centre. All assaults that occur in Queensland correctional centres are taken very seriously and are referred to the Queensland Police Service (QPS) and to officers in the Corrective Services Investigation Unit (CSIU). QCS continues to use a multifaceted approach to respond to the rate of assault and serious assault in Queensland centres. Specific interventions include contemporary de-escalation training for officers, managing out-of-cell activities, the use of intensive management plans and specialist management units.
- Following any death in custody, immediate attention is given to any operational issues initially identified. The matter is referred to the QPS which prepares a report for the State Coroner under the *Coroners Act 2003*. 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.
- This measure captures all prisoners released during 2019–20 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 2 years of discharge (returned by 2021–22). Data includes returns to prison resulting from the cancellation of a parole order where a new offence was committed. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual reflects the challenges the criminal justice system faces in breaking the cycle of re-offending.
- This service standard has been amended from the *2022–23 Service Delivery Statements* and was previously 'Facility utilisation (per cent)'. It now includes two measures of facility utilisation, built cell capacity which is a measure of the capacity of correctional centres as designed, and built bed capacity, which is a measure of QCS' management of the continuing growth in prisoner numbers.
- The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to the impact of continuing growth in prisoner numbers. Built cell capacity 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. The national guideline for optimal prison facility utilisation is around 95 per cent to ensure maximum use of facilities while preserving flexibility in the allocation of prisoners to facilities. This measure does not take into consideration the significant investment by the Queensland Government in managing the growth in prisoner numbers.
- The increase between the 2022–23 Target/Estimate and the 2023–24 Target/Estimate is due to additional funding to manage the demands of a growing prisoner population, commissioning project for Southern Queensland Correctional Precinct – Stage 2, wage escalation associated with enterprise bargaining and adjustments to superannuation policy.
- The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to increased demand for housing re-entry supports post-release and a return to normal operations following the COVID-19 pandemic restrictions experienced in previous years.
- The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to the availability of suitable community service projects, which have not yet returned to expected pre-pandemic levels.
- This measure refers to offenders who were discharged during 2019–20 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 2 years of discharge (returned by 2021–22). Offenders who spent any time in prison under sentence in their episode prior to being discharged from community corrections are excluded. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual reflects the challenges the criminal justice system faces in breaking the cycle of re-offending.

# Departmental budget summary

The table below shows the total resources available in 2023–24 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Queensland Corrective Services	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CONTROLLED</b>			
<b>Income</b>			
Appropriation revenue <sup>1</sup>	1,150,997	1,327,907	1,378,270
Other revenue	25,790	29,801	29,494
<b>Total income</b>	<b>1,176,787</b>	<b>1,357,708</b>	<b>1,407,764</b>
<b>Expenses</b>			
Corrective Services	1,176,787	1,269,620	1,407,764
<b>Total expenses</b>	<b>1,176,787</b>	<b>1,269,620</b>	<b>1,407,764</b>
<b>Operating surplus/deficit<sup>2</sup></b>	<b>..</b>	<b>88,088</b>	<b>..</b>
<b>Net assets</b>	<b>3,256,595</b>	<b>3,241,430</b>	<b>3,601,059</b>

Note:

1. Includes state and Australian Government funding.
2. The operating result is the timing of appropriation funding in 2022–23 to offset the impact on the department's accumulated funds related to payments made in 2021–22 for the Custodial Officer's certified agreement and back payment of Award rates.

## Staffing

The table below shows the Full Time Equivalents (FTEs) as at the 30 June in the respective years.

Service area	2022–23 Budget	2022–23 Est. Actual	2023–24 Budget
Corrective Services	6,606	6,663	7,249
<b>Total FTEs</b>	<b>6,606</b>	<b>6,663</b>	<b>7,249</b>

Notes:

1. The increase between the 2022–23 Estimated Actual and the 2023–24 Budget is to safely manage the demands of a growing prisoner population, enhance Parole Board Queensland operations and implement Women's Safety and Justice Taskforce recommendations.



## Capital program

Queensland Corrective Services capital purchases of \$439.6 million will continue to assist in keeping Queenslanders safe by focussing on construction of the Southern Queensland Correctional Precinct — Stage 2, increasing the capacity at existing correctional centres, and enhancing intercom security at Woodford Correctional Centre to manage the growing demands of a growing prisoner population. The capital program includes:

- \$341 million of total \$861 million to continue the expansion of Southern Queensland Correctional Precinct – Stage 2. The new centre will be a modern, purpose-built facility with over 1,500 beds and will enable a focus on health and rehabilitation to reduce reoffending
- \$3.3 million of total \$31.8 million to install information technology infrastructure in correctional centres to enhance the provision of health care
- \$30 million for pre-commencement activities including design works, site investigations and other preliminary works for the future expansion of the Townsville Correctional Precinct and future establishment of a new Wacol Precinct Enhanced Primary Health Care facility located at the Brisbane Correctional Centre
- \$3 million of total \$5.4 million to acquire video conference suites and other property, plant and equipment for prison industries at Southern Queensland Correctional Precinct – Stage 2
- \$41.6 million of total \$71.8 million to progress infrastructure works and support ongoing maintenance and replacement programs
- \$4.1 million of total \$13.6 million to upgrade the intercom system at the Woodford Correctional Centre
- \$1 million of total \$8 million to install additional bunk beds in high security correctional centres across Queensland to manage the increasing prison population
- \$1 million of total \$3 million to complete the refurbishment of the Princess Alexandra Hospital Secure Unit
- \$14.6 million to acquire other property, plant and equipment.

The table below shows the capital purchases by the agency in the respective years.

	<b>2022–23 Budget \$'000</b>	<b>2022–23 Est. Actual \$'000</b>	<b>2023–24 Budget \$'000</b>
Capital purchases	513,363	343,936	439,599
<b>Total capital outlays</b>	<b>513,363</b>	<b>343,936<sup>1</sup></b>	<b>439,599</b>

Further information about Queensland Corrective Service capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

Notes:

1. The variance between the 2022–23 Budget and the 2022–23 Estimated Actual is due to the deferral of project investment associated with the Southern Queensland Correctional Precinct – Stage 2 to 2023–24 to align with the adjusted construction schedule following adverse weather and delays for labour and materials. Main construction is scheduled for completion in 2023 and commissioning in 2024.

# Budgeted financial statements

## Departmental income statement

Total estimated expenses in 2023–24 are \$1.408 billion, an increase of \$138.1 million from the 2022–23 Estimated Actual.

This reflects increased funding to:

- progress commissioning for the operationalisation of Southern Queensland Correctional Precinct – Stage 2
- enhance Parole Board Queensland operations
- safely manage the demands of a growing prisoner population
- wage escalation associated with enterprise bargaining and adjustments to the superannuation policy.

## Departmental balance sheet

The department is forecasting a net asset position of \$3.601 billion, an increase of \$359.6 million from the 2022–23 Estimated Actual. This reflects the department's significant investment in new and enhanced correctional centres located across the state.

In 2023–24, the department will invest \$439.6 million on capital purchases that primarily focus on: the expansion of the Southern Queensland Correctional Precinct – Stage 2, a modern, purpose-built facility with over 1500 beds which will enable a focus on health and rehabilitation to reduce reoffending; and progression of infrastructure works and ongoing maintenance and replacement programs. The department will complete pre-commencement activities including design works, site investigations and other preliminary works for the future expansion of the Townsville Correctional Precinct and the future establishment of a new Wacol Precinct Primary Health Care facility located at the Brisbane Correctional Centre and the installation information technology infrastructure in correctional centres to enhance the provision of health care.

# Controlled income statement

Queensland Corrective Services	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	1,150,997	1,327,907	1,378,270
Taxes	..	..	..
User charges and fees	9,138	9,138	9,138
Royalties and land rents	..	..	..
Grants and other contributions	4,508	4,815	4,508
Interest and distributions from managed funds	1	1	1
Other revenue	12,143	15,847	15,847
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>1,176,787</b>	<b>1,357,708</b>	<b>1,407,764</b>
<b>EXPENSES</b>			
Employee expenses	708,138	804,900	904,552
Supplies and services	324,377	320,448	358,940
Grants and subsidies	..	..	..
Depreciation and amortisation	140,212	140,212	140,212
Finance/borrowing costs	..	..	..
Other expenses	4,060	4,060	4,060
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>1,176,787</b>	<b>1,269,620</b>	<b>1,407,764</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>..</b>	<b>88,088</b>	<b>..</b>

# Controlled balance sheet

Queensland Corrective Services	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	14,158	42,018	42,018
Receivables	22,282	42,809	32,847
Other financial assets	..	..	..
Inventories	5,226	5,485	5,485
Other	9,243	11,039	11,039
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>50,909</b>	<b>101,351</b>	<b>91,389</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	3,288,816	3,293,631	3,653,260
Intangibles	1,355	1,097	1,097
Other	828	1,268	1,268
<b>Total non-current assets</b>	<b>3,290,999</b>	<b>3,295,996</b>	<b>3,655,625</b>
<b>TOTAL ASSETS</b>	<b>3,341,908</b>	<b>3,397,347</b>	<b>3,747,014</b>
<b>CURRENT LIABILITIES</b>			
Payables	65,505	70,685	70,685
Accrued employee benefits	19,808	42,398	32,436
Interest bearing liabilities and derivatives	..	5,124	5,124
Provisions	..	..	..
Other	..	..	..
<b>Total current liabilities</b>	<b>85,313</b>	<b>118,207</b>	<b>108,245</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	37,710	37,710
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>..</b>	<b>37,710</b>	<b>37,710</b>
<b>TOTAL LIABILITIES</b>	<b>85,313</b>	<b>155,917</b>	<b>145,955</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>3,256,595</b>	<b>3,241,430</b>	<b>3,601,059</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>3,256,595</b>	<b>3,241,430</b>	<b>3,601,059</b>

# Controlled cash flow statement

Queensland Corrective Services	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
Appropriation receipts	1,150,997	1,311,588	1,388,232
User charges and fees	9,138	9,138	9,138
Royalties and land rent receipts	..	..	..
Grants and other contributions	2,508	2,815	2,508
Interest and distribution from managed funds received	1	1	1
Taxes	..	..	..
Other	12,143	15,847	15,847
<b>Outflows:</b>			
Employee costs	(708,138)	(794,938)	(914,514)
Supplies and services	(322,377)	(318,448)	(356,940)
Grants and subsidies	..	..	..
Borrowing costs	..	..	..
Other	(4,060)	(4,060)	(4,060)
<b>Net cash provided by or used in operating activities</b>	<b>140,212</b>	<b>221,943</b>	<b>140,212</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	(513,363)	(343,936)	(439,599)
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>(513,363)</b>	<b>(343,936)</b>	<b>(439,599)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	507,892	296,484	434,128
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	(134,741)	(129,583)	(134,741)
<b>Net cash provided by or used in financing activities</b>	<b>373,151</b>	<b>166,901</b>	<b>299,387</b>
<b>Net increase/(decrease) in cash held</b>	<b>..</b>	<b>44,908</b>	<b>..</b>
<b>Cash at the beginning of financial year</b>	<b>14,158</b>	<b>(2,890)</b>	<b>42,018</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>14,158</b>	<b>42,018</b>	<b>42,018</b>

# Glossary of terms

<b>Accrual accounting</b>	Recognition of economic events and other financial transactions involving revenue, expenses, assets, liabilities and equity as they occur and reporting in financial statements in the period to which they relate, rather than when a flow of cash occurs.
<b>Administered items</b>	Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the government.
<b>Agency/entity</b>	Used generically to refer to the various organisational units within government that deliver services or otherwise service government objectives. The term can include departments, commercialised business units, statutory bodies or other organisations established by Executive decision.
<b>Appropriation</b>	Funds issued by the Treasurer, under Parliamentary authority, to departments during a financial year for: <ul style="list-style-type: none"> <li>• delivery of agreed services</li> <li>• administered items</li> <li>• adjustment of the government's equity in agencies, including acquiring of capital.</li> </ul>
<b>Balance sheet</b>	A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.
<b>Capital</b>	A term used to refer to an entity's stock of assets and the capital grants it makes to other agencies. Assets include property, plant and equipment, intangible items and inventories that an entity owns/controls and uses in the delivery of services.
<b>Cash flow statement</b>	A financial statement reporting the cash inflows and outflows for an entity's operating, investing and financing activities in a particular period.
<b>Controlled Items</b>	Assets, liabilities, revenues and expenses that are controlled by departments. These relate directly to the departmental operational objectives and arise at the discretion and direction of that department.
<b>Depreciation</b>	The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.
<b>Equity</b>	Equity is the residual interest in the assets of the entity after deduction of its liabilities. It usually comprises the entity's accumulated surpluses/losses, capital injections and any reserves.
<b>Equity injection</b>	An increase in the investment of the government in a public sector agency.
<b>Financial statements</b>	Collective description of the income statement, the balance sheet and the cash flow statement for an entity's controlled and administered activities.
<b>Income statement</b>	A financial statement highlighting the accounting surplus or deficit of an entity. It provides an indication of whether the entity has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation.
<b>Outcomes</b>	Whole-of-government outcomes are intended to cover all dimensions of community wellbeing. They express the current needs and future aspirations of communities, within a social, economic and environment context.
<b>Own-source revenue</b>	Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.
<b>Priorities</b>	Key policy areas that will be the focus of government activity.
<b>Services</b>	The actions or activities (including policy development) of an agency which contribute to the achievement of the agency's objectives.
<b>Service area</b>	Related services grouped into a high level service area for communicating the broad types of services delivered by an agency.
<b>Service standard</b>	Define a level of performance that is expected to be achieved appropriate for the service area or service. Service standards are measures of efficiency or effectiveness.



