



Queensland Corrective Services Audit and Risk Committee members

Role information pack



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Queensland Corrective Services

Queensland Corrective Services (QCS) contributes to a fair, safe and just Queensland by managing custodial facilities and supporting the rehabilitation of offenders within and outside our facilities. We assist crime prevention through the humane containment, supervision and rehabilitation of offenders in correctional centres and the community.

What we do

Corrective services are a key responsibility of the Queensland Government, and along with courts and the police, are a central component of the criminal justice system. QCS, in partnership with other key criminal justice agencies, is committed to the critical role of community safety and crime prevention.

QCS operates eleven high security and six low security correctional centres, as well as 35 probation and parole district offices and over 140 reporting locations across the state. These ensure that prisoners and offenders are provided with appropriate classification, supervision and access to programs, education and vocational training to maximise their chance of successful reintegration into society.

Our vision

QCS' vision, as set out in the *QCS Strategic Plan 2024–28*, is to enhance the safety of Queenslanders through humane, modern, sustainable and evidence-informed corrective services to maximise rehabilitation and reduce recidivism.

QCS' vision for the future is that by 2030, Queensland communities will be safer and there will be fewer victims of crime. QCS set out this long-term vision in *Corrections 2030* and will help deliver this vision by committing to being a forward-thinking, top-tier public safety agency.

Our purpose

QCS' purpose is to provide safe, modern and responsive correctional services which rehabilitate prisoners and offenders, and prevent crime, making Queensland safer.

QCS provides correctional services in accordance with the *Corrective Services Act 2006*, *Penalties and Sentences Act 1992*, *Dangerous Prisoners (Sexual 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 Youth Justice and Minister for Corrective Services and the Queensland Parliament.

Our values

Professional: 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.

Ethical: we inspire trust by acting ethically at all times, and acting with honesty and truthfulness.

Respectful: we treat each other, prisoners and offenders with dignity and respect.

Our objectives

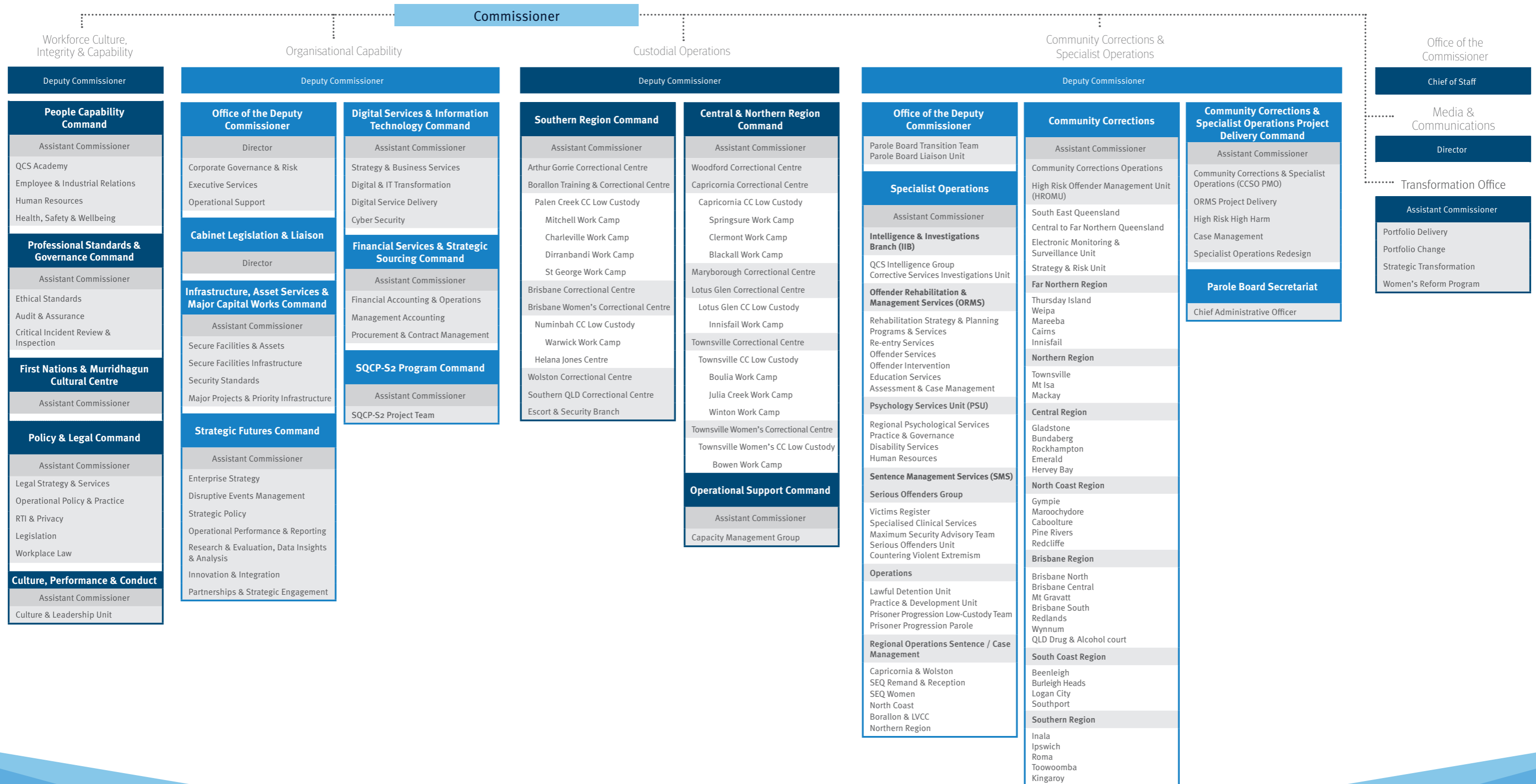
QCS' strategic objectives, as set out in the *QCS Strategic Plan 2024–28*, are as follows:

- Safer workplaces and correctional environments.
- Humane management of prisoners and offenders.
- Reduce crime.
- Partnering and community collaboration.



QCS Organisation Chart

updated 30 SEPTEMBER 2024



Major programs

Lockyer Valley Correctional Centre

In June 2019, the government announced the construction of a new men's correctional facility near Gatton, formally named the Lockyer Valley Correctional Centre (LVCC) on 9 August 2023. Construction of the facility commenced in January 2021.

The new state-of-the-art centre will be the first in Queensland to be purpose built to support integrated case management, with a health and rehabilitation design and operating model that includes enhanced mental health, drug and alcohol rehabilitation services.

With a total investment of \$885.3 million, LVCC will deliver a total capacity of over 1500 beds. The infrastructure project has sustained more than 700 construction jobs in the Lockyer Valley region at its peak. More than 800 permanent operational jobs will be available across custodial, case and sentence management, psychology and allied health, rehabilitation and offender management, as well as roles in industries and trades. Jobs in intelligence, administration, finance and ICT (information and communication technology) support are also available.



Strengthening QCS' anti-corruption framework

The Crime and Corruption Commission's 2018 report, *Taskforce Flaxton*, recommended 33 reforms to improve QCS' anti-corruption framework, oversight, accountability and performance standards, with all supported or supported in-principle by the government. By 20 December 2024, all recommendations were implemented or closed.

The *QCS Anti-Corruption Strategy 2020–2025*, guided by *Taskforce Flaxton's* recommendations, drives corruption resistance improvements. The framework was enhanced in December 2024 with the release of the QCS Code of Practice, Workplace Policy, and Public Interest Disclosure Policy and Procedure, providing officers with guidance on key risk areas.

The Professional Standards and Governance Command, via the Ethical Standards Group, monitors and investigates alleged corrupt conduct in QCS, taking appropriate action to prevent corruption and risk of corruption in QCS. Development of ethics training and advice further enhances awareness to manage corruption risks. Additionally, QCS collaborates with the Office of the Inspector of Detention Services for independent and greater oversight of QCS correctional facilities, enhancing corruption risk identification.

Capacity Management Group

To address capacity pressures, \$10.452 million over five years from 2023–24 was allocated to establish the Capacity Management Group (CMG) within QCS, supporting 2.6 full-time equivalent (FTE) positions in 2023–24 and 10.5 FTE from 2024–25.

The CMG oversees system-level planning and initiatives for capacity management across QCS, ensuring focus on the future and long-term priorities. They delivered the first phase of the Custodial Configuration and Capacity Management Project, focusing on increasing admissions from Queensland Police Service watchhouses into QCS custody.

In April 2024, the CMG delivered the 2024 Capacity Management Action Plan, streamlining activities to manage capacity pressures effectively and ensuring the safety and security of QCS workplaces. Implementation of the plan will continue in 2024-25, ensuring the safety and security of QCS workplaces.

Strengthening the Queensland parole system

The parole system in Queensland forms an integral part of the criminal justice system, providing individuals in custody a structured, supported and progressive transition into the community to reduce reoffending.

The Queensland Parole System Review (QPSR), led by Walter Sofronoff KC, resulted in 91 recommendations to strengthen the parole system, with 89 supported or supported in-principle by the government on 16 February 2017, leading to a \$265 million investment over six years to implement the recommendations. The funding also enabled an additional 337 FTEs to be employed within QCS.

Starting 1 July 2022, QPSR reform became integrated into business-as-usual operations to fully implement the necessary modern and evidence-based parole system changes.



QCS continued to progress critical initiatives and in 2023–24:

- introduced and delivered an evidence-informed training curriculum developed in collaboration with Swinburne University of Technology to support frontline officers in Community Corrections and Sentence Management Services
- implemented a centralised recruitment strategy to support Community Corrections officers access to the newly designed front-end training program
- recruited additional Cultural Liaison Officers across Community Corrections and the Murrumbidgee Cultural Centre
- continued the partnership with Queensland Health to embed the Opioid Substitution Treatment Program, with consideration of a revised clinical service model, through the introduction of long-acting injection buprenorphine, which will be progressively rolled out to all remaining correctional centres in Queensland
- expanded End-to-End Case Management for women across community and custodial settings and the rollout of End-to-End Case Management for men under community supervision in northern and far northern regions.

Embedding culturally-appropriate practices and services for First Nations prisoners and offenders

In 2022–23, QCS created an additional 34 new Cultural Liaison Officer roles in Community Corrections, agency-wide, effectively doubling the number of identified roles in QCS. In 2023–24 the additional positions allowed QCS to provide cultural and professional assistance to our First Nations officers and other officers building the cultural capability of QCS. They also provided greater accessibility and support for Elders, community, offenders and other critical stakeholders, which will enhance QCS' ability to provide services to reduce the over-representation of First Nations people in our care.

The Assistant Commissioner for First Nations and Cultural Capability leads the development, prioritisation and delivery of evidence-informed strategies and initiatives to target the high rates of adult First Nations people in custody. The role was supported by significant investments in the Murrindhagun Cultural Centre, which was operationalised in 2023–24. This investment increased FTEs from three to nine and allowed for one 12-month temporary officer.

QCS is implementing several initiatives to improve outcomes for First Nations people and address over-representation in Queensland. The *QCS First Nations Strategy* was published in December 2023, outlining opportunities for partnership to address over-representation. On 8 July 2024, the *QCS Innovate Reconciliation Action Plan (RAP)* was endorsed by Reconciliation Australia and launched on 12 July 2024. The RAP, informed by extensive consultation, offers measurable actions for reconciliation.

Through a culture of collaboration, innovation and ethical conduct, the Murrindhagun Cultural Centre will develop standardised frameworks, policies and practices for correctional centres and Community Corrections district offices.



Profile



Commissioner, Queensland Corrective Services – Paul Stewart APM

Commissioner Paul Stewart APM is the Chief Executive of QCS, overseeing all aspects of the agency, including the four divisions – Custodial Operations, Community Corrections and Specialist Operations, Organisational Capability and Workforce Culture, Integrity and Capability. Joining QCS in 2018 as Deputy Commissioner for Community Corrections and Specialist Operations, he was the senior responsible officer for a number of transformational bodies of work, including the Queensland Parole System Reform and the QCS Intelligence Review, before being appointed as Commissioner from 3 July 2021.

Commissioner Stewart has proudly overseen the development and implementation of several key initiatives in his role, including the COVID-19 response effort, the further development of the Commissioner's Operational Performance Reviews and a formalisation of agency's commitment to reconciliation and support of First Nations peoples through the establishment of the first Assistant Commissioner First Nations and Cultural Capability position.

Before commencing with QCS, Commissioner Stewart had a 35-year career in the Queensland Police Service, holding positions including the Assistant Commissioner of People Capability Command and Community Contact Command, Chief Information Officer and Director of Media and Public Affairs.

Commissioner Stewart has a Master of Technology Management, 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.

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

During his policing career, he was involved in the 1982 Commonwealth Games as a newly graduated constable and at the 2018 Commonwealth Games as one of three commanders, leading the policing operations during the games.

Commissioner Stewart is the recipient of the Australian Police Medal, Queensland Police Service Medal, National Police Service Medal, National Medal and Queensland Police Meritorious Service Medal.

Audit and Risk Committee

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

The ARC 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 ARC 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 2023–24, the ARC comprised the following members:

- Chair (external, independent), Sue Ryan
- Member (external, independent), Melinda Bailey (departed on 30 April 2024)
- Member (external, independent), Marita Corbett
- Member (internal) – Adam Black (Deputy Commissioner, Organisational Capability, QCS).

In 2023–24, key achievements of the ARC included:

- receiving assurance from management on all financial and non-financial internal controls and risk management functions are operating effectively and reliably
- reviewing and endorsing the strategic and annual internal audit plans for approval by the Commissioner
- overseeing the Internal Audit function and completion of the planned audit projects
- monitoring the implementation of accepted audit recommendations
- liaising with the Queensland Audit Office and discussing audit results
- reviewing the quarterly departmental risk reports.

Profile

ARC Committee Chair – Sue Ryan

Ms Susanne Ryan has been appointed as the QCS ARC Chair since 2021 and has a professional background in Strategic Alignment, Accounting and Financial Management and Corporate Governance.

Ms Ryan has over 12 years' experience in Senior Executive positions within the Queensland Government Sector including Deputy Director-General (DDG), Policy and Service Delivery, within the Department of Natural Resources and Mines, DDG, Energy, and DDG, Technology, within the Department of Employment, Economic Development and Innovation.

During her time in the public sector, Ms Ryan provided input to a range of key policy issues and developed policy options for government consideration across various portfolios. She has significant experience in establishing and maintaining systems, policies and processes to ensure appropriate governance is established in government entities that adheres to legislative frameworks.

In addition to her duties as the QCS ARC Chair, Ms Ryan is also an ARC member role across a number of Queensland Government agencies, including the Deputy Chairperson of the Board of the Contract Cleaning Industry (Portable Long Service Leave) Authority and the Chair of the ARC for the Department of Agriculture and Fisheries.

Ms Ryan has a Bachelor of Business with a major in accounting and is a graduate of the Australian Institute of Company Directors.



Committee Member – Marita Corbett

Ms Marita Corbett has more than 30 years' experience in supporting organisations improving operations and accomplishing objectives through the evaluation of decision-making, risk management, control and governance processes.

Ms Corbett's experience has been built with a number of large public and private sector client organisations with significant revenue and asset bases, diverse stakeholders, investments, commercial and operational scopes, and risk-based decision-making requirements.

Ms Corbett's experience includes Non-Executive Director and Audit and Risk Committee Chair and member roles across the Queensland Public sector, such as prior roles with Gladstone Ports Corporation, Seqwater, the Department of Environment and Science, and the Public Safety Business Agency.

Ms Corbett has a Bachelor of Commerce majoring in accounting and business law and is a Chartered Accountant and Graduate of the Australian Institute of Company Directors.



Role description

Audit and Risk Committee members

Total fixed remuneration: \$11,290 p.a (GST inclusive)

Term of appointment: Successful applicants will be appointed for an initial term of three years with the possibility of a second term.

Meetings: Quarterly with provision for special meetings if required.

Location: Applications are open to Queensland residents only. Statewide applications, in particular regional applications, will be considered.

Virtual attendance will be offered with the encouragement of one in-person meeting per year. Travel expenses will be provided.

People from diverse backgrounds including non-English speaking backgrounds, people with a disability, women, Aboriginal people and Torres Strait Islander people are encouraged to apply.

Mandatory requirements

All Audit and Risk Committee members must be independent and not an employee of the department, or any other Queensland state government entity.

About the Audit and Risk Committee (ARC)

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

Role of the ARC

The role of the ARC is to provide independent assurance and assistance to the Commissioner and Board of Management (BoM) of QCS on:

- The risk, control and compliance frameworks.
- The department's external accountability responsibilities as prescribed in the *Financial Accountability Act 2009 (FAA)*, the FPMS and other relevant legislation.
- The department's integrity framework.

The ARC 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.

About the ARC members

ARC members are expected to understand and observe relevant Acts and regulations.

Members are also expected to:

- Act in the best interests of the entity.
- Apply good analytical skills, objectivity, and exercise good judgment.

Key responsibilities

The ARC is directly responsible and accountable to the Commissioner for the exercise of its duties and responsibilities. In carrying out its duties and responsibilities, the ARC must at all times recognise that primary responsibility for management of QCS rests with the Commissioner.

The ARC's duties and responsibilities are to:

Financial statements

- Assess the accuracy, adequacy and completeness of the QCS financial statements, ensure they are compliant with prescribed accounting and other requirements, and recommend approval by the Commissioner.
- Review the appropriateness of accounting policies and procedures adopted by QCS to prepare the financial statements and ensure the accounting policies adopted are relevant to the QCS and its specific circumstances.
- Review the appropriateness of significant assumptions and critical judgements made by management, particularly relating to estimations which impact on reported amounts of assets, liabilities, income and expenses in the financial statements.
- Review, with management, and the external auditors, the results of the external audit and any significant issues identified.
- Assess QCS's complex or unusual transactions or series of transactions, or any material deviation from the budget, and their presentation in the financial statements.
- Ensure that sufficient assurance with respect to the accuracy and completeness of the financial statements is given by management.

Internal control

- Review, through the internal and external audit functions, the adequacy of the internal control structure and systems, including information technology security and control.
- Satisfy itself, through the internal and external audit functions, whether relevant policies and procedures are in place and up to date, including those for the management and exercise of delegations, and whether they are complied with.
- Satisfy itself, through the Chief Finance Officer, whether the financial internal controls are operating efficiently, effectively and economically.

Performance management

- Review, through management, QCS's compliance with the performance management and reporting requirements of the FAA, FPMS and the 'Annual Report Requirements for Queensland Government Agencies'.
- Receive and consider reports from management as to whether:
 - Effective performance management systems (both financial and non-financial) suitable to the needs of the department are established to reflect the department's role/purpose and objectives (as stated in its strategic plan).
 - Performance reporting uses appropriate benchmarks, targets and trend analysis.

Internal audit

- Satisfy itself that the funding model is appropriate for the delivery of the Internal Audit function with adequate regard for staffing and capabilities.
- Review and endorse for approval by the Commissioner the proposed internal strategic audit plan and annual audit plan to ensure they cover key risks and there is appropriate co-ordination and

no material overlap with the external auditor.

- Provide input into proposed changes to the internal annual audit plan as required.
- Oversee the delivery of the internal annual audit plan including any difficulties or restrictions on scope of activities, or significant disagreements with management and escalate concerns to the Commissioner or BoM as required.
- Review the findings and recommendations of internal audit, and the responses provided by management.
- Review the implementation of internal audit recommendations accepted by management and where issues remain unresolved, ensure that satisfactory progression is being made to mitigate the risk associated with audit's findings.
- Periodically assess performance of the Internal Audit function against the internal annual audit plan.
- Review and endorse for approval by the Commissioner the Internal Audit Charter annually and propose changes as required.

External audit

- Consult with external audit on the proposed audit strategy, audit plan and audit fees for the year.
- Discuss progress against the external audit plan and any difficulties or restrictions on audit activities or major disagreements with management.
- Review the findings and recommendations of external audit (including from performance audits and service organisation assurance engagements (ASAE 3402)) and the responses to them by management.
- Review the implementation of external audit recommendations accepted by management and where issues remain unresolved ensure that satisfactory progression is being made to mitigate the risk associated with audit's findings.

Compliance

- Determine whether management has considered legal and compliance risks as part of QCS's risk assessment and management arrangements.
- Review through management the effectiveness of the system for monitoring QCS compliance with relevant laws, regulations and government policies.
- Receive and consider findings of any examinations by regulatory agencies, and any audit observations, and ensure the management response is appropriate.

Risk management

- Review, through the risk management function, whether management has in place a current and comprehensive risk management framework and associated procedures for effective identification and management of QCS's business and financial risks, including fraud.
- Liaise with management to determine whether there is a common understanding of the key risks to the department which are clearly documented in a risk register and regularly reviewed to ensure it remains up to date.
- Review with management that project risk mechanisms (including reporting arrangements) for material projects (ICT and otherwise) are sound and effective risk mitigation strategies and plans which have been implemented, and identify any emerging project risks.
- Seek assurance from management that emerging risks (including, but not limited to, climate risk and cyber risk) are being identified and addressed.
- Review through management, the establishment and implementation of crisis management, disaster recovery and business continuity management frameworks to ensure they are suitable to the needs of the department and are periodically updated and tested.

- Assess that risks and threats to the agency are being considered in developing the annual audit program.
- Integrity oversight and misconduct prevention.
- Provide oversight of the department's integrity framework (including Public Interest Disclosures) and reviews its adequacy, compliance with relevant integrity legislation, whole of government policies, principles and guidelines, and effective functioning.
- Review with management whether a sound and effective approach is followed in the development and implementation of the department's fraud and corruption framework, policy and procedures, and review reports on fraud to assess whether any systemic or new issues and systems are in place to detect, capture and effectively respond to fraud-related information.
- Receive and consider reports from management and provide advice and recommendations as necessary.

Reporting

- Submit quarterly reports to the Commissioner and BoM outlining relevant matters that have been considered by it as well as the committee's opinions, decisions and recommendations.
- Circulate minutes of the committee meetings to Commissioner, BoM, committee members and invited guests as appropriate.
- Prepare an annual report to Commissioner and BoM summarising the performance and achievements for the previous year.
- An annual work program of the planned activities for the coming year is to be provided to the Commissioner and BoM.
- Submit a summary of its activities for inclusion in QCS Annual Report.

What we are looking for

We are looking for two ARC members with expertise in the following areas:

Cybersecurity: ICT strategy and solution design and delivery, information management, business systems applications, cloud services and infrastructure, end user computing and cyber security skills.

Infrastructure: Strategic management of assets, planning, built environment design, capital works, infrastructure and maintenance works delivery skills.

Project management: Strategise, implement, and maintain program initiatives, governance and risk mitigation skills.

Legal: Regulatory compliance, contract management, governance, legislative interpretation, risk mitigation, and dispute resolution skills.

About you

We recognise and celebrate that everyone is unique and seek the applicant best suited to the role. We will assess your experience, knowledge and acquired skills, as well as your potential for development and your personal qualities.

We are looking for ARC members with specialised expertise. Depending on your specialisation, here are the role requirements:

Relevant qualifications for the nominated discipline and AICD membership is highly desirable.

Cybersecurity Specialisation:

In the area of Cybersecurity, you will bring strong analytical skills to ensure effective IT delivery to support QCS operations, sound governance, risk management, assurance and compliance change to support QCS' digital IT agenda, as essential to the committee's function.

We will consider the following in reviewing your application:

- Proven experience in digital information technology and transformative change in IT.
- In depth knowledge of relevant legislations and government requirements.
- Contemporary knowledge in best practice digital services and information technology concepts.

Infrastructure Specialisation:

In the area of Infrastructure, you will bring strong analytical skills ensuring a commitment to governance, risk management, assurance, compliance, and effective facilities and strategic asset management services will be essential to the committee's function.

We will consider the following in reviewing your application:

- Proven experience in strategic infrastructure management.
- In depth knowledge of relevant legislations and government requirements.
- Knowledge in contemporary, evidence-based facilities and asset management practices, concepts, frameworks and procedures.

Project Management Specialisation:

In the area Project Delivery/Assurance, you will bring strong analytical skills and oversight to ensure effective governance, risk management, assurance and compliance for projects, to achieve outcomes and support the achievement of organisational objectives, as essential to the committee's function.

We will consider the following in reviewing your application:

- Proven experience in planning, project management, and optimisation.
- In depth knowledge of relevant legislations and government requirements.

Legal Specialisation:

In the area of Legal, you will bring strong legal expertise, analytical skills and a commitment to upholding governance standards. Your ability to navigate complex legal frameworks, provide strategic legal insight and ensure compliance with regulatory standards will be essential to the committee's function.

We will consider the following in reviewing your application:

- Proven track record in providing legal insight in government and human services sector.
- In-depth knowledge of regulatory compliance, governance, and contract law.

Your application

Audit and Risk Committee members

If you think this role is for you, you will need to provide:

- your **current resume** containing details of two referees (with at least one referee who has a thorough knowledge of your work behaviour, conduct and performance within the previous two years).
- a **statement** (not more than two pages) outlining how your knowledge, skills and experience will enable you to undertake this role.

Your contact

Name Catherine Moynihan
Position Assistant Commissioner, Professional Standards and Governance Command
Phone 07 3565 7533
Email Catherine.Moynihan@corrections.qld.gov.au

Relevant documents and links

- [QCS Annual Report](#)
- [QCS Strategic Plan 2024-2028](#)
- [QCS Business Plan 2023-2024](#)
- [QCS Equity and Diversity Action Plan 2023-2026](#)
- [QCS Interim Women's Strategy 2023-2025](#)
- [QCS Mental Health Strategy 2022-2027](#)
- [QCS Multicultural Action Plan Annual Report 2022-2023](#)
- [Corrections 2030](#) and [update](#)
- [QCS Culture Framework](#) and [Action Plan](#)

Media releases

- [QCS recruitment session coming soon to Central Queensland \(with audio grabs\).](#)
- [Biggest Corrections graduation of 2024.](#)
- [Revolutionary program supporting prisoner rehabilitation.](#)
- [Scanner crackdown on prison contraband.](#)



