



# Corrections NEWS



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**Front cover:** First Foundations graduates for 2026.

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**Message from  
Minister Laura Gerber MP**  
Minister for Youth Justice and  
Victim Support and  
Minister for Corrective Services

Queensland Corrective Services plays a critical role in keeping our community safe, and the work our officers do on the frontline everyday matters, whether in custody or in the community.

While I know you don't do it for accolades, it is heartwarming to see this hard work recognised. I was immensely proud to see six QCS officers recognised in the 2026 Australia Day Honours List and awarded the Australian Corrections Medal for their outstanding contribution to public safety. Congratulations to this year's honourees: Assistant Commissioner Joel Smith, Regional Manager Nadia Tschirpig, Assistant Manager Jennifer Runge, Senior Case Manager Dee-Anne Kuilboer, Custodial Correctional Officer Lyle Baker, and former Chief Superintendent Louise Kneeshaw (retired).

This recognition reflects not only their individual efforts, but the remarkable contributions, dedication, and professionalism of the wider QCS workforce.

We also saw the values of QCS service and teamwork on display following ex-Tropical Cyclone Koji, when officers at Capricornia Correctional Centre went above and beyond, banding together, to support farmers in Central Queensland. The team cut and baled the grass from the correctional precinct and donated 88 bales of hay to feed farm animals as the region recovered. It was a great example of camaraderie and the Queensland spirit.

The Crisafulli Government is continuing to back our hardworking correctional officers, and we are committed to ensuring you have the resources and infrastructure you need to carry out your duties safely and effectively.

In 2025, more than 1000 new custodial officers completed training and joined the QCS team, strengthening the frontline across the state. Early works have started on the \$2.387 billion program to upgrade staff facilities and expand capacity at Arthur Gorrie and Townsville correctional centres, delivering 800 additional beds to relieve pressure on the system and support officer safety. Work also continues to enhance security and deter absconds and the introduction of contraband at the Townsville, Lotus Glen, Numinbah and Palen Creek low security facilities. The Lockyer Valley Correctional Centre, Queensland's first new prison in over a decade, also continues to bring more capacity online.

These investments strengthen the system so our officers can do their jobs safely and effectively.

As always, thank you for your professionalism and service towards keeping our state safe.

# Message from the Commissioner



## Paul Stewart APM

Commissioner  
Queensland  
Corrective Services

Welcome to the first edition of *Corrections News* for 2026.

Thank you again to those officers who worked across the Christmas and New year period. For those of you who were able to have a break I trust you enjoyed time with family and friends.

I hope everyone is refreshed and ready to embark on the year with a renewed sense of dedication and commitment. 2026 will continue to bring challenges as we manage record-high prisoner numbers and the pressures this places on every aspect of our agency.

I am appreciative of the ongoing support from government to boost capacity in the correctional system to address these pressures, and I will continue to work closely with the Minister and across government to find ways to deliver safety to the people of Queensland.

As the year began, we welcomed our first Australian Corrections Medal recipients for 2026 in the Australia Day Honours List. Congratulations to the six officers who were recognised. They will receive their medals at an investiture ceremony at Government House later this year.

With 160 years of service between them, these outstanding officers bring a vast range of skills and experiences to their roles and demonstrate operational excellence in their daily interactions with their colleagues, stakeholders, prisoners and offenders. Thank you for your commitment to making Queensland safer for everyone.

We are also celebrating the outstanding achievements and important work of women across the agency at the International Women's Day 2026 Awards this month. This year we received a record-breaking number of nominations and have joined with the Department of Youth Justice and Victim Support to highlight our successes.

Turning back the clock slightly, I would like to briefly touch on the results from the Working for Queensland survey, which were released at the end of last year. I am pleased to share that the overarching findings reflected our agency's commitment to fostering a safe, respectful and inclusive workplace.

It was also very encouraging to see employee engagement has increased from the previous year with more officers feeling connected and engaged in the workplace, and most feel our work is having a positive impact in the community. I appreciate it can sometimes be difficult to see this when working in our dynamic workplaces, but we are changing lives every single day.

The feedback from the survey is helping us to prioritise our support for you in other important areas such as professional development, people-centred leadership, mental health, and safety and wellbeing at work. Thank you for having your say — we truly value your opinions.

I hope you enjoy this issue, which celebrates a cross section of the work that you and your colleagues undertake each day to deliver safety for Queensland.

No matter your role at QCS, we all contribute to a culture of professionalism, excellence and respect, and I thank you for your continued efforts as we navigate another busy year.



## Jon Peach

Deputy Commissioner  
Custodial Operations

In early February, I had the pleasure of hosting my first Operational Leadership Group (OLG), with all custodial General Managers. This was an important opportunity to acknowledge the realities we are facing and refocus on what matters most for Custodial Operations.

We acknowledged the pressure that continued growth places on our system. Rising demand, workforce constraints and operational complexity are not abstract issues — they are felt daily by all across the state. Acknowledging this pressure is essential, but so is planning how we respond to it and not allow our system to stagnate.

We should, and do, aspire to rehabilitate those in our care, to provide opportunities for them to make positive changes to their lives and encourage them to successfully reintegrate into our communities, however, to do this we have to ensure we have the right foundations.

The resounding theme from the OLG echoed what has been shared with me by many in my first few months, that there is a need to reset our foundations and get back to focussing on our basics. Safety, security, decency and respect are not optional extras; they are fundamental to everything we do.

Our shared priority is to ensure every centre provides a safe, secure, decent and respectful environment for officers, prisoners and visitors. Getting this right positions us to deliver better outcomes for community safety and supports our broader efforts to reduce reoffending.

Aligning our leadership and culture is vital to resetting our foundations.

We value our workforce and must strive to enhance officer engagement. Yet, engagement alone is not enough — our culture and service delivery must be aligned with clear expectations, fair accountability, high standards of professionalism and ethical behaviour. Whilst our senior leaders have a critical role in setting this tone locally, modelling what 'good' looks like, and delivering on the ground, this must be supported through consistent behaviours at all levels.

The OLG was not about abstract strategy. It was about practical steps: resetting expectations, and ensuring our systems, structures and behaviours support officers to do their jobs safely and well. Resetting the foundations is about drawing a line in the sand, acknowledging our history and moving forward together to strengthen our system. Everyone has a part to play.

I thank all I have interacted with to date for their candour, professionalism and willingness to engage constructively. We are operating in a challenging environment, but by focusing on the fundamentals, backing our people and holding ourselves to clear standards, we can continue to strengthen Custodial Operations and the service we provide to the Queensland community.

# Messages from the Deputy Commissioners



## **Ursula Roeder ACM**

Deputy Commissioner

Community  
Corrections and  
Specialist Operations

As we transition into 2026, we continue to undertake Deputy Commissioner's Operational Performance Reviews (DOPRs) within Community Corrections and Specialist Operations (CCSO).

Following the success of the DOPRs within Community Corrections, I am pleased to advise the DOPRs for business units within Specialist Operations and the Parole Board Queensland Secretariat have also been highly productive.

I was once again inspired by the level of passion and commitment demonstrated by you all in regard to delivering outstanding service delivery, engaging in evidence-based practice and enacting continuous improvement in everything we do.

Thank you to those who attended the DOPRs and represented your business units so well.

CCSO division reached a significant organisational milestone at the beginning of 2026, with formal approval of the CCSO Assurance Framework received on 14 January.

This approval represents a significant step forward in strengthening the division's assurance arrangements and reinforces CCSO's ongoing commitment to robust oversight, accountability and continuous improvement.

The Framework has been deliberately designed to establish a clear, structured and risk based foundation that supports strong governance practices and promotes consistent, transparent and evidence based decision making across all areas of CCSO operations.

Following its endorsement, we have now commenced Phase 1 of implementation. This initial phase is focused on building organisational capability and confidence in governance and assurance practices, establishing and embedding core tools and templates and activating key assurance mechanisms and internal control processes across identified risk categories.

Phase 1 is intended to ensure that officers at all levels are equipped with the practical resources, guidance and support required to effectively apply the Framework in their day to day work and decision making.

To support this work, all CCSO officers are strongly encouraged to visit the CCSO Operational Governance and Risk SharePoint site on the intranet.

This site serves as a central, authoritative repository for all Assurance Framework materials and resources, including the Framework overview, implementation guidance, practical tools and templates, training recordings and regular updates as the Framework continues to be rolled out and embedded across the division.

I would also like to take this opportunity to sincerely thank the CCSO Senior Leadership Team for their strong leadership, enthusiasm and visible commitment to the successful adoption of the Assurance Framework.

Their active engagement in championing the Framework and supporting their teams has been instrumental in building the confidence, capability and understanding of officers across CCSO.



## Adam Black

Deputy Commissioner  
Organisational  
Capability

Organisational Capability has several exciting initiatives and deliverables planned for 2026.

We are commencing an exciting new chapter in our digital modernisation with the phased rollout of Windows 11 and a phased rollout of Microsoft 365 Copilot. This upgrade forms part of QCS's broader commitment to resilient systems that support both frontline operations and corporate functions.

Windows 11 will provide officers with a more secure, modern and reliable computing environment. In parallel, QCS is undertaking a phased rollout of Microsoft 365 Copilot to provide staff with generative AI tools that may safely and responsibly support productivity, collaboration and information management.

Together, these initiatives represent an important step forward in enabling our workforce with contemporary digital tools, while maintaining the security, accountability and public trust that underpin our core mission.

The State Budget will be delivered on 23 June and will inform our business planning for the next financial year.

Divisional planning for the 2026-27 financial year has commenced, with workshops scheduled between February and May for all divisions. This is an important component of our QCS annual planning process and is aligned to our *Queensland Corrective Services Strategic Plan 2025-2029*.

Thank you to everyone who provided feedback on the Reducing Reoffending Strategy Discussion Paper (Discussion Paper). The Discussion Paper was shared with our QCS workforce, all Queensland government departments, over 100 NGOs, service providers and identified individuals to seek their feedback.

To further inform the discussion paper, face-to-face consultation sessions are being facilitated in regional locations across the state to ensure we are considering regional priorities and opportunities.

The Reducing Reoffending Strategy will guide initiatives and priorities over the next 10 years, setting a clear, long-term pathway for breaking the cycle of offending, improving rehabilitation outcomes, and reducing the number of Queenslanders who become victims of crime.

The high-risk weather season continues to showcase the extraordinary efforts of low-custody prisoners with teams from Townsville, Capricornia and multiple regional Work Camps supporting communities through extensive sandbagging and clean up operations.

These efforts reflect a growing focus by QCS, supported by the Disruptive Events Management Unit, to shift the utilisation of low-security prisoners towards preparedness and resilience efforts through partnerships with local governments and state agencies.

A continuing focus for Organisational Capability is to reduce the capacity management pressure through funded infrastructure solutions. Infrastructure Command is working closely with the Capacity Management Group to progress planning and delivery of the Capacity Uplift Project, a multi-year project focused on the delivery of a 400-bed expansion to both Arthur Gorrie and Townsville Men's correctional centres to keep pace with forecasted increases in prisoner numbers.

I am excited by what is ahead for this year, as we continue to deliver and grow, and I look forward to continuing to work with you all.

# Messages from the Deputy Commissioners



## Samantha Kane

Acting Deputy  
Commissioner

Workforce Culture,  
Integrity and  
Capability

Welcome back to a new year, everyone. I hope you all enjoyed a restful and joyous holiday season and are feeling refreshed as we head into 2026. The new year gives us all the opportunity for a fresh start and renewed focus on the issues that matter most for our agency.

This year marks 115 years of celebrating International Women's Day and we will be marking the occasion alongside the Department for Youth Justice and Victims Support. This year's theme across the Queensland Public Sector, *Balance the Scales*, reflects the need to ensure fair, inclusive and accessible justice for every woman and girl.

It provides all of us with the opportunity to reflect on our collective responsibility to ensure fairness, equality and opportunity for all women across QCS.

It calls on us to address imbalances, champion inclusivity and create a supportive environment where generosity, collaboration, reciprocity and mutual support are at the heart of our efforts to advance the rights and wellbeing of women.

I encourage all of you to get involved and support International Women's Day in whatever capacity you can. Supporting International Women's Day can look like:

- calling out stereotypes
- challenging discrimination
- questioning bias
- celebrating women's success.

In this spirit of progress and recognition, I would also like to take the opportunity to congratulate Dr Yolonda Adams on her appointment to the position of Assistant Commissioner, First Nations and Cultural Capability Command.

Each of us plays an important role in reducing the overrepresentation of First Nations prisoners and offenders in our system, and in providing support to our First Nations officers in this important work.

This work is critical to QCS' role in providing rehabilitation, reducing reoffending and keeping our communities safe, and we wish AC Adams well in her new role.

The *State Government Entities Certified Agreements 2023* (known generally as the Core Agreement) covers administrative, professional, technical and operational employees across 53 state agencies and expires on 30 June 2026 and negotiations have commenced between the bargaining parties.

We are committed to working with the Office of Industrial Relations in negotiating in good faith with our workforce and the Union to achieve a new agreement that provides for fair conditions that also prioritises workforce wellbeing.

I wish everyone a safe, fulfilling and rewarding year ahead. As we embrace new beginnings and work together, let's support one another and celebrate our successes, large and small, throughout the year.

# Six officers named in Australia Day Honours list



Six QCS officers were awarded the Australian Corrections Medal (ACM) for their outstanding contribution to public safety as part of the 2026 Australia Day Honours List.

One retired and five current serving officers are among those named, with a combined 160 plus years of service across custodial and community corrections between them. Current serving officers include:

- Assistant Commissioner, Custodial Operations Joel Smith
- Regional Manager, South Coast Region Community Corrections Nadia Tschirpig
- Assistant Manager, Sentence Management, Woodford Correctional Centre Jennifer Runge
- Senior Case Manager, Hervey Bay Community Corrections Dee-Anne Kuilboer, and
- Custodial Correctional Officer, Capricornia Correctional Centre, Lyle Baker.

Chief Superintendent Louise Kneeshaw, former General Manager at Townsville Correctional Complex, who retired late last year after a distinguished 37-year career in corrections, was also named in the Honours list.

Instituted in 2017 to recognise those who have rendered distinguished service as a member of an Australian state or territory civilian corrections service for adults, the ACM is awarded every year on Australia Day and the King's Birthday.

Minister for Corrective Services Laura Gerber said corrections officers played a vital role in making Queensland safer.

"I am immensely proud to see the dedication of the Queensland Corrective Services officers recognised," Minister Gerber said.

"On behalf of the Crisafulli Government and Queenslanders, I congratulate and thank this year's honourees for their leadership and service in custodial and community corrections.

"Their outstanding efforts on the frontline enhance lives and ensures the safety of Queensland communities."

Queensland Corrective Services Commissioner Paul Stewart APM congratulated the recipients, acknowledging their effort and leadership toward making Queensland safer through the reform and rehabilitation of prisoners and offenders.

"Our officers work tirelessly to deliver correctional services that reduce reoffending, rehabilitate offenders and prevent crime so there are fewer victims and a safer Queensland," Commissioner Stewart said.

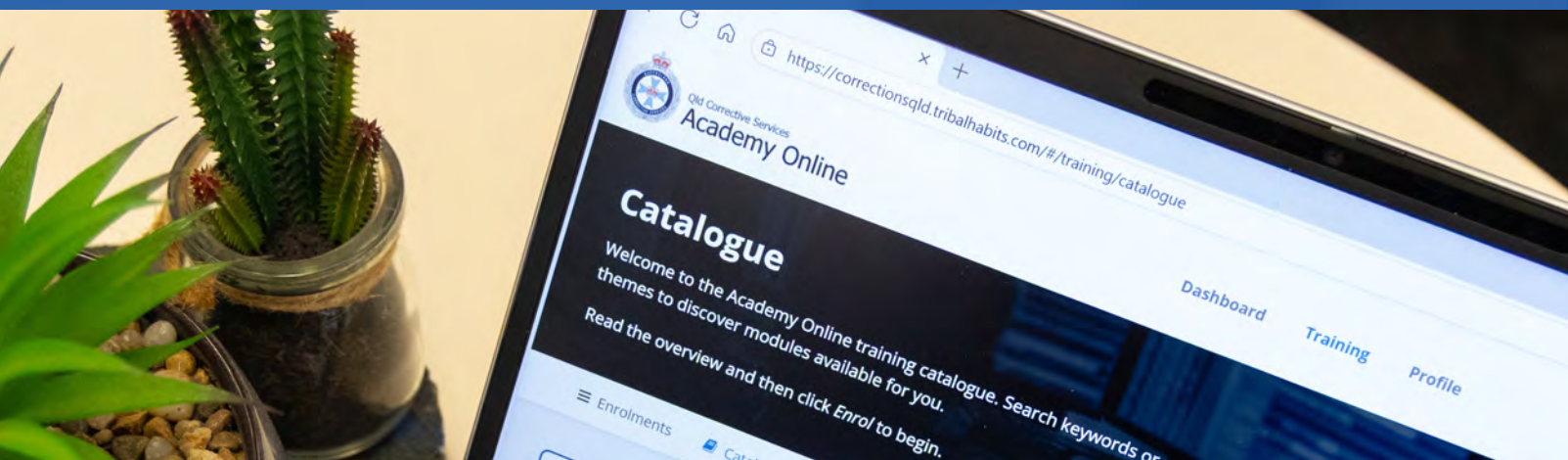
"This honour reflects the remarkable contribution correctional officers make to restoring safety where we live through behaviour change within both custodial and community settings.

"The officers recognised in the Honours List bring a vast range of skills and experiences to their roles, and demonstrate operational excellence in their daily interactions with colleagues, stakeholders, prisoners and offenders.

"On behalf of QCS, I extend my sincere congratulations to the six recipients of the Australian Corrections Medal and thank them for their commitment to restoring community safety."



# REAP program now available on Academy Online



The Radicalisation and Extremism Awareness Program (REAP), helping officers to identify, respond to and report behaviours that may indicate radicalisation, has been released on QCS Academy Online.

Produced and sponsored by the Australia-New Zealand Counter-Terrorism Committee, the training program reflects the latest evidence-based approaches to help prevent harm and protect community safety.

Manager Community Corrections and Specialist Operations Training QCSA Kasey Kellett engaged with the Department of Home Affairs and Victoria University to obtain the training, which was endorsed by the Queensland Corrective Services Intelligence Group.

Deputy Commissioner, Workforce Culture, Integrity and Capability Samantha Kane said understanding the core concepts of terrorism and violent extremism was critical to maintaining safety within our correctional environments and the broader community.

"Completing the REAP helps officers recognise potential warning signs of radicalisation towards violent extremism, respond appropriately to concerning behaviours and make informed decisions, and report observations through the correct channels," Deputy Commissioner Kane said.

"It will also help officers understand the role of the correctional environment in helping Australia respond to the problem of violent extremism, including in the custodial, community corrections and youth justice contexts.

"All QCS officers are strongly encouraged to complete the REAP via Academy Online."

We remain committed to working with our partners to identify and address radical extremism in correctional centres and amongst those under supervision in the community, to make Queensland safer for everyone.

In January, flags at QCS facilities across the state flew at half-mast for the National Day of Mourning, honouring the victims and those affected by the Bondi Beach terrorist attack.

**You can listen to a podcast about the training on the homepage of the intranet.**

# QCS disaster readiness in full swing

Queensland communities reaped the benefits of early disaster preparation as work camps and correctional centres got on the front foot filling, storing and supplying sandbags ahead of monsoon season.

Working alongside local councils and State Emergency Services (SES) groups, both Townsville Correctional Complex and Lotus Glen Correctional Centre were called upon as the new year brought with it a deluge leading to inland and coastal flooding.

For the first time, low security prisoners from Townsville Men's low custody teamed up with the local SES to fill nearly 2000 sandbags ahead of storm season before doing the same alongside Townsville City Council in December.

Similarly, low security prisoners at Innisfail Work Camp teamed up with their local SES as the rain hit.

Deputy General Manager, Townsville Men's Low Custody Correctional Centre, Superintendent George Muir said the partnerships demonstrated QCS' ability to support disaster management while delivering prisoner rehabilitation.

"The work camps and the low custody sites respond to community need," Superintendent Muir said.

"When we have significant weather events or disaster requests from the community we can deploy low custody prisoners to assist with cleanups and repairing remote communities.

"The prisoners actually look forward to assisting the community. They make comment about how they're happy to do that, and this community engagement becomes an important part of safely reintegrating them back into the community.

"We provide programs for prisoners and help them get qualifications so they are job-ready when released, and doing the community service gives them the skillsets from exposure to working with different agencies such as SES and councils."

Prisoners in Central Queensland also got in on the act, with Capricornia Correctional Centre providing more than 700 sandbags to Livingstone Shire Council in late 2025.

That work didn't go unnoticed in the community, with Rockhampton Local Disaster Management Group also reaching out to Capricornia Correctional Centre in the new year to request assistance with sandbagging.

In Maryborough, landscaping trade instructors and work crews produced 5000 sandbags in partnership with Fraser Coast Regional Council and local SES groups with a fabricated eight-pod funnel system increasing efficiency.

The relationships were made possible by the Disruptive Events Management Unit who have facilitated conversations with councils and community organisations over the past 12 months.

**Don't forget to join DEMU's new officers only Facebook page to keep up to date with the latest weather advice and warnings - just search QCS Disruptive Events Management Unit (DEMU)**



# Western Work Camps help community recovery

While communities in North West and Western Queensland faced unprecedented flooding to start the new year, QCS work camps were on hand and only too happy to help out.

Following their wettest day in 110 years as a result of ex-Tropical Cyclone Koji, which crossed the North Queensland coast in January, the town of Clermont was inundated by floodwater.

Once floodwaters receded, the work camp got started cleaning up around Hoods Lagoon Bridge and Century Park, public spaces memorialising the devastating 1916 floods that claimed at least 61 lives, the deadliest floods in Australian history.

The following day, workers were out and about cleaning up further areas around the lagoon and parkland areas.

Accommodation Manager, Capricornia Low Custody Correctional Centre, Leanne Smith said the efforts of the work camp were invaluable to the town.

"The Clermont Work Camp has a strong history of supporting its community, helping the town recover both our Field Supervisors and prisoners were keen to get hands-on," Leanne said.

"It's fantastic to see the team helping restore these important public spaces so that locals can enjoy the beautiful natural spaces as an important part of community recovery.

"Thank you to everyone who assisted with the cleanup."

Only weeks earlier during North West Queensland's devastating flooding, the Winton Work Camp assisted with evacuating their local pub and two caravan parks, as well as helping with sandbagging efforts prior to the monsoonal rain event.

Julia Creek Work Camp also supported their community's clean up with the difficult task of helping remove dead cattle.

The efforts of the work camps exemplify our commitment to supporting rural and regional Queensland communities, councils and community organisations with disaster preparedness all the way through to recovery.



# Hay, that's great!

Capricornia Correctional Centre supported flood-affected farmers in the Clermont region by donating 88 round bales of hay following ex-Tropical Cyclone Koji.

The donation assisted farmers to feed their animals while the land recovered from the heavy downpours and widespread damage.

Capricornia Correctional Centre officers cut and baled the hay from the precinct and partnered with local firm Olivers Livestock Transport to transport it by road train to Clermont.

General Manager, Capricornia Correctional Centre Chief Superintendent Alan Houchin praised the initiative of correctional officers at the centre to help communities in need.

"We are proud to play a role in supporting the community to recover from the devastating impacts of flooding in Clermont," Chief Superintendent Houchin said.

"Strong community partnerships play a significant role in the work we do to make our communities safer and I'm pleased that we were able to provide this assistance to our neighbours and partners."



# Transformation Office news



## Jo Dansey

Assistant  
Commissioner  
Transformation Office

Looking ahead, we have key milestones across our transformation agenda. Our focus is supporting commands to deliver effectively, strengthening governance and ensuring projects translate into practical outcomes for QCS. The Transformation Office will continue to provide structure, insight and support to help teams deliver confidently in a complex environment.

The Community Corrections and Specialist Operations Project Delivery Command is driving meaningful changes across our system. The *E2E Optimisation Project* has concluded, successfully implementing a triage approach to support Townsville Correctional Centre officers in case management.

The *Domestic and Family Violence* (DFV) project is rolling out the *Diffuse* psychoeducational DFV program in select correctional centres during April and May. *Diffuse* is designed to help prisoners understand DFV behaviour and Domestic Violence Orders.

In February, the *Alcohol and Other Drugs Service Model Readjustment Project* began, aiming to improve substance misuse programs and services for prisoners and offenders. The *DFV Electronic Monitoring Pilot* is now in Stage 2, expanding the eligible cohort. Both teams are focusing on operational readiness activities.

The *Women's System Reform Program* is entering its final phase of business readiness and delivery. Over the next six months, reforms will transition into everyday practice across the women's correctional system. The program has strengthened QCS' ability to reduce reoffending through evidence-informed, gender responsive and culturally safe practices, ensuring women receive timely support to reduce victims of crime and create safer communities.

The *Court Advisory Service Pilot* in Townsville provides magistrates with relevant information to support informed sentencing decisions. A team of seven officers, including two identified First Nations roles, focuses on front-end assessment, advice and early intervention pathways, delivering pre-sentence reports with comprehensive insights into an individual's background, risks and protective factors.

The aim is to minimise disruption to housing, family and cultural connection, and support early intervention for better outcomes, especially for women and First Nations people. For more information contact [CourtAdvisory@corrections.qld.gov.au](mailto:CourtAdvisory@corrections.qld.gov.au) or [townsvillecourtadvisory@corrections.qld.gov.au](mailto:townsvillecourtadvisory@corrections.qld.gov.au)

Through the *Women's Education Uplift*, QCS has enhanced the service model in women's correctional centres, including improved foundational language, literacy and numeracy skills, expanded vocational pathways linked to post-release employment, and strengthened continuity of educational services into the community. Centres have received funding for resources, equipment and technology, including 100 additional laptops to support short courses, higher education pathways and computer-based assessments. Increased service delivery commences from 1 July. For more information contact [aevet@corrections.qld.gov.au](mailto:aevet@corrections.qld.gov.au)

Planning is underway for the rollout of body scanners at Southern Queensland and Townsville Correctional Centres, following a successful trial at Brisbane Women's Correctional Centre in 2024. The trial reduced removal of clothing searches by 92 per cent, improved prisoner safety and dignity, and created operational efficiencies that free our people to focus on other core business. Additionally, the scanners create a safer environment for our officers by preventing any contraband from entering the centre. The program will support business readiness and transition, with updated operating instructions, officer training and prisoner information packages for each site. For more information, contact Senior Project Manager Aleks Trajchevski or Radiation Safety Officer Benjamin Whenan at [radiationsafetyofficer@corrections.qld.gov.au](mailto:radiationsafetyofficer@corrections.qld.gov.au)

Thank you for your contribution every day. As we move forward, we focus on delivering value, building capability and creating an environment where good ideas translate into real impact.

I look forward to shaping the next chapter of our transformation together.

# Building a culture of speaking up

For the past three years, Rockhampton Community Corrections has focused on making the workplace more positive and respectful workplace for everyone, using the Working for Queensland survey results as a starting point.

Following the release of the statewide survey results, the Rockhampton team came together to dive deeper into their strengths and identify opportunities for growth. The goal was to make long-term improvements to ways of working for the benefit of the whole team.

Psychological safety was a core theme. The team openly discussed why this was important and co-designed a shared understanding of what it looked like in practice.

In the 2025 survey, the team saw evidence of their hard work with a positive upwards trend in their Working for Queensland survey results.

Rockhampton Community Corrections District Manager Philippa Quinlan said it was a consistent team effort rather than one individual activity or person that saw the positive changes.

"Together we set out to build a culture where speaking up is normal and issues are addressed collectively. It has taken time, but we agreed on a shared vision and that is always what we're moving towards," Philippa said.

"It is about trust and knowing that we can bring up concerns early with each other and that feedback will be respected and responded to constructively. The trust doesn't happen overnight and it can be broken easily if we don't consistently work on it.

"Building psychological safety can require some upfront work, but in the long term it contributes to a better culture. I would encourage anyone who wants to work on their culture to reach out to the Culture and Leadership unit or the Health, Safety and Wellbeing team as they are great at assisting with what works, while understanding that every location is unique within the broader QCS community."

Central Region Community Corrections Regional Manager, Superintendent Mimi Rogers said the progress made was a fantastic example of how investing in workplace culture and encouraging open communication can lead to meaningful and lasting change.

"I am proud of the Rockhampton team for building an environment where our people feel safe to speak up and contribute," Superintendent Rogers said.

The annual Working for Queensland survey supports QCS to drive positive workplace change, create positive and respectful workplace environments, and enables our officers to thrive to achieve safer communities for Queensland.



# Partnership making Gold Coast safer



QCS Community Corrections and Queensland Police Service (QPS) Vulnerable Persons Unit are a united front when it comes to domestic and family violence.

The partnership is a key part of the *Gold Coast Domestic Violence Integrated Response*, a community-based multi-agency response to domestic violence, established in 1996. It aims to enhance the safety of victim-survivors and their children, reduce secondary victimisation by the system and works with services to hold persons using violence accountable for their behaviour.

Supervisor Taylah oversees the QCS service delivery and recently presented at The Disruption Conference on the Gold Coast about the partnership between QCS and QPS and promoting perpetrator accountability.

“QCS is represented at a weekly meeting at QPS in Surfers Paradise where high-risk matters are identified and triaged. We also have an operational working group that works out of the Specialist Domestic and Family Violence Court in Southport,” Taylah said.

“Joint home visits are conducted monthly where there is shared case management of individuals. As part of the broader *Gold Coast Domestic Violence Integrated Response*, we are also able to refer out and share information with different services.

“Promoting consistent messaging across the agencies allows us to further build accountability for perpetrators to change their behaviour. This change is more likely to happen when the government, service system, community and society are actively preventing violence from happening.”

QCS works with both perpetrators and victim-survivors.

“We’ve had cases of people under supervision disclosing domestic and family violence and our role is to build trust and reframe the understanding of what is happening. The specific response and how this trust is built is tailored to the individual,” Taylah continued.

“When working with perpetrators, it might start with looking at the barriers to change, such as minimisation, denial and blame. We work towards accountability and having insight into what is contributing to the offending.

“We also do joint operations with the Vulnerable Persons Unit and the Rapid Action Patrol unit when a return-to-prison warrant is issued for high-risk perpetrators.

“There is a real appreciation that both agencies have around the partnership – we learn a lot from them and they learn a lot from us. It really strengthens the approach in this area because of the way our agencies, experiences and perspectives combine.”

# QCS women shine in AIPM QBalance program

We are proud to support our emerging women leaders through the Australian Institute of Police Management (AIPM) *QBalance* program, a transformative initiative designed specifically for women in public safety, building their influence and responsibility to support better organisational performance.

The program focuses on developing confidence, capability and resilience for early-career leaders, using a mentor/mentee model that groups participants with experienced professionals who share their wisdom and guidance. This approach creates a safe and supportive space for women to explore leadership challenges, develop practical strategies and grow their networks.

Last year, Kerrie-Ann from Lockyer Valley Correctional Centre, Penny from Capricornia Correctional Centre and Sarah from the Victims Register attended the program as part of a partnership with the Queensland Police Service.

As part of the program, Assistant Commissioner, Custodial Operations Eloise Hamlett ACM shared her personal leadership journey, reflecting on the experiences that shaped her career and the lessons learned along the way.

"Leadership is not about having all the answers; it's about learning, adapting and lifting others as you grow," Assistant Commissioner Hamlett said.

"Supporting programs like *QBalance* demonstrates a commitment to nurturing the next generation of women leaders and creating a culture where diversity and inclusion thrive."

We are committed to providing professional leadership development to officers of any level with opportunities on the Culture and Leadership learning hub on the intranet. The programs are a blend of online self-paced modules, face-to-face training, workshops and symposiums.



# Tree program plants a seed for prisoners



A partnership between Townsville Men's Low Custody Correctional Centre and Townsville City Council has created new community service opportunities for prisoners.

Eight men got their hands dirty alongside Council landscapers, helping plant trees at Townsville's Murray Sports Complex to provide more shade for spectators at the community fields.

The project is teaching employable skills in basic landscaping and garden maintenance, with experience in a local council environment.

Townsville Men's Low Custody Community Service Programs Officer Daniel said it taught prisoners what a structured work day looks like.

"A lot of the men haven't really worked before coming into custody, so this helps them and gets them going. We had a prisoner recently who completed 900 hours of community service and is now applying what he learned in a productive way," Daniel said.

"The prisoners enjoy helping the community, and it gives them a purpose and sense of achievement."

During their first session, prisoners planted 17 trees near the hockey and soccer fields, and will be responsible for their ongoing care.

# Recycling program helps Lotus Glen sleep easy

Lotus Glen Correctional Centre's (LGCC) nationally-recognised Environmental Management Recycling Program is helping address one of the country's little-known, but growing, environmental issues – mattress recycling.

Reports show Australians dispose of up to two million mattresses a year, with more than half ending up in landfill.

However, foam mattresses and pillows used in cells at LGCC are being successfully diverted from landfill, with more than 1.7 tonnes recycled each year for the past three years.

Trade Instructor Nick said when the centre's foam mattresses and pillows become unserviceable, many can't be repaired.

"We separate those items, cut them down and bale them, and they get sent off to one of our commercial partners who turn them into underlay for carpet," Nick said.

"We are processing about 340 mattresses and pillows per year and each bale weighs between 60kg and 70kg, which is a considerable amount of foam that's very hard to degrade.

"We're very lucky that LGCC has been the pilot program for recycling management and we've achieved some remarkable goals, showing that we're producing results equivalent to best practice in the industry at large."

In addition to protecting the environment, the centre also avoids paying a tip fee of \$35 per mattress, equating to savings of roughly \$11,900 annually.

The foam adds to the 2.5 tonnes of rubbish produced by the centre daily which includes cardboard, milk bottles, lids, steel, clothes and other items – with a wide variety of commercial and community-based partnerships allowing the centre to increase diversion rates.

Nick is proud of his team's excitement, motivation and commitment to the program.

"I personally get great satisfaction in seeing the accountability and the fact we are diverting resources that used to get dumped in landfill, that now go to a wide variety of partnerships to increase sustainability levels for the waste footprint we create," he said.



# Produce feeding positive change

Townsville Men's Low Custody Correctional Centre has donated several kilos of watermelons and pumpkins to support local not for profit organisation, Althea Project.

Althea Project's Community Hub serves as a central access point for people who are homeless or at risk of homelessness, providing approximately 300 meals per day, with donations key to their service.

Acting Deputy General Manager, Superintendent Aimee McGhie said the initiative provided valuable work experience and purposeful activity for prisoners.

"Many of the prisoners involved have previously used Althea's services themselves or have family members who have, which has contributed to strong engagement and motivation," Superintendent McGhie said.

"We are looking at expanding our production to include beans and herbs - both fresh and dried - with the expansion allowing more prisoners to participate.

"This initiative provides meaningful activity, offering hands on experience in agricultural practices while giving back to the community."



# Local legends working among us

Not all heroes wear capes, but some of our officers are heroes in disguise.

QCS heroes can be found in every corner of the state. A special mention goes to the legends in the Escort and Security Branch (ESB) for their role in helping members of the public during recent incidents.

They not only protect the community while on duty but their extensive training prepares them for unexpected situations off duty as well.

CCO Rick recently intervened off duty when a situation unfolded on his street.

The incident involved a motorist attempting to attack another motorist, smashing the windscreen and chasing occupants around the vehicle with a weapon.

CCO Rick stepped in to help the motorist and his young son, attempting to de-escalate the incident before the Queensland Police Service arrived. The offender was charged with a range of offences.

CCO Rick said he did what any reasonable person would do in this situation.

ESB Correctional Manager Michael Taggart commended Rick on his bravery and quick thinking to help diffuse the situation and restore safety to his neighbourhood.

"Rick is a true gem and a fine example of looking after the community on and off duty as a correctional officer," Michael said.

"Rick's courageous actions exemplify the high calibre of our officers, who consistently go above and beyond to ensure the safety of our communities and contribute positively to the public."

ESB are also very proud of the actions by CCOs Robert, Conner and Sam, who aided those involved in a three-car crash late last year.

The officers had just completed a prisoner escort when they saw the collision, stopping their vehicle in the middle of the road with hazard lights on before stepping out to assist.

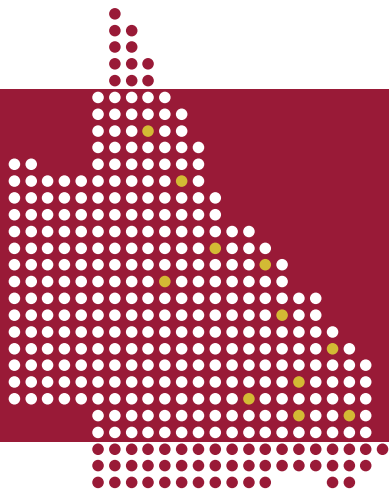
Despite the confronting scene, the officers checked on the condition of each driver and performed first aid whilst also directing traffic before emergency services arrived.

CCO Robert said the incident happened very quickly.

"Without hesitation we just wanted to help and our priority was ensuring all the drivers were safe."

ESB General Manager, Chief Superintendent Mike Macfarlane said the professionalism of the team and their willingness to help those in need in the community was outstanding.

"These officers have done themselves, ESB and QCS proud - their efforts are greatly appreciated by the entire community," Chief Superintendent Macfarlane said.



# Around the state

## ARTHUR GORRIE

The leadership team at Arthur Gorrie Correctional Centre (AGCC) were proud to host members of the British Consulate in January.

Chief Superintendent Scott Collins and Superintendent Hanah Walton spent the morning showing the visitors around the centre, including the visits area and the video conferencing and virtual reality facility.

AGCC currently accommodates 13 British National prisoners and these visits are important to showcase centre operations and strengthen relationships with stakeholders.



## BRISBANE

In a QCS and QPS first, the Custodial Delivery Command team worked together on the Domestic and Family Violence (DFV) trial for building stronger partnerships to support community safety.

QCS officers received training and access to the QPS Database, QPrime, as part of the project while Colin has also been able to shadow QPS officers serving DFV documents.

This partnership is key to delivering the trial of custodial officers serving DFV documents to prisoners at Brisbane Correctional Centre, reducing delays in serving orders to perpetrators of domestic violence and supporting victims in the community.



## CAPRICORNIA

Capricornia Low Custody Correctional Centre has re-implemented the Smart Pups program, with two adorable puppies arriving at the centre in January.

Following a lay-off to the program due to COVID, the two black labrador pups will be trained as assistance dogs for children.

The centre will work directly with Patricia McAlister, Founder and Training Director of Smart Pups to show prisoners some training tips and how to care for the puppies.

The Smart Pups program, implemented in 2019 and also run at other centres including Maryborough, Borallon and Palen Creek, is the first step of training for the assistance dogs which will eventually be placed with a child somewhere in Australia or New Zealand based on the dog's individual abilities and the needs of the child.



## HELANA JONES

The team at Helana Jones Centre donated baby items to Baby Give Back, a Queensland charity that provides clothing and other essentials for young children to vulnerable families.

Alongside nappies, baby formula, breast pads and baby clothes, the women at the centre handmade 17 beautiful crochet baby blankets.

Helana Jones Centre Manager Paula said that many of the women donating were mothers who had been in that space where they needed help.



## MARYBOROUGH

Four Maryborough Correctional Centre (MCC) officers and five Community Corrections officers came together as part of a joint collaborative approach in focusing on outcomes for pre-release high-risk prisoners back into community.

Seven high-risk offenders were intensively case managed to reduce the rate of return.

It's the third time the team has worked together to improve safety in the community and at MCC.



## NUMINBAH

Officers worked hard to maintain services and morale at Numinbah Correctional Centre following an unexpected water outage over the new year period.

A water pump failure at the centre meant the team had to enact contingency plans and quickly mobilise to get potable water and 15 portable toilets trucked in, and bottles of water stacked up to distribute to prisoners and officers.

Custodial officers did a great job maintaining the good order of the centre while infrastructure colleagues were hard at work with service contractors to identify the issues and resolve them.

The showers and toilets were back online on New Year's Eve and bottled water continued to be distributed until the centre's tanks were fully re-filled with drinkable water a few days later.

Everyone kept a cool head in hot weather and pulled together to keep the centre safe, secure and in good spirits during this unique end to 2025!



## ROMA

Roma Community Corrections officers took part in the South West Domestic and Family Violence Forum, demonstrating how their frontline work contributes directly to the broader QCS goal of delivering safety where you live.

Emily and Maggie presented the SAFE Project which brings together QCS, QPS, Lifeline, the Department of Housing, Child Safety, and Queensland Health to fill critical service gaps, ensuring that victim survivors and families receive coordinated, timely and culturally-responsive support.

The event brought together professionals, service providers and community members from across the region to share knowledge, highlight successes and address the unique challenges faced by rural and remote communities.



# First Foundations graduates for 2026 boost frontline across Queensland

The first Foundations graduation for 2026 was held in February, with 24 officers completing the Community Corrections and Specialist Operations training at the QCS Academy in Brisbane.

The ceremony is the final step in their five-week course that equips them with skills in trauma-informed practice, core correctional principles, brief interventions, working with First Nations peoples and those living with family and intimate partner violence.

The Case Managers, Senior Case Managers and Probation Services Officers will boost frontline services across the state including Brisbane, Rockhampton, Emerald, Caboolture, Pine Rivers, Mackay, Townsville, Ipswich, Toowoomba, the South Coast and Southern regions, and Brisbane Women's and Southern Queensland correctional centres.

Congratulations to our newest Foundations graduates!



# 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.

## **Senior Mental Health Clinician, James Cave**

James commenced with the Lockyer Valley Correctional Centre in August 2025 in the Mental Health and Wellbeing team. He was a Social Worker with extensive experience working within case management and the casework of children, young people and families. James was highly regarded by his friends and colleagues at Lockyer Valley and his 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.



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