

QUEENSLAND BUDGET 2019–20

Service Delivery Statements

Queensland Corrective Services

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2019–20 Queensland Budget Papers

1. Budget Speech
2. Budget Strategy and Outlook
3. Capital Statement
4. Budget Measures
5. Service Delivery Statements

Appropriation Bills

Budget Highlights

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Service Delivery Statements

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Queensland Corrective Services

Summary of portfolio

Page	Queensland Corrective Services
2	Queensland Corrective Services

Portfolio overview

Ministerial and portfolio responsibilities

The table below represents the agencies and services which are the responsibility of the Minister for Police and the Minister for Corrective Services:

<p style="text-align: center;">Minister for Police and Minister for Corrective Services</p> <p style="text-align: center;">The Honourable Mark Ryan MP</p>

<p style="text-align: center;">Queensland Corrective Services</p> <p style="text-align: center;">Commissioner: Peter Martin APM</p>
<p>Service area: Corrective Services</p>

Additional information about these agencies can be sourced from www.corrections.qld.gov.au

Departmental overview

Queensland Corrective Services' (QCS) vision is to enhance the safety of Queenslanders through modern, sustainable and evidence-based corrective services to maximise rehabilitation and reduce recidivism.

The department's strategic objectives are:

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

The department contributes to the Government's objectives for the community *Our Future State: Advancing Queensland's Priorities*:

- Keep communities safe by working closely with the Queensland Police Service, Department of Justice and Attorney-General, Department of Youth Justice and Department of Child Safety, Youth and Women to ensure safer communities for Queensland.
- Keep Queenslanders healthy by working with Queensland Health to improve prisoners' and offenders' general and mental health.

The department's greatest challenge in 2019-20 is to maintain a safe and secure correctional system in an environment of increasing demand. Key priorities for the department in 2019-20 will be to:

- safely manage the demands of a growing prison population
- commence procurement for the construction of Stage 2 of the Southern Queensland Correctional Precinct to deliver a correctional facility with a focus on health and rehabilitation, while easing overcrowding
- continue the transition of Queensland's privately-run prisons, Arthur Gorrie Correctional Centre and Southern Queensland Correctional Centre, to public operation to improve safety and enable a consistent approach across Queensland
- build a mature and effective organisational structure and anti-corruption framework to commence successful state-wide implementation and central monitoring of the recommendations from the Crime and Corruption Commission's *Taskforce Flaxton - an examination of corruption risks and corruption in Queensland prisons* (Taskforce Flaxton)
- continue to implement the recommendations of the *Queensland Parole System Review* (Sofronoff Review)
- successfully engage staff and stakeholders to deliver quality services aimed at reducing recidivism
- work collaboratively with other criminal justice agencies to implement innovative responses to manage the increasing demand on the criminal justice system
- develop a strategy to improve delivery of correctional services to women prisoners and offenders
- harness new technology to drive efficiency in systems and operations.

The main environmental factor impacting on the department in 2019-20 is the continued and significant growth in prisoner and offender populations, with over 60 per cent and 39 per cent growth respectively since 2012. QCS will continue to work with other criminal justice agencies to implement innovative responses to demand issues currently being experienced.

The department's capital program in 2019-20 will:

- commence commissioning the additional capacity at Capricornia Correctional Centre
- continue to install 2,000 purpose built bunk beds across Queensland correctional centres including Capricornia Correctional Centre and Borallon Training and Correctional Centre to provide additional prisoner accommodation, with over 1,000 bunk beds already installed, bringing the total additional beds delivered since 2015 to more than 3,000 by 2020-21
- upgrade and maintain infrastructure within correctional centres.

Service Performance

Performance Statement

Corrective Services

Service Area Objective

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

Services

- Custodial corrections
- Community corrections
- Correctional intervention¹

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, 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.

Sources of revenue

Total cost \$'000	State contribution \$'000	User charges & fees \$'000	C'wth revenue \$'000	Other revenue \$'000
1,003,977	973,036	14,631	..	16,310

Staffing^{1,2}

2018-19 Budget	2018-19 Estimated Actual	2019-20 Budget
5,039	5,039	5,761

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The variance between the 2018-19 Estimated Actual and 2019-20 Budget is mainly associated with transition of private prisons to public operation, Capricornia Correctional Centre expansion, correctional centre prisoner growth and Taskforce Flaxton.

2019-20 service area highlights

In 2019-20, the department will continue to contribute to the Government's priority of safely managing prisoners in custody and offenders in the community by:

- implementing short, medium and long-term strategies to address the demand on the correctional system, and improve the safety of corrective services officers by:
 - commencing procurement for the construction of Stage 2 of the Southern Queensland Correctional Precinct, with final funding subject to the outcomes of the procurement process

¹ This service name reflects efforts made to reduce recidivism by prisoners and offenders through rehabilitation programs, re-entry services, education and engagement in community service

- providing funding of \$143 million over four years (\$43.7 million per annum ongoing) to commission and operate the expanded Capricornia Correctional Centre
- continuing to install 2,000 purpose built bunk beds across Queensland correctional centres, with over 1,000 bunk beds already installed, bringing the total additional beds delivered since 2015 to more than 3,000 by 2020-21
- providing funding of \$22.1 million over three years for Woodford Correctional Centre intercoms, refurbishment of the Princess Alexandra Hospital Secure Unit, the lock replacement program in correctional centres and upgrading the Brisbane Correctional Centre commercial laundry
- providing funding of \$111.4 million over five years from 2018-19 (\$29.6 million per annum ongoing) to transition Queensland's privately-run prisons, Arthur Gorrie Correctional Centre and Southern Queensland Correctional Centre, to public operation
- providing funding of \$25.2 million over four years (\$5.4 million per annum ongoing) to continue implementation of Taskforce Flaxton, including strengthening internal oversight capability, improving information security and centralising key corporate functions
- providing funding of \$6.5 million over four years (\$1.6 million per annum ongoing) to enhance the operations of Parole Board Queensland to manage the increasing number and complexity of matters
- continuing to implement the Sofronoff Review reform package of \$265 million over six years from 2016-17, including:
 - improved end to end case management in the correctional system
 - expanded rehabilitation programs in correctional centres and probation and parole
 - expanded housing services for parolees including post release accommodation services
 - continued provision of expanded opioid substitution treatment programs
 - enhanced training programs for probation and parole officers
- continuing the successful Aurukun Prisoner Reintegration Program, to support the Aurukun Four Point Plan, by providing funding of \$2.5 million over four years (\$646,000 per annum ongoing)
- continuing delivery of the expanded Supreme Court Bail Program to reduce time on remand for eligible prisoners
- providing funding of \$2.9 million in 2019-20 to continue enhanced service delivery for prisoners with a disability or mental illness
- continuing to support the expansion of the Townsville Specialist Domestic and Family Violence Court, including circuit courts in Mount Isa and Palm Island, to include criminal, domestic and family violence matters
- providing funding of \$1.2 million in 2019-20 to continue the supervised community service projects implemented as part of the Government's Tackling Alcohol Fuelled Violence Program.

Corrective Services	2018-19 Target/Est	2018-19 Est Actual	2019-20 Target/Est
Service: Custodial corrections¹			
Service standards			
<i>Effectiveness measures</i>			
Escape rate ² :			
• High security facilities	0	0	0
• Low security facilities ³	<0.63	0.44	<0.63
Assault rate ^{4,5,6} :			
• Serious assault (prisoner on officer)	<0.02	0.09	<0.02
• Assault (prisoner on officer)	<0.24	0.97	<0.24
• Serious assault (prisoner on prisoner)	<0.69	2.82	<0.69
• Assault (prisoner on prisoner)	<3.40	9.81	<3.40
Deaths from apparent unnatural causes ^{7,8} :			
• Indigenous prisoners	0	0	0
• Non-Indigenous prisoners	0	0.05	0
• All prisoners	0	0.03	0
Prisoners returning to corrective services with a new correctional sanction within two years (per cent) ⁹			
Prisoners returning to:			
• Prison	<39.8%	42.7%	<39.8%
• Corrective services ¹⁰	<48.4%	53.7%	<48.4%
Prisoner employment (per cent) ¹¹	>70%	61.66%	>70%
<i>Efficiency measures</i>			
Facility utilisation (per cent) ^{12,13,14} :			
• High security facilities	90-95%	129.9%	90-95%
• Low security facilities	90-95%	83.3%	90-95%
• All facilities	90-95%	124.6%	90-95%
Cost of containment per prisoner per day ¹⁵	\$203	\$194	\$206
Service: Community corrections¹⁶			
Service standards			
<i>Effectiveness measures</i>			
Percentage of successfully completed orders:			
• Supervision orders ¹⁷	>68%	74.8%	>68%
• Reparation orders ^{18,20}	>68%	79.2%	>70%
• All orders ^{19,20}	>68%	76.1%	>70%
Offenders discharged from community corrections orders who returned with a new correctional sanction within two years (per cent) ²¹			
Offenders returning to ²² :			
• Community corrections	<11.9%	16.2%	<11.9%
• Corrective services	<16.8%	22.3%	<16.8%
<i>Efficiency measure</i>			

Corrective Services	2018-19 Target/Est	2018-19 Est Actual	2019-20 Target/Est
Cost of supervision per offender per day ²³	\$16	\$15	\$19
Service: Correctional intervention²⁴			
Service standards			
<i>Effectiveness measures</i>			
Program completions ²⁵ :			
• Sex offender programs ²⁶	390	396	390
• Other programs ²⁷	2,500	4,412	3,000
Re-entry ^{28,29} :			
• In-prison re-entry support	11,000	30,520	19,000
• Post-release re-entry support	2,848	18,271	5,000
Prisoners in education (per cent) ³⁰	32%	38.4%	32%
Financial value of work performed in the community by prisoners from low security facilities ^{31,32}	>\$4 million	\$6.9 million	>\$4.5 million
Financial value of community service work performed (court ordered) ^{31,33,34}	>\$6.2 million	\$10.8 million	>\$6.8 million
<i>Efficiency measure³⁵</i>			

Notes:

1. This service name has been amended to better reflect that the service delivers more than a secure custodial service and was previously called 'Custodial' in the 2018-19 *Service Delivery Statement (SDS)*.
2. This service standard measures escapes per 100 prisoners.
3. There were three escapes from low security correctional facilities in 2018-19 (to 14 May 2019), equating to a projected full year rate of 0.44 escapes per 100 prisoners. Low security correctional centres do not have a razor wire security fence like high security facilities. Escape risks from low security facilities are managed through a thorough assessment of prisoners to determine suitability prior to transfer to a low security facility and dynamic security, including regular random patrols, prisoner musters and inspections. Queensland Corrective Services (QCS) continues to enforce strict requirements when determining a prisoner's suitability for placement at a low risk security facility. Prisoners who escape from lawful custody face additional criminal sanction such as being charged with the offence of escape from lawful custody and are returned to a high security facility for the remainder of their sentence.
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 staff to be of paramount importance, promoting staff safety through various initiatives. When prisoners assault staff, they are dealt with swiftly and face the consequences of those actions. QCS has rolled out additional body worn cameras for Queensland government-run correctional centres. QCS undertakes regular profiling and analysis of assault incident data to identify trends and patterns; provides QCS officers with a revised officer safety training package, including contemporary de-escalation training, situational awareness and a situation response model for both new and existing staff; and an ongoing focus on infrastructure blind spot identification, which may be addressed by retro fit and which will inform future building and design.
6. An increase in the number of assaults has seen the assault rates exceeded in the four assault categories in 2018-19. QCS is responding to the rate of prisoner assaults by: managing out-of-cell activity: increasing the use of behaviour management strategies including implementing specialist management units; using intensive management plans and maximum security orders: and monitoring 'hot spots' within the correctional centre for prisoner violence.
7. This service standard measures deaths by apparent unnatural causes per 100 prisoners. In 2018-19 (to 31 March 2019) there were three deaths of non-Indigenous prisoners and no deaths of Indigenous 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. This service standard measures all prisoners released during 2015-16 following a term of sentenced imprisonment and then returned with a new correctional sanction (i.e. sentenced to a new term of imprisonment or community based order supervised by QCS) within two years of discharge (returned by 2017-18). Data includes returns to prison resulting from the cancellation of a parole order where a new offence was committed.
10. Returns to corrective services include a return to a prison sentence or a community corrections order.

11. 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.
12. 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.
13. During 2018-19, Queensland continued to experience a growth in the number of prisoners in custody. QCS uses a variety of approaches to safely incarcerate prisoners when numbers exceed the built cell capacity of a correctional centre including, 'buddy cells' built for dual occupancy and temporary bunk beds, trundle beds and mattresses in secure cells or residential areas. QCS forecasts prisoner numbers annually and provides advice to Government on any significant changes.
14. 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.
15. This service standard measures the daily cost of providing custodial containment services per prisoner. The result is calculated from the Net Operating expenditure, (excluding payroll tax, operating revenues from ordinary activities, prisoner transport and health costs), divided by the number of prisoners days. QCS' low expenditure per prisoner, per day is attributed to the use of double-up accommodation and modern correctional infrastructure to manage the growth in prisoner numbers. QCS continues to deliver cost efficient corrective services through effective management of infrastructure without compromising the safety and security of correctional centres. The increase in the cost per prisoner per day rate is primarily related to new initiative funding including maintenance funding, implementation of Taskforce Flaxton recommendations, transition of privately operated prisons to public operation and the expansion of Capricornia Correctional Centre.
16. This service name has been amended to better reflect that the service delivers more than probation and parole supervision and was previously called 'Probation and Parole' in the 2018-19 SDS
17. This service standard measures the proportion of supervision orders successfully completed. Supervision orders include a range of orders other than those categorised as reparation and include Probation Orders, Parole Orders (excluding court ordered); Court Ordered Parole Orders; Intensive Correction Orders; and Drug and Alcohol Treatment Orders.
18. This service standard measures the proportion of reparation orders successfully completed. Reparation orders include Community Service Orders; Graffiti Removal Orders; Work and Development Orders; and Queensland Fine Option Orders, which require offenders to undertake unpaid work.
19. This service standard measures the proportion of all community-based orders successfully completed. During 2018-19, Queensland continued to experience growth in the average daily number of offenders in the community. QCS' high percentage rate for order completions is a result of effective case management and ongoing assessment and monitoring of risk to ensure responsive supervision through each offender's order.
20. The increase in target for 2019-20 from >68% to >70% reflects the continued increase in successful completion of these types of orders.
21. This service standard refers to offenders who were discharged during 2015-16 after serving direct-from-court orders (excluding post prison orders such as parole or licence) administered by community corrections, and then returned with a new correctional sanction within two years of discharge (returned by 2017-18). Offenders who spent any time in prison under sentence in their episode prior to being discharged from community corrections are excluded.
22. Returns to Corrective Services include a return to prison sentence or a community corrections order.
23. 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. .
24. This service name reflects efforts made to reduce recidivism by prisoners and offenders through rehabilitation programs, re-entry services, education and engagement in community service
25. This service standard measures the number of programs completed by offenders to reduce their risk of re-offending. Program targets are developed based on demand, resource availability and business practice. Programs deliver activities that support prisoners to desist from further offending, enhancing community safety.
26. Sex offender programs include preparatory, medium, high and maintenance programs for sexual offenders.
27. Other programs include Indigenous specific programs, women specific programs, drug and alcohol, violence and life skills interventions.
28. This service standard for re-entry reflects contracted service provision by non-government organisations. Re-entry service providers work with prisoners/offenders before and after release to resolve barriers to safe integration into the community (such as assistance accessing housing, community treatment providers, employment and health support). Evidence based re-entry services are complex and tailored.
29. This service standard was introduced as a new standard in 2017-18 with initial targets established on the identified demand for this service. The successful introduction of this standard is reflected in the results for the 2017-18 and 2018-19 financial years where the targets were significantly exceeded. As this program continues to develop the 2019-20 Target/Estimate has been increased to better reflect the level of service delivery achieved in 2017-18.

30. 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.
31. This service standard is a proxy measure of effectiveness. The financial value of work performed in the community by prisoners from low security facilities and court ordered community service work is representative of making offenders accountable and providing reparation to the community as part of their rehabilitation. QCS assesses the suitability of prisoners and offenders for a range of work sites to ensure placements are suitable and maximise the work performed.
32. The increase in target for 2019-20 from >\$4.0 million to >\$4.5 million reflects increased delivery of community service hours by prisoners from low security facilities.
33. The increase in target for 2019-20 from >\$6.2 million to >\$6.8 million reflects increased delivery of community service hours by offenders on court ordered community service.
34. The inclusion of Work Development Orders from November 2017 to replace Fine Option Orders issued under the *State Penalties Enforcement Act 1999* increased the number of hours of community service delivered in 2018-19.
35. An efficiency measure is being developed for this service and will be included in a future *Service Delivery Statement*.

Departmental budget summary

The table below shows the total resources available in 2019-20 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Queensland Corrective Services	2018-19 Budget \$'000	2018-19 Est Actual \$'000	2019-20 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹			
Deferred from previous year/s	15,450	15,450	..
Balance of service appropriation	905,774	886,235	973,036
Other revenue	30,659	32,059	30,941
Total income	951,883	933,744	1,003,977
Expenses			
Corrective Services	951,883	933,744	1,003,977
Total expenses	951,883	933,744	1,003,977
Operating surplus/deficit
Net assets	2,641,854	2,620,676	2,672,062
CAPITAL			
Capital purchases²			
Total land, buildings and infrastructure	155,201	119,042	103,120
Total plant and equipment	12,551	13,563	21,389
Total other capital	2,200
Total capital purchases	167,752	132,605	126,709

Note:

1. Includes State and Commonwealth funding.
2. For more detail on the agency's capital acquisitions please refer to *Capital Statement (Budget Paper 3)*.

Budgeted financial statements

Analysis of budgeted financial statements

In the Explanation Notes provided below, the term '2019-20 Budget initiatives' refers to:

- Capricornia Correctional Centre Expansion
- Transition of Private Prisons to Public operation
- Taskforce Flaxton
- Correctional Centre Prisoner Growth
- Tackling Alcohol-Fuelled Violence Program
- Correctional Centre Disability Support Services
- Aurukun Prisoner Reintegration Program
- Parole Board Queensland
- Minor Capital Works and Maintenance

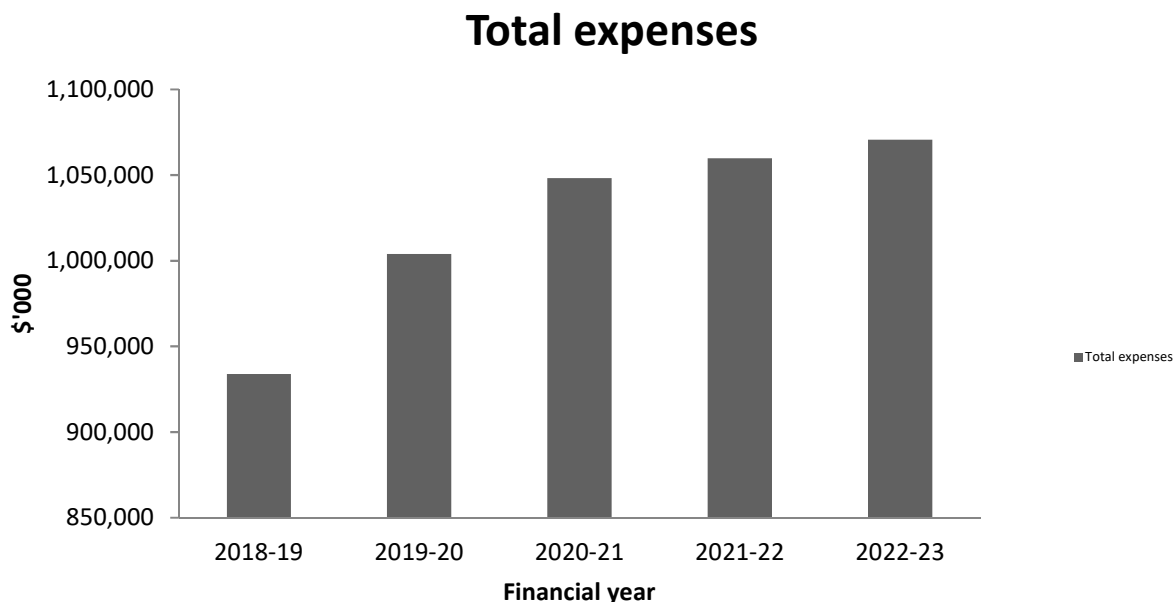
An analysis of the department's budgeted financial statements, as reflected in the department's financial statements is provided below.

Departmental income statement

Total estimated expenses in 2018-19 are \$933.7 million, a decrease of \$18.1 million from the 2018-19 Budget. This reflects lower depreciation expense due to a change in property, plant and equipment values and useful lives as a result of the comprehensive asset revaluation in accordance with accounting policies, partially offset additional sale of goods and services to prisoners.

Total expenses for 2019-20 are estimated to be \$1.004 billion, an increase of \$70.2 million from the 2018-19 Estimated Actual. The increase primarily reflects 2019-20 Budget initiatives for the department, increased funding for depreciation and enterprise bargaining salary increases, partially offset by funding deferred from 2017-18.

Chart: Total departmental expenses across the Forward Estimates period



Departmental balance sheet

The department is projecting a net asset position of \$2.672 billion at the end of the 2019-20 financial year. This reflects the department's significant investment in Property, Plant and Equipment that is primarily related to correctional centres land and buildings located across the State.

In 2019-20, the department will spend \$126.7 million on capital purchases that primarily focus on Capricornia Correctional Centre expansion, Perimeter Security Upgrade Program - Stage 2 at various correctional centres and correctional centre enhancements.

Controlled income statement

Queensland Corrective Services	Notes	2018-19 Budget \$'000	2018-19 Est. Act. \$'000	2019-20 Budget \$'000
INCOME				
Appropriation revenue	1,4	921,224	901,685	973,036
Taxes	
User charges and fees		14,565	14,565	14,631
Royalties and land rents	
Grants and other contributions		4,061	4,061	4,241
Interest and distributions from managed funds	2,5	1	151	1
Other revenue	3,6	12,032	13,282	12,068
Gains on sale/revaluation of assets	
Total income		951,883	933,744	1,003,977
EXPENSES				
Employee expenses	7	492,500	490,479	541,535
Supplies and services		318,092	321,490	318,566
Grants and subsidies	
Depreciation and amortisation	1,8	133,931	114,081	136,216
Finance/borrowing costs	
Other expenses		7,360	7,694	7,660
Losses on sale/revaluation of assets	
Total expenses		951,883	933,744	1,003,977
OPERATING SURPLUS/(DEFICIT)	

Controlled balance sheet

Queensland Corrective Services	Notes	2018-19 Budget \$'000	2018-19 Est. Act. \$'000	2019-20 Budget \$'000
CURRENT ASSETS				
Cash assets	9	19,899	32,163	32,163
Receivables	10	18,226	14,789	14,789
Other financial assets	
Inventories		4,478	4,869	4,869
Other		2,480	2,130	2,130
Non-financial assets held for sale	
Total current assets		45,083	53,951	53,951
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		2,639,995	2,618,779	2,667,965
Intangibles		1,564	1,393	3,593
Other		517	686	686
Total non-current assets		2,642,076	2,620,858	2,672,244
TOTAL ASSETS		2,687,159	2,674,809	2,726,195
CURRENT LIABILITIES				
Payables	11	27,816	30,029	30,029
Accrued employee benefits	12	17,222	23,564	23,564
Interest bearing liabilities and derivatives	
Provisions	
Other		45	77	77
Total current liabilities		45,083	53,670	53,670
NON-CURRENT LIABILITIES				
Payables		222	463	463
Accrued employee benefits	
Interest bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		222	463	463
TOTAL LIABILITIES		45,305	54,133	54,133
NET ASSETS/(LIABILITIES)		2,641,854	2,620,676	2,672,062
EQUITY				
TOTAL EQUITY		2,641,854	2,620,676	2,672,062

Controlled cash flow statement

Queensland Corrective Services	Notes	2018-19 Budget \$'000	2018-19 Est. Act. \$'000	2019-20 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Appropriation receipts		921,224	908,045	973,036
User charges and fees		14,565	14,565	14,631
Royalties and land rent receipts	
Grants and other contributions		2,261	2,261	2,341
Interest and distribution from managed funds received		1	151	1
Taxes	
Other		12,032	13,282	12,068
Outflows:				
Employee costs		(492,500)	(490,479)	(541,535)
Supplies and services		(316,292)	(319,690)	(316,666)
Grants and subsidies	
Borrowing costs	
Other		(7,360)	(7,694)	(7,660)
Net cash provided by or used in operating activities		133,931	120,441	136,216
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of non-financial assets	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for non-financial assets		(167,752)	(132,605)	(126,709)
Payments for investments	
Loans and advances made	
Net cash provided by or used in investing activities		(167,752)	(132,605)	(126,709)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections		162,281	127,612	130,228
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals		(128,460)	(114,701)	(139,735)
Net cash provided by or used in financing activities		33,821	12,911	(9,507)
Net increase/(decrease) in cash held		..	747	..
Cash at the beginning of financial year		19,899	31,416	32,163
Cash transfers from restructure	
Cash at the end of financial year		19,899	32,163	32,163

Explanation of variances in the financial statements

Income statement

Major variations between 2018-19 Budget and 2018-19 Estimated Actual include:

1. The decrease primarily reflects the movement in depreciation associated with the change in property, plant and equipment values and useful lives as a result of the comprehensive asset revaluation in accordance with accounting policies.
2. The increase reflects additional interest earned on the Prisoner Trust Account in 2018-19.
3. The increase reflects additional sale of goods and services to prisoners in 2018-19.

Major variations between 2018-19 Estimated Actual and the 2019-20 Budget include:

4. The increase primarily reflects 2019-20 Budget initiatives for the department, increased funding for depreciation and enterprise bargaining salary increases, partially offset by funding deferred from 2017-18.
5. The decrease reflects interest earned on the Prisoner Trust Account.
6. The decrease reflects the sale of goods and services to prisoners.
7. The increase reflects 2019-20 Budget initiatives for the department, enterprise bargaining salary increases and realignment of whole-of-government reprioritisation program, partially offset by funding deferred from 2017-18.
8. The increase reflects the change in property, plant and equipment values.

Balance sheet

Major variations between 2018-19 Budget and 2018-19 Estimated Actual include:

9. The increase relates to cash flow timing impacts of higher payables and accrued employee expenses partially offset by a decrease in receivables for annual leave taken as a result of the timing of payments.
10. The decrease relates to annual leave taken as a result of the timing of payments made to settle employee annual leave.
11. The increase reflects anticipated timing of payments to trade creditors.
12. The increase reflects salary and wages and related costs payable associated with higher staff numbers.

Glossary of terms

Accrual accounting	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.
Administered items	Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the Government.
Agency/entity	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.
Appropriation	Funds issued by the Treasurer, under Parliamentary authority, to agencies during a financial year for: <ul style="list-style-type: none"> • delivery of agreed services • administered items • adjustment of the Government's equity in agencies, including acquiring of capital.
Balance sheet	A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.
Capital	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.
Cash Flow Statement	A financial statement reporting the cash inflows and outflows for an entity's operating, investing and financing activities in a particular period.
Controlled Items	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.
Depreciation	The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.
Equity	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.
Equity injection	An increase in the investment of the Government in a public sector agency.
Financial statements	Collective description of the Income Statement, the Balance Sheet and the Cash Flow Statement for an entity's controlled and administered activities.
Income statement	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.
Outcomes	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.
Own-source revenue	Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.
Priorities	Key policy areas that will be the focus of Government activity.
Services	The actions or activities (including policy development) of an agency which contribute to the achievement of the agency's objectives.
Service area	Related services grouped into a high level service area for communicating the broad types of services delivered by an agency.
Service standard	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.



Queensland Budget 2019–20

Service Delivery Statements

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