



Corrections NEWS

Special
online only
edition!



Bagging a brighter Christmas for those in need

Page 8



QCS celebrates remarkable efforts in this year's excellence awards

Page 10



Community Corrections officers receive national award

Page 14

Contents

Message from the Commissioner	4
Message from the Deputy Commissioners	5
Bagging a brighter Christmas for those in need	8
Assistant Commissioner retires after 25-year career at QCS	9
Stephen Wright retires after 35 years in corrections	9
QCS celebrates remarkable efforts in this year's excellence awards	10
Weather doesn't plan, but you can	12
Prisoners help residents get storm ready	13
Community Corrections officers receive national award	14
Transformation Office news	15
Women's System Reform Program update	16
Strengthening case management	17
Graduations	18
In memoriam	19

Front cover: An officer receiving his award from Commissioner Paul Stewart at the 2025 Commissioner's Awards for Excellence.

Corrections News is published by the Media and Communications Unit, Queensland Corrective Services.

GPO Box 1054
Level 21, Northbank Plaza
69 Ann Street
Brisbane QLD 4001

(07) 3565 7824

QCSMedia@corrections.qld.gov.au
www.corrections.qld.gov.au



QCS careers - making Queensland safer



Change the journey, change the outcome



Check out the range of jobs we have available right now.



[Click here for more information](#)





Paul Stewart APM

Commissioner
Queensland
Corrective Services

Welcome to the final edition of Corrections News for 2025.

As we approach the festive season, I want to express my heartfelt gratitude to every one of you for your hard work and dedication throughout the year. It has certainly been a huge year and as we reflect on our achievements, there is much to be proud of.

I was honoured to recently recognise the outstanding achievements across QCS by presenting officers with awards as part of the 2025 Commissioner's Awards for Excellence (page 10). I always feel remarkable pride in being part of this event, acknowledging our officers who have demonstrated excellence and upheld our strategic objectives which support the Government's goal of restoring safety where you live.

For the first time, the Commissioner's Overall Award was awarded to multiple teams in response to the ex-Tropical Cyclone Alfred weather event.

Congratulations to all the outstanding individuals, including recipients of the Meritorious and Ethical Service Medal, for their dedication and commitment to keeping Queensland safe.

As we enter the storm and cyclone season, I remind you to keep yourself up to date via our Disruptive Event Management Unit and review the steps outlined by Get Ready Queensland (page 12).

We have already seen the impact of the season with severe storms in South East Queensland, with more extreme weather events predicted across the state. I encourage you all to begin your preparations to ensure you remain safe. Townsville Correctional Centre's men's low custody have been working with prisoners and the State Emergency Service to get ready by filling sandbags as part of disaster preparations (page 14).

I want to thank you all for your hard work and dedication this year to make a positive difference as we strive towards making Queensland safer. Together, we have been able to achieve remarkable outcomes for prisoners, offenders and communities. I look forward to another great year ahead as we continue to support each other, improve the lives of those in our custody and care, and keep Queensland communities safe.

I wish you and your loved ones a safe and peaceful holiday season, and I thank those of you working over the Christmas and New Year period. Your commitment and efforts to community safety have not gone unnoticed.



Jon Peach

Deputy Commissioner
Custodial Operations

It is a great privilege to be writing my first foreword as the Deputy Commissioner, Custodial Operations and I am extremely proud to have joined what is clearly an exceptional corrective service. Over the last 33 years (not all in Corrections) I have been extremely fortunate to have worked in corrections across four different jurisdictions, being the UK, WA, ACT and now here, and at this early juncture it feels like I have saved the best for last!

Firstly, I would like to acknowledge the warm welcome I have received, in particular from my Executive colleagues and the team within the Office of the Deputy Commissioner. Similarly, I would like to thank Assistant Commissioner Hamlett and Smith for leading the division through an exceptionally busy period. Along with Acting Assistant Commissioner Fleming, they have provided significant support to me as I learn the nuances of the portfolio.

My first two months with QCS have been a whirlwind and included the opening of Lockyer Valley Correctional Centre (LVCC). Over the next six months LVCC will add more than 1500 secure beds to our capacity at a critical time, alleviating some of the immediate prisoner population pressures across the state. The work to commission LVCC in such a short period is nothing short of remarkable.

My immediate focus is to gain a greater understanding of our operating environment and to enhance engagement and communications across Custodial Operations. By Christmas, I hope to have visited all correctional centres and to have met as many members of our workforce as possible. The visits I have completed to date have been extremely informative in identifying the challenges and opportunities that exist within our system and I have been impressed with the work and dedication of our teams across these centres. The commitment to our fundamental values of professional, ethical and respectful behaviours has been evident and should continue to remain at the forefront of what we do.

The provision of safe, secure and respectful workplaces and facilities is core to all we do and remains a focus for custodial operations. Without these our ability to deliver positive and tangible outcomes in regard to making Queensland safer with fewer victims of crime and delivering corrective services that reduce reoffending and support rehabilitation is limited.

Thank you for the outstanding work you do every day in keeping our community safe. Your commitment and professionalism is highly valued and I look forward to meeting more of you.

Finally, I wish you and your loved ones a safe and joyous festive period and a rewarding and happy 2026. I also pass on my heartfelt gratitude and thanks to frontline and support workers on shift over the Christmas and New Year period - you are critical to maintaining the safety of our prisons and our community.



Ursula Roeder ACM

Deputy Commissioner

Community
Corrections and
Specialist Operations

As 2025 draws to a close, it is time to reflect on the remarkable achievements of the Community Corrections and Specialist Operations (CCSO) division. This year has been defined by innovation, collaboration, and a steadfast commitment to community safety and offender rehabilitation.

As I travelled around the state throughout November and December for the Deputy Commissioner Operational Performance Reviews, it was evident to me how passionate our people are in delivering exceptional service delivery to improve outcomes for the people under our supervision and care. The level of engagement shown by staff was truly commendable.

When the CCSO Assistant Commissioners and I reflect on the things we are most proud of within the division this year, both big things and little things immediately come to mind. We have achieved so much as a division this year – just a few include:

- roll out of the Parole Electronic Record System Interface
- successful 'go live' of the Electronic Monitoring program for DFV offenders
- launch of the Men's Reintegration Service
- establishment of the Electronic Monitoring and Precinct Management Unit
- completion of phase one of the Lockyer Valley Correctional Centre fill plan
- development of the CCSO Assurance Framework
- formalisation of the QCS Regional Leadership Network
- roll out of the Electronic Monitoring Asset Management Solution
- commencement of phase one of the new QCS Mental Health Services
- cross-agency collaboration in Premier's Antisocial Behaviour workshops, and
- successful implementation of a permanent Disability Services Team.

But while the big-ticket items are impressive, it is the smaller, quieter achievements throughout the year which have been truly remarkable. The consistency in operational service delivery despite enormous complexity and pressures; the willingness and enthusiasm of staff to work collaboratively across commands to achieve optimal outcomes; the dedication to personal development and growth; the commitment to continuous improvement by embedding governance practices in everything we do; our willingness to embrace diversity and inclusion in our teams and the way we celebrate each other's achievements – these are the true achievements of our division.

As we farewell 2025, we look forward to building on these successes and continuing to deliver, mature and grow as a division in 2026. Thank you to every member of CCSO for your dedication and resilience throughout 2025.

As we enter into the festive season, please take the time to rest, recharge, and connect with your friends and families. I wish you a safe, peaceful and joyful holiday season.



Adam Black

Deputy Commissioner

Organisational
Capability

As the year comes to a close, it is important to reflect both on our achievements of the last 12 months as well as the path ahead of us in 2026.

In particular, I would like to acknowledge the SQCP-S2 Program and QCS teams behind the delivery of the Lockyer Valley Correctional Centre (LVCC)—the first prison our agency has built in more than a decade. As we move into closure of the program, responsibility for the ongoing prisoner fill and related activities are transitioning to business-as-usual teams, ensuring continuity and stability.

The Program, the operational LVCC team and supporting QCS teams have been exceptional, demonstrating professionalism, dedication and teamwork both during construction of the centre and now in its operation. I sincerely thank everyone involved for their outstanding contributions.

Looking ahead, Digital Services Information Technology Command are delivering further enhancements to the prisoner telephone system through the flattening of call tariffs and combatting the use of redirection services which are known to be a vehicle for prisoners contacting victims of domestic and family violence. The project will also be delivering significantly enhanced intelligence capabilities and a smartphone application for families and friends of prisoners to make connecting and supporting their loved ones easier.

QCS is also taking a new approach to assessing performance against strategic priorities in 2026. Strategic Performance Reviews (SPR) will take a high-level view, focusing on long-term goals for whole-of-QCS. One of the key features of the SPR is acknowledging regional differences, challenges and barriers that impact service delivery. As such, three SPRs are planned across Queensland. The first review, which focused on the Far Northern and Northern region, was held in Cairns in November 2025, and will be followed by the Central and South-East Queensland region SPRs in early 2026.

The Queensland Government has committed to making Queensland safer by reducing reoffending through rehabilitation. As we progress into the new year, significant activity is continuing to develop a 10-year *Reducing Reoffending Strategy*, which will align QCS' practices with Queensland Government priorities. This strategic work will be QCS-led but with a focus on leveraging the Government and external partnerships.

Every role at QCS contributes towards reducing reoffending. As an agency, we need to reflect on how we can best use our available resources to deliver rehabilitation to reduce reoffending and planning for how we can grow and expand through future investment.

I look forward to continuing this important journey with you into 2026.



Samantha Kane

Acting Deputy
Commissioner

Workforce Culture,
Integrity and
Capability

As we reach the end of 2025, I want to begin my final address for the year by acknowledging some significant changes within our Workforce Culture, Integrity and Capability (WCIC) division. Most notably, QCS Academy has become a standalone WCIC command, led by Chief Superintendent Nadine Robinson, following her successful appointment as General Manager through our recent recruitment process. Congratulations Nadine!

I would also like to welcome Brett Bourke to QCS. Brett was recently appointed to the role of Assistant Commissioner, People Capability Command following a comprehensive recruitment and selection process. Brett brings a wealth of experience as a highly accomplished and respected leader, with a strong track record in delivering transformational and cultural change. Please join me in welcoming Brett, as we continue to build a positive and inclusive people focused culture together.

The results of the agency's Working for Queensland survey have now been released to the Executive Leadership Team and will be shared with you shortly. I encourage everyone to take the time to engage in your local Working for Queensland discussions. I'm very proud to highlight the progress we've made

in employee engagement, increased confidence in reporting unethical behaviour and a marked reduction in reports of bullying and sexual harassment. Our Culture and Leadership team is actively reviewing all feedback, with several new initiatives in the pipeline focusing on leadership development, professional growth and overall wellbeing.

As we approach the December holiday period, I recognise that this time means something different to each of us. Whether you're celebrating Christmas, observing other traditions, or simply taking the chance to relax and recharge, I encourage you to find moments of peace, reflection and connection. Importantly, I want to acknowledge our dedicated officers who will continue working over the holidays on the frontline, playing a key role in keeping our community safe.

This season, let's look out for one another and make space to reflect, reset and recharge—no matter your background or how you choose to spend this time. As we prepare for new beginnings in the new year, I encourage everyone to take care of themselves and support their colleagues, so that we can all start 2026 refreshed and ready for what's ahead.

Bagging a brighter Christmas for those in need



This year's *Share the Dignity, It's in the Bag* Christmas appeal has wrapped up and the response from officers across correctional centres, community corrections officers, and headquarters has been nothing short of inspiring.

Deputy Commissioner Custodial Operations and Executive Champion for Women, Jon Peach said the drive not only provided much-needed support to those doing it tough but also fostered a strong sense of community and compassion among colleagues.

"Thanks to the generosity and enthusiasm of our teams, bags filled with essential items ranging from toiletries and hygiene products to baby supplies have been donated to support women, teens, and families experiencing crisis this festive season."

"Officers embraced the opportunity to give back, with many going above and beyond to ensure their donations were thoughtful, practical, and filled with care," Deputy Commissioner Peach said.



Thank you to everyone who contributed. Your support has helped make this Christmas a little brighter for those waking up in domestic violence shelters or homeless refuges on Christmas Day.



Assistant Commissioner retires after 25-year career at QCS

From Stores Officer at Numinbah Correctional Centre to Assistant Commissioner, Queensland Corrective Services said farewell to Tim Thomson, who retired from the department last month after a long and meritorious career.

Commissioner Paul Stewart APM said Mr Thomson had contributed immensely across various areas of QCS and that his expertise would be greatly missed.

“Mr Thomson demonstrated outstanding dedication to public safety throughout his 25-year career and I would like to sincerely thank him for his service to QCS and the broader community,” Commissioner Stewart said.

In 2001, Mr Thomson was recruited as a Stores Officer at Numinbah Correctional Centre. He also worked as the Workplace Health and Safety Officer and Site Administrator at Numinbah before being seconded to Information Technology.

“I did this role specifically initially, which then became the beginning of my journey in Facilities or Infrastructure management with QCS and within a few years, I was developing the asset strategic plans for the department and participating in the production of submissions to seek funding for new prisons,” Mr Thomson said.

Mr Thomson was also heavily involved in the commissioning of the new Lockyer Valley Correctional Centre, which along with writing strategic plans early on in his facilities career and subsequently developing submissions are some of his proudest achievements. In particular, he cited the recent \$2.4 billion capacity uplift program at Arthur Gorrie and Townsville correctional centres, and other submissions he played a part in authoring which has resulted in over \$6 billion of QCS infrastructure.

We wish Mr Thomson all the very best in his future endeavors.



Stephen Wright retires after 35 years in corrections

After more than three decades in community safety, QCS recently bid farewell to Wolston Correctional Centre’s Superintendent Stephen Wright ACM as he embarks on a well-earned retirement.

Commissioner Paul Stewart APM praised Supt. Wright for the positive impact he made to correctional teams throughout his career and for his commitment to community safety.

“Supt. Wright is one of the state’s most experienced officers and I can’t thank him enough for his dedication and professionalism to protecting the community in the vital roles he has held over the past 35 years,” Commissioner Stewart said.

Supt. Wright started his corrections career at Boggo Road in 1990 before moving to Sir David Longlands Correctional Centre in 1992 as a Custodial Security Officer. He held various operational and frontline roles before progressing through to senior ranks.

Supt. Wright has consistently displayed a strong sense of responsibility and a genuine concern for the rehabilitation and wellbeing of prisoners.

He was recognised last year for his distinguished service in the Australia Day 2024 Honours list, receiving the Australian Corrections Medal.

“We thank Supt. Wright for his exceptional leadership, tireless efforts and unwavering dedication to community safety. We will miss him and wish him all the very best in his retirement,” Commissioner Stewart said.

QCS celebrates remarkable efforts in this year's excellence awards

Individual and team efforts were celebrated at the 2025 QCS Commissioner's Awards for Excellence in Brisbane on 27 November.

Winners were recognised by Queensland Corrective Services Commissioner Paul Stewart APM for their commitment to restoring community safety by holding offenders to account, reducing reoffending through rehabilitative services, supporting a safer workplace and building strong partnerships with community stakeholders.

The highest accolade – the Commissioner's Overall Award – was awarded to multiple teams for their joint efforts that went above and beyond when responding to ex-Tropical Cyclone Alfred in early 2025. Officers led by example in challenging conditions, including leaving their families, to maintain the safety and security of correctional facilities across southeast Queensland during the weather event.

Ten officers were also awarded the Commissioner's Meritorious and Ethical Service Medal in recognition of service performed with meritorious conduct, including one posthumous award for highly regarded Correctional Supervisor Peter Luker who sadly passed away a few months ago.

QCS Commissioner Paul Stewart APM congratulated the award recipients.

"Queensland Corrective Services officers perform extraordinary work in service of community safety, often in difficult and confronting circumstances, and these

awards recognise the exceptional individuals who lead by example," Commissioner Stewart said.

"Their integrity, compassion and professionalism embody the highest ideals of public service. From emergency responses to day-to-day custodial work and supervising offenders in the community, these recipients have strengthened our communities and supported safer outcomes for victims and families.

"I congratulate all award winners and acknowledge the thousands of officers across the state who give their all, every single day, to help deliver a safer Queensland.

The awards are an opportunity to highlight the critical work of more than 9000 QCS officers around the state.

"Our officers play a vital role in keeping the community safe and supporting victims of crime, and it is an honour to recognise their outstanding efforts over the past year."

"Every award recipient today has demonstrated unwavering professionalism, innovative thinking and a steadfast dedication to service that underpins our collective commitment to a safer Queensland for everyone." Commissioner Stewart said.

"I want to congratulate all of the award recipients again and thank all of our officers around the state for their day-to-day dedication to working together to deliver a safer, stronger Queensland for everyone."



Commissioner's Awards for Excellence recipients:

Restore community safety by holding offenders to account

- Capacity Management Group, Custodial Operations
- Surveillance Officers, South Coast Region Community Corrections
- Catherine Moynihan, Professional Standards and Governance Command
- Paige Harrington-Karaitiana, Parole Board Queensland Secretariat

Reduce reoffending by delivering rehabilitative corrective services

- Colin Christie, Queensland Corrective Services Academy
- Michael Lentini, Palen Creek Correctional Centre
- Samuel Spindler, Beenleigh District Office

Supporting a safer workplace for officers

- Fiona Patterson, Strategic Policy Group
- Stevi Byron, Rebecca Palmer, Ebony Georgiou, Anna Casey and Tanya Guild, Workforce Culture, Integrity and Capability
- Beth Fulton and Talitha Ames, Lotus Glen Correctional Centre
- Matthew McGregor, Woodford Correctional Centre
- Townsville Tactical Response and Dog Squad, Townsville Correctional Complex

Build strong community partnerships to support community safety

- Jessica Laing, Office of the Commissioner
- George Muir, Townsville Correctional Centre
- Lotus Glen Correctional Centre NAIDOC Week 2025 Celebrations

• Ann Vains, Lotus Glen Correctional Centre Commissioner's Overall Award – Collaborative response to Tropical Cyclone Alfred

- Eloise Hamlett ACM
- Numinbah Correctional Centre
- Brisbane Women's Correctional Centre
- Escort and Security Branch
- High-Risk Offender Management Unit
- Capricornia Correctional Centre Dog Squad
- Townsville Correctional Complex Dog Squad
- Disruptive Events Management Unit
- Digital Services and Information Technology Command
- Infrastructure Command
- Sentence Management Services

Commissioner's Meritorious and Ethical Service Medal

- Karen McGregor, Organisational Capability
- Donna Weigel, Serious Offenders Unit
- Jennifer Runge, Sentence Management Services
- Rebecca Bates, Numinbah Correctional Centre
- Alan Houchin, Capricornia Correctional Centre
- Nicole Walker, Mackay District Office
- John Edwards, Townsville Correctional Centre
- Patricia Gilmour, Logan City Community Corrections
- Peter Luker, Wolston Correctional Centre (posthumous)



Weather doesn't plan, but you can

get
ready
QUEENSLAND

Severe weather impacts the lives of all Queenslanders, affecting how we live, move and connect. When extreme weather strikes, plan to stay safe.

We need to be ready for anything from bushfires and heatwaves to flooding, storms, cyclones, and even tsunamis whether in our homes, correctional centres, offices or prioritising the safety of our officers.

Queensland faces more disasters than any other state, a record 17 in the last season alone, impacting over 94 per cent of Queensland councils.

Research shows that people who are prepared for severe weather recover faster than those who rely solely on outside help. No matter your role or location, planning for extreme weather is important.

The [Get Ready Queensland website](http://getready.qld.gov.au) (getready.qld.gov.au) contains a wide range of resources, which can assist in your preparations for the severe weather season ahead.

You can also stay up to date by joining the QCS

Disruptive Events Management Unit Facebook group.

Three steps to Get Ready

1. **Know your risk:** Learn what can happen where you live and work, and how it could affect you.
2. **Make a plan:** Make a household emergency plan and know your district's Disaster Management Plan.
3. **Pack a kit:** Make an emergency kit.



Prisoners help residents get storm ready

Townsville Men's Correctional Centre Low Custody prisoners have been put to work, joining forces with the State Emergency Service (SES) to fill sandbags ahead of the storm season.

It marks the first time prisoners from the centre have been engaged to support disaster preparedness through sandbagging and builds on a legacy of statewide disaster support offered by QCS.

Led by QCS' Disruptive Events Management Unit, QCS is working with local governments and the SES across Queensland to provide reliable labour in both disaster preparedness and recovery.

This expands on existing projects at Maryborough Correctional Centre and Innisfail Work Camp where prisoners regularly lend a hand by filling sandbags and delivering other preparation activities ahead of potential severe weather events.

Earlier this year, prisoners from Maryborough Correctional Centre filled sandbags for residents on the Fraser Coast and Noosa to prepare for flooding caused by ex-Tropical Cyclone Alfred.

Julia Creek Work Camp also played a key role during ex-Tropical Cyclone Kirrily after the Kynuna township was hit by flooding. Townsville prisoners have a near-decade long history of supporting the Billabong Sanctuary through clean-up and recovery efforts.

QCS' Disruptive Events Management Unit Director Matthew Chesnais said QCS built on community support by establishing a statewide approach to supporting communities through the deployment of low-risk prisoners and offenders.

"We recently highlighted QCS' capability to support disaster preparedness, relief, and recovery activities to 24 local governments and the National Emergency Management Agency," Mr Chesnais said.

"QCS is well practised in safely deploying low-risk prisoners to assist with sandbagging and other preparatory works, and we are working with councils and other community groups to offer our assistance.

"The partnership between Townsville Correctional Complex and Northern Region SES highlights not only how QCS can support disaster management, but also the benefits of supervised rehabilitation of offenders, which we know reduces recidivism and delivers safety to Queensland communities."

QCS' Disruptive Events Management Unit recently met with multiple local governments to progress their access to QCS support. Through the partnership, Capricornia Correctional Centre is expected to provide 1000 sandbags to Livingstone Shire Council in coming weeks and Palen Creek and Numinbah low custody centres are offering resource and assistance to Logan City Council, Gold Coast City Council and Scenic Rim Regional Council.



Community Corrections officers receive national award



Queensland Corrective Services Officers were recognised for their outstanding service at the national Probation & Community Corrections Officers Association (PACCOA) Awards in Darwin.

Community Corrections and Specialist Operations Project Delivery Command's Principal Project Officer Karen won the Life Member Award for her work as PACCOA Queensland Delegate and Treasurer, as well as her 24-year career with QCS where she is currently working on the redesign and delivery of Alcohol and Other Drug Services project.

Toowoomba Community Corrections Senior Case Manager Sam won the Tony Hill Award for his outstanding work in supervising offenders in the community, and his advocacy and training in Domestic and Family Violence (DFV) and trauma-informed practices.

Assistant Commissioner Community Corrections Samantha Newman said the awards showed an outstanding commitment to breaking the cycle of reoffending across Queensland.

"It was wonderful to see the well-deserved recognition for the often-unseen work of our officers who have dedicated their careers to supporting behaviour change to reduce reoffending and make our communities safer.

"There were also great presentations at the event from Southern Region Supervisor, Leni Garske who presented on the Toowoomba Cultural Reporting Room and Soft Referral Program and Practice Leader, Rebecca Hewson who spoke on Critical Responsibility: Neurodivergence and Correctional Service Delivery," Assistant Commissioner Newman said.

Karen said it was a great honour to be recognised, especially as she was approaching retirement.

Karen's involvement in PACCOA includes organising the last two conferences, running the Kerry Thomas Scholarship to allow for further education opportunities PACCOA members and leading the growth of on-demand training for members. She has worked for QCS Community Corrections since 2001 through a range of roles.

Sam said he was surprised by his win, and the entire conference was an incredible experience.

"I am passionate about helping people affected by domestic and family violence and making our communities safer for everyone," he said.

"I was thrilled to be recognised for the work I'm doing with offenders and helping to upskill my colleagues with the latest in learnings on trauma-informed practices."

Transformation Office news



Jo Dansey

Assistant
Commissioner
Transformation Office

Dear colleagues,

As we approach the end of the year, I want to acknowledge the progress we've made together. Our transformation work is about more than change; it's about shaping an organisation that can adapt and thrive. By building stronger foundations and new capabilities, we're positioning QCS to deliver better outcomes for our officers and those in our care, now and into the future.

Change is the only constant. This year, we've introduced improved systems, tools and processes to make our work more effective, connected and sustainable. The Transformation Office has strengthened how we plan, deliver and evaluate services across QCS. Combined, these steps, while sometimes challenging, are moving us closer to becoming a more agile, mature and future-ready organisation.

We finish 2025 with four programs and 15 projects delivering across QCS.

SQCP Stage 2 Program reached a major milestone in September, with Lockyer Valley Correctional Centre accepting its first prisoners. Once fully operational, the centre will provide more than 1,500 beds, ease overcrowding and deliver a safer environment. It also introduced in-cell technology and advanced digital systems, including prisoner biometric movement controls.

Cell upgrades are underway at Brisbane Women's, Borallon Training, Wacol and Arthur Gorrie Correctional Centres to improve acoustics, segregation and cell hardening. The Capacity Management Program is guiding efforts to strengthen system capacity and resilience, including 400 additional beds at Arthur Gorrie and Townsville Correctional Centres. Planning is also underway to manage system impacts as Lockyer Valley fills, minimising disruption for prisoners, officers and stakeholders.

The Women's System Reform Program has delivered 26 of 34 recommendations from the Women's Safety and Justice Taskforce, with women in custody reporting increased satisfaction with their experiences.

The End-to-End (E2E) Stabilisation project delivered a range of new and updated tools, from operational support guides to the outstanding Leadership in

Practice resources. The E2E Optimisation project team continues to support capability development and workload relief measures while also working to develop E2E reporting services.

The Domestic and Family Violence (DFV) Project is expanding programs to address DFV offending prevalent among our correctional population, and a two-year DFV electronic monitoring pilot launched in October in Townsville and Caboolture for high-risk DFV offenders, with optional safety devices for victim-survivors.

The Men's Reintegration Service successfully launched in July and work continues to redesign Alcohol and Other Drugs programs to improve access to supportive and culturally-appropriate services.

Technology upgrades include migrating Microster to a cloud-based rostering solution with Employee Self-Service for 5500 staff, replacing the Workforce Health and Safety system with Integrum, installing wireless access points and secure covers in high-security facilities and the Princess Alexandra Hospital Secure Unit to improve health service delivery, and progressing IOMS Evolve toward a new web interface and cloud migration.

The Psychological Services Redesign Project is implementing in phases a new mental health workforce model to address nation-wide shortages in this critical service.

QCS' transformation program is about more than projects or deliverables — it's about people. It's about creating the conditions that allow our teams to do their best work and to feel confident in how we deliver value for our stakeholders. The engagement, resilience and commitment shown across the organisation this year has been exceptional, and I want to extend my sincere thanks to everyone who has contributed to this work.

Thank you for your ongoing dedication, professionalism and support. I wish you all a safe and restorative break and look forward to continuing our important work together in the new year.

Women's System Reform Program update

As 2025 draws to a close, the Women's System Reform (WSR) Program reflects upon the previous year's achievements and looks forward to the significant milestones 2026 will bring.

This year, the WSR Program has made significant strides to improve women's experience in the corrective system with 26 recommendations from the Women's Safety and Justice Taskforce (WSJT) now closed and eight in progress.

In 2026, WSR will continue to deliver meaningful change for women in custody, by advancing the remaining WSJT recommendations to improve safety, support and outcomes.

WSJT recommendations scheduled for 2026 delivery:

- Court Advisory Services pilot
- increased access to education initiatives (covers two recommendations)
- improved parenting and family support programs
- redesign and implementation of rehabilitation programs and services
- trauma-Informed Practice Framework
- installation of body scanners at Townsville and Southern Queensland Women's Correctional centres
- enhanced legal support in women's correctional centres – led by the Department of Justice.

QCS Women's System Survey

The Women's System Survey continues to provide valuable insight into the experience of women in custody. The mid-2025 survey results show a positive shift in women's ratings of their overall experience, with most respondents reporting a general sense of satisfaction across the nine categories.

QCS Women's Handbook

All women in custody now have their own copy of a centre-specific handbook to ensure access to information about correctional processes, programs, services and supports available during and after custody.

Enhanced Programs and Services

The Enhanced Programs and Services project will address four WSJT recommendations aimed at increasing access to and improving the quality of education, rehabilitation and parenting programs and services. A new Women's Education Service Model has been designed to strengthen education and employment outcomes for women in custody by improving foundational language, literacy, and numeracy skills, expanding vocational pathways and ensuring continuity of service across correctional locations and into community.

Work is underway to support the implementation of enhanced education, parenting and rehabilitation programs and services, including active collaboration with centres to prepare for service uplift in 2026-27.



Assessment of Language, Literacy and Numeracy

To build foundational skills for lifelong learning



Service Continuity

To support transition between centres and custody and community



Workforce and Capability Uplift

To increase capacity and capability



Educational Resources

To empower teaching and learning experiences



Enhanced Vocational Education Training

To reflect service user interests and labour market needs to boost employability



Individual Learning Plans

To provide structured pathways for education and employment



Flexible Use of Infrastructure

To utilize spaces outside of the classroom to increase delivery



Targeted Support for First Nations Women

To deliver culturally responsive and inclusive education



Education Peer Tutors

To support learning and engagement in education

Court Advisory Services project

The Court Advisory Services project will launch a pilot in early 2026, placing a QCS presence at major courts in Townsville. This service will help inform court decisions by delivering high-quality, culturally responsive Pre-Sentence Reports to the Townsville Magistrates Court and Townsville Murri Court. These reports will provide important background information to help the court understand each person's story and circumstances. This pilot marks a significant step forward in QCS's commitment to culturally informed, evidence-based practice in the court system.

Strengthening case management

Earlier this year, the E2E Stabilisation project in the CCSO Project Delivery Command released a suite of new and updated resources for E2E Case Managers working with prisoners and supervised individuals.

The resources were developed as part of a wider response to feedback gathered from practitioners and leaders across QCS. They incorporate valuable feedback directly from the field and help practitioners simplify key tasks and improve capability and practice standards.

Below is a small sampling of the resources now available on the QCS intranet under Key Programs & Initiatives / E2E Management.

Engagement Plan Operational Support Guide, Good Practice Support Guide, and Stakeholder Guide

Developed in response to many practitioners' voicing uncertainty in preparing Engagement Plans, these guides include step-by-step diagrams and information for developing individualised, whole-of-sentence Engagement Plans.

E2E Leadership in Practice resources

Acknowledging the vital role of District and Site Managers tasked with embedding and enhancing practices aligned to the Offender Management Framework, these resources include structured

development activities for teams and individuals, guides for maintaining momentum and focus on good practice, practice reflections, checklists and a host of other tools.

Brief Intervention Resource Guide and Practice Wheel

In a QCS first, all Brief Interventions are now available electronically for the field. To aid the use of interventions, the QCS Academy collaborated with many business units to develop a practical and easy-to-use Brief Intervention Practice Wheel. The project supported this initiative by making copies available to all practitioners to help in their everyday work.

The project has also delivered an enhancement to the Engagement Plan in IOMS to give better visibility of Brief Interventions used. This enhancement not only produces a more meaningful timeline for offenders but will also enable data collection on brief intervention usage, a metric flagged as desirable for Operational Performance Review reporting by our executive leaders.

These resources represent a significant investment in professional practice across QCS. We encourage all E2E Case Managers and Leaders to explore and integrate these tools into their daily work.



Graduations

Welcome to our new Custodial Correctional Officers (CCOs) who completed their 10-week Custodial Officer Entry program, which has equipped each officer with fundamental skills in conflict management, tactical skills and QCS policies and legislation.

Additionally, a big congratulations to officers who graduated from the Foundations training at the QCS Academy, providing a frontline boost to regional Queensland.

Delivered by the Community Corrections & Specialist Operations Training Team at QCS Academy, the course provides QCS case managers and probation services officers with evidence-based training and real-world practices to support behaviour change, reduce recidivism to improve public safety.

Congratulations and thank you for your dedication to making Queensland a safer place for all.



In memoriam

Our deepest condolences go out to families, friends, loved ones and work colleagues of the following QCS officers. We recognise their dedication to upholding and ensuring community safety, and their honourable services to Queensland. They are and will be sadly missed.

Custodial Correctional Officer, Grant Walker

Grant commenced with Maryborough Correctional Centre in March 2014. He was highly regarded by his friends and colleagues at Maryborough Correctional Centre. Grant's passing is deeply felt by his family and colleagues.

Grief is a natural emotional response that we experience when we lose someone close, but you need not go through it alone. If you are experiencing distress with the loss of a friend, family member or colleague, or if you are experiencing any other personal or work-related concerns, confidential counselling and support services are available to all Queensland Corrective Services officers and their immediate, household family members through Converge International. The hotline is available to book appointments 24 hours a day, seven days a week by calling 1300 687 327.



Corrections NEWS

GPO Box 1054
Level 21, Northbank Plaza, 69 Ann Street
Brisbane QLD 4001
(07) 3565 7824

QCSMedia@corrections.qld.gov.au
corrections.qld.gov.au



Follow us
@QLDCorrections