

Governance

QCS has internal accountability mechanisms in place to ensure it operates effectively and transparently. This enables QCS to manage risks, realise opportunities, and monitor, evaluate and report on performance

QCS Board of Management

The QCS Board of Management (BoM) is the principal advisory group to the Commissioner and provides advice to the Minister for Police and Minister for Corrective Services on strategic and operational matters pertaining to QCS. The BoM supports the Commissioner as the central decision-making authority pursuant to the *Corrective Services Act 2006* and the *Financial Accountability Act 2009*. The BoM reviews QCS' financial and non-financial performance and determines appropriate service delivery objectives and strategies to meet key performance indicators assigned by the government.

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

- asset management and planning
- establishment management and workforce planning
- operational training (QCS Academy) requirements
- program and system delivery
- government policy, legislation and implementation
- budget submissions.

The membership of the BoM comprises the Commissioner (Chair); the Deputy Commissioner, Organisational Capability; Deputy Commissioner, Community Corrections and Specialist Operations; Deputy Commissioner, Custodial Operations and independent BoM members as determined by the Commissioner.

Executive Leadership Team

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

The ELT is not an explicit decision-making body; however, 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, Demand Resource Committee (DRC) and Audit and Risk Management Committee (ARMC).

The ELT comprises the Commissioner (Chair); the 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, Technology and Asset Services Command; Assistant Commissioner, Ministerial, Communications and Executive Services; Assistant Commissioner, People Capability Command; Assistant Commissioner, Policy and Legal Command; Assistant Commissioner, Professional Standards and Governance Command; Assistant Commissioner, Security and Male Custody; Assistant Commissioner, Strategic Futures Command; Assistant Commissioner, Women's Estate and Safer Custody; Chief Inspector; Chief of Staff; and Director, Media and Communications.



Demand and Resource Committee

The DRC delivers oversight to the organisational prioritisation of resources. It assists the Commissioner and BoM through oversight of the processes that direct and control finances, people, and assets. As necessary, the DRC reports to the BoM and directs any actions required to other personnel/sub-committees.

The DRC recommends the following for Commissioner or BoM approval:

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

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

Establishment Management Committee

The 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 following scenarios:

- 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 the Commissioner (ex-officio); the 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.

Audit and Risk Management Committee

The ARMC is an independent advisory body directly responsible to, and supporting, the Commissioner. It assists the Commissioner to effectively discharge legislative accountabilities under the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019* and other relevant legislation and prescribed requirements.

The ARMC met four times in the period 1 July 2019 to 30 June 2020 and held a special meeting in August 2019 to review the department's annual financial statements for the year ending 30 June 2019.

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. 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*.

Key achievements of the ARMC for 2019–20 include:

- management assurance that all financial and non-financial internal controls and risk management functions are operating effectively and reliably
- oversight of the Internal Audit function and completion of the planned audit projects
- liaison with the Queensland Audit Office and discussion of audit results
- monitoring of the implementation of accepted audit recommendations.

Following review of its structure during 2019–20, the ARMC membership comprises 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 Director, Financial Accounting Services, Public Safety Business Agency.

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.

Operational Oversight Committee

The Operational Oversight Committee (OOC) was established to ensure that QCS remains responsive to the requirements of government and to the public interest.

The OOC is responsible for the oversight of recommendations being implemented by each QCS business unit, providing assurance that implementation of recommendations is progressed in a timely, efficient and effective manner and in accordance with each recommendation's intent and purpose.

It aims to ensure that QCS is fulfilling its responsibility to comply with the whole-of-government mandate that recommendations made to an agency are being implemented.

The OOC provides oversight over recommendations generated from the following:

- external bodies – Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (SPT); Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) – National Preventive Mechanism (NPM); and government bodies (Commonwealth or state) – for example, Queensland Ombudsman, Crime and Corruption Commission, Coroners Court and non-governmental organisations, following review and approval by the committee
- internal bodies – Operational Inspection and Major Incident Review Group; Office of the Chief Inspector (OCI); and any local assurance activity and/or investigation where recommendations generated have systemic or corporate implications.

The OOC comprises the Assistant Commissioner, Community Corrections; Assistant Commissioner, Financial Services and Strategic Sourcing Command; Assistant Commissioner, Infrastructure, Technology and Asset Services Command; Assistant Commissioner, Ministerial, Communications and Executive Services; Assistant Commissioner, People Capability Command; Assistant Commissioner, Policy and Legal Command; Assistant Commissioner, Professional Standards and Governance Command (acting Deputy Chair); Assistant Commissioner, Security and Male Custody; Assistant Commissioner, Specialist Operations; Assistant Commissioner, Strategic Futures Command; Assistant Commissioner, Women's Estate and Safer Custody; and the Chief Inspector (acting Chair).

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 facilitates an advisory role that supports and advises the QCS Commissioner and BoM in the execution of strategic and operational decisions.

The purpose of the FPC is to deliver engaged, visible and effective leadership to respond 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
- 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, the DRC and the ARMC.

The FPC comprises the Commissioner (ex officio); Deputy Commissioner, Organisational Capability (Chair); Deputy Commissioner, Community Corrections and Specialist Operations; Deputy Commissioner, Custodial Operations; Assistant Commissioner, Women's Estate and Safer Custody; Assistant Commissioner, Security and Male Custody; 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 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 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 Health, Safety and Wellbeing Committee comprises 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; Manager, Health, Safety and Injury Management; Assistant Commissioner, Policy and Legal; Director, Employee Relations; General Manager (rotating every three months); Regional Manager (rotating every three months); and others by invitation.

Risk management and accountability

Risk management

The Audit and Assurance Group, also known as Internal Audit, provides independent, objective assurance and advisory services designed to add value and improve QCS' operations.

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 that compliance and fraud management are operating to prescribed requirements.

To achieve this and ensure compliance with section 31 of the Financial and Performance Management Standard 2019, the internal audit plans – including the annual internal audit plan and strategic internal audit plan, covering a three-year period – are developed based on strategic and operational risks, business priorities and client needs. The internal audit plans are endorsed by the ARMC and approved by the Commissioner.

All audit projects on the 2019–20 annual audit plan were completed and reported to the ARMC and the Commissioner via the Assistant Commissioner, Professional Standards and Governance Command, along with recommendations for improvement. Internal audit reports may also be made available to internal or external stakeholders such as the Queensland Audit Office as applicable. Internal Audit conducts follow-up of audit recommendations implemented by management.

External scrutiny

The 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 plan, which outlines the specific actions, responsible officers and timeframes for implementing recommendations. Progress on the operationalisation and completion of the recommendations will be monitored and reported through this committee.

Significant progress has already been made on many of the action items in the implementation plan, 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.

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 2019–20, the QAO tabled the following reports that affect QCS or are of relevance to QCS.

Report	Tabled date	Audit name	Objective/scope
Report 14: 2019–20	5 May 2020	Evaluating major infrastructure projects	This audit examined whether Building Queensland effectively and efficiently led and/or assisted agencies to deliver robust business cases for major infrastructure projects and provided agencies with expert advice about infrastructure. Included in QAO's audit scope was an assessment of the business case for the AGCC expansion, relating to the construction of 628 additional cells to meet the growth in remand prisoner numbers across Queensland's corrective services system.
Report 11: 2019–20	11 February 2020	Queensland Government state finances: 2018–19 results of financial audits	This report analyses the consolidated position of the Queensland Government and reports QAO's audit results.
Report 10: 2019–20	6 February 2020	Effectiveness of the State Penalties Enforcement Registry ICT reform	On 25 March 2019, the Under Treasurer wrote to the Auditor-General about concerns with the SPER Reform Program, which began in May 2014. The objective of the audit was to assess whether the information and communication technology of the SPER Reform Program was governed effectively.
Report 8: 2019–20	27 November 2019	Queensland state government entities: 2018–19 results of financial audits	This report summarises the results of audits of Queensland Government entities for 2018–19; QCS was one of the 21 government departments included.

Crime and Corruption Commission

During 2019–20, QCS continued to address 33 recommendations from the CCC's Taskforce Flaxton review (2018). In response to the recommendations, QCS established the PSGC to strengthen QCS' internal review and investigation functions. The Ethical Standards Group (ESG) was formed under PSGC to collect and evaluate intelligence, assess complaints and investigate allegations made against QCS employees. The ESG continues to develop as an agile business unit capable of supporting QCS organisational goals.

Queensland Ombudsman

Occasionally, the Queensland Ombudsman refers a complaint to the ESG. This method of receiving a complaint is rare. Complaints referred by the Ombudsman may be determined to be made as a public interest disclosure and relate to maladministration or other administration matters.

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 2019–20, the State Coroner conducted inquests into 11 deaths in custody – nine due to natural causes and two due to suicide. There were no findings or recommendations relevant to QCS in relation to the nine natural cause deaths. The State Coroner delivered findings relating to the two coronial inquests into deaths in custody by suicide.

In both matters, the Coroner noted the Office of the Chief Inspector (OCI) at the QCS had prepared an investigation report, which was tendered at the inquest and was of assistance in the preparation of findings. The Coroner noted the progress that QCS had made in implementing the recommendations arising from the OCI 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 of Queensland 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

Office of the Chief Inspector

The OCI is one of the mechanisms through which QCS maintains a strong accountability framework. The OCI performs statutory functions under the *Corrective Services Act 2006*, which provides the authority to conduct inspections, investigations and reviews within the correctional system in Queensland. The OCI also coordinates the Official Visitor Scheme (OVS).

Official Visitor Scheme

The OVS plays an important role in the Queensland corrections system by ensuring a regular, accessible, independent program of visitation to assist prisoners to manage and resolve their complaints. An Official Visitor (OV) is a statutory role performed by a person who attends correctional centres as an observer and to whom prisoners can raise complaints. OVs are appointed under a delegation 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 relating to the remit of the OCI. These reports assist the Chief Inspector to identify systemic issues and inform the process of centre inspections. OVs also conduct reviews of Maximum-Security Orders and Safety Orders.

In 2019–20, the OV Scheme completed 601 visits to prisoners, resolved 1,466 complaints and conducted 83 Maximum Security Order reviews and 577 Safety Order reviews.

Inspections, investigations and reviews

The inspection, investigation and review function previously undertaken by the OCI will transition to the Operational Inspection and Major Incident Review Group within the Professional Standards Command. This change is to prepare QCS for the establishment of an Independent Inspectorate of Prisons in Queensland and will occur along with the QCS organisational restructure. It is also in accordance with the implementation of Taskforce Flaxton recommendations.



Information systems and recordkeeping

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

QCS has commenced the implementation of an information security management system based on international standard ISO 27001, as mandated by whole-of government. The objective of the system is to improve information security and the ability to manage information security risks.

- QCS employs a layered security defence model (defence-in-depth) at the border of the network and within the internal environment.
- The security strategies aim to meet the requirements of the Australian Signals Directorate's essential eight strategies to mitigate targeted cyber intrusions, including using patching applications, patching operating system vulnerabilities and restricting administrative privileges.

During 2019–20, QCS has embarked on a number of initiatives to improve the security posture and mitigate cyber security incidents and risks, including:

- uplifting email security to improve QCS' ability to detect and respond to phishing emails
- implementing security incident and event monitoring tools to improve visibility into cyber security incidents
- implementing Application Whitelisting, to block unauthorised and malicious software from running within the QCS environment; and implementing a vulnerability management system in conjunction with Queensland Government Customer and Digital Group to improve the ability to manage cyber security vulnerabilities.