

# A. Entity responses

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As mandated in Section 64 of the *Auditor-General Act 2009*, the Queensland Audit Office gave a copy of this report with a request for comments to:

- Queensland Corrective Services.

We also provided a copy of the report to the following individuals and gave them the option of providing a response:

- Premier
- Director-General, Department of the Premier and Cabinet
- Minister for Youth Justice and Victim Support and Minister for Corrective Services.

This appendix contains the responses we received.

Entities are responsible for the accuracy, fairness, and balance of their comments.



# Comments received from Commissioner, Queensland Corrective Services



DELIVERING  
FOR QUEENSLAND



Office of the  
Commissioner  
Queensland Corrective Services

Ref: QCS-03091-2026

02 JUL 2026

Ms Rachel Vagg  
Auditor-General  
Queensland Audit Office  
Email: [gao@gao.qld.gov.au](mailto:gao@gao.qld.gov.au)

Dear Ms Vagg *Rachel*

Thank you for your email of 11 June 2026 regarding the Queensland Audit Office's (QAO) proposed report to Parliament titled *Rehabilitating and Reintegrating Prisoners* (the Report), and the opportunity to provide a formal Queensland Corrective Services (QCS) response.

I would like to acknowledge the work of the QAO in undertaking this performance audit to examine how effectively QCS plans for and facilitates the rehabilitation and reintegration of prisoners. QCS remains committed to delivering effective rehabilitation and reintegration services to prisoners to contribute to fewer victims of crime and safer communities.

I confirm that QCS accepts the Report's five proposed recommendations. Please find enclosed QCS' formal response to each proposed recommendation.

QCS delivers a range of evidence-informed rehabilitation services and partners with government and non-government organisations to reduce recidivism and support the successful reintegration of prisoners upon release.

As highlighted in the recently published 2026-27 Service Delivery Statement, QCS continues to deliver rehabilitation and reintegration functions above service standard targets for prisoner program completions, in-prison re-entry support and prisoners in education.

In 2025-26, as at 31 March 2026, prisoners in custody have completed 3,429 rehabilitation programs, with completions trending upward in recent years due to work undertaken to maximise program participation and the commissioning of the Lockyer Valley Correctional Centre.

Over the same period, education participation among eligible prisoners also increased to 34.9 per cent (from 31.9 per cent in the previous financial year), representing 6,586 prisoners participating in one or more training or education courses.

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QCS funds non-government organisations to deliver statewide pre- and post-release re-entry support, connecting prisoners to services that support safer transition to the community to reduce reoffending.

In 2025-26, as at 31 March 2026, 7,121 prisoners were supported by these re-entry services. Recent redesign of men's and women's re-entry services has improved service reach for women and strengthened pre-release information, support and targeted post-release resources for men.

As outlined in the Report, QCS is delivering these rehabilitation and reintegration services within a complex and high-demand environment, with the prisoner population increasing significantly over the past decade, placing sustained pressure on infrastructure, workforce and service delivery. Infrastructure delivery, including completing construction and commissioning of the 1,624 bed Lockyer Valley Correctional Centre in September 2025, has provided capacity in the immediate term. Work is also underway to expand capacity across the correctional system, including delivering 800 beds at Townsville and Arthur Gorrie correctional centres and 600 additional beds across Queensland correctional centres.

QCS looks forward to progressing the Report's recommendations to continue building on the strong service delivery outcomes being achieved. These efforts will support QCS' purpose to deliver correctional services that reduce reoffending, support rehabilitation and reintegration, prevent crime and contribute to fewer victims and a safer Queensland.

If you require further information regarding this matter, please contact Ms Kate Petrie, Assistant Commissioner, Strategy and Performance Command, by telephone on [REDACTED] or email at [REDACTED].

Yours sincerely



Paul Stewart APM  
Commissioner

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## Responses to recommendations



### Queensland Corrective Services

#### Rehabilitating and reintegrating prisoners

Response to recommendations provided by Commissioner Paul Stewart APM, Queensland Corrective Services (QCS) on 2 July 2026.

Recommendation	Agree/ Disagree	Time frame for implementation (Quarter and financial year)	Additional comments
<p>We recommend that Queensland Corrective Services:</p> <ol style="list-style-type: none"> <li>strengthen its planning approach to prisoner rehabilitation and reintegration. This should include:                             <ul style="list-style-type: none"> <li>analysing its prisoner population to better understand the different prisoner cohorts and their risks and needs</li> <li>ensuring it has the right programs and services for the prisoner population</li> <li>ensuring its supporting plans include the key elements of its approach to prisoner rehabilitation and reintegration and outline actions, time frames, and roles and responsibilities</li> <li>explaining the actions and outcomes it seeks to achieve from rehabilitation and reintegration.</li> </ul> </li> </ol>	Agree	Quarter 2 2026-27 for the finalisation of the longer-term plan to better support prisoner rehabilitation and reintegration.	<p>QCS recognises the need to strengthen planning to better target rehabilitation and reintegration services for prisoners. QCS is committed to enhancing system-wide and evidence-based planning. QCS has undertaken significant internal work in 2025-26 to improve its approach to operational planning aligned to the QCS Strategic Plan.</p> <p>QCS has undertaken consultation and work in 2026 on the development of a longer-term plan to better support prisoner rehabilitation and reintegration. As recommended within the report, an element of this planning will include prioritising available services for prisoners according to risk and need. This will help ensure rehabilitation is directed to where different services and interventions will have the greatest impact to support community safety and fewer victims.</p>



Recommendation	Agree/ Disagree	Time frame for implementation (Quarter and financial year)	Additional comments
<p>We recommend that Queensland Corrective Services:</p> <p>2. strengthen how it oversees prisoner rehabilitation and reintegration across the state. This should include:</p> <ul style="list-style-type: none"> <li>reviewing and where necessary updating its governance arrangements to ensure they are fit for purpose and provide effective oversight</li> <li>ensuring it has a sufficient suite of outcome focused performance measures</li> <li>monitoring performance against its strategies, objectives and performance measures</li> <li>regularly reporting performance information to key decision makers, including whether correctional centres are effectively delivering the key elements of its approach to prisoner rehabilitation and reintegration</li> <li>evaluating whether its strategies are effectively rehabilitating and reintegrating prisoners and achieving their intended outcomes.</li> </ul>	Agree	Noting the longer-term planning under development is still being finalised, QCS will provide an update to QAO by Quarter 2 2026-27.	<p>Whilst highlighting the existing performance monitoring structures within QCS (such as enterprise plan reporting, Service Delivery Statement, quarterly performance reporting to the Board of Management and the Commissioner's Operational Performance Review process), QCS acknowledges the findings of the report and the opportunity to strengthen oversight, in the context of prisoner rehabilitation and reintegration. In 2026-27, QCS is undertaking a review of the QCS <i>Organisational Performance Framework</i> to refresh in alignment with requirements of the Queensland Performance Management Framework and will ensure this recommendation is incorporated into this review.</p> <p>In addition, QCS' long-term planning referenced above will also include strengthening governance and the integration between planning, delivery and oversight through the improved use of data, and performance monitoring. This will support a clearer line of oversight between planning intent and operational outcomes.</p>
<p>We recommend that Queensland Corrective Services:</p> <p>3. identify and implement a case management delivery model to enhance delivery across the correctional system and optimise rehabilitation and reintegration outcomes. This should include ensuring all prisoners get a risk and needs assessment on entry to custody to inform their rehabilitation and reintegration support.</p>	Agree	Noting the longer-term planning under development is still being finalised, QCS will provide an update to QAO by Quarter 2 2026-27.	<p>QCS acknowledges the importance of a consistent and scalable case management approach to enhance delivery across the correctional system and optimise rehabilitation and reintegration outcomes for prisoners.</p> <p>Upon admission to custody, all prisoners receive an Immediate Risk Needs Assessment to ensure urgent health, security and safety risks are identified and managed at the point of entry.</p> <p>QCS recognises that while these initial assessments provide a critical foundation, there is opportunity to strengthen assessment related to rehabilitation and reintegration.</p>

Recommendation	Agree/ Disagree	Time frame for implementation <small>(Quarter and financial year)</small>	Additional comments
<p>We recommend that Queensland Corrective Services:</p> <p>4. strengthen its data governance. This should include its processes for data capture and its quality assurance mechanisms to ensure the information that it reports, including the time prisoners spend outside their cell, is accurate and complete.</p>	<p>Agree</p>	<p>Quarter 4 2026-27</p>	<p>QCS is progressing work to strengthen how prisoners are assessed, prioritised and supported across the system.</p> <p>QCS recognises the need to strengthen its data governance to improve accuracy of data captured and reported.</p> <p>QCS is progressing the development and implementation of a new Data Governance Framework in 2026-27. The framework will enable prioritisation of data improvement opportunities within QCS.</p> <p>QCS is also undertaking the Integrated Offender Management System (IOMS) Evolve Project, which will modernise and future-proof QCS' core offender management information technology system and enable improved data capture mechanisms in the future.</p>



Recommendation	Agree/ Disagree	Time frame for implementation <small>(Quarter and financial year)</small>	Additional comments
<p>We recommend that Queensland Corrective Services:</p> <p>5. improve its approach to prisoner reintegration by:</p> <ul style="list-style-type: none"> <li>ensuring reintegration planning and support commences from the time a prisoner enters custody, through to when they leave and reintegrate back into the community</li> <li>developing a plan to safely and securely optimise the use of low security correctional centres to rehabilitate and reintegrate prisoners. This should include a detailed assessment of strategic and operational risks and appropriate mitigation controls</li> <li>strengthening its contract management practices by ensuring all contracts include performance measures and regularly monitoring the performance of entities delivering reintegration services.</li> </ul>	Agree	<p>QCS will provide an update to QAO by Quarter 2 2026-27 in relation to improving reintegration planning and support, commencing from the time a prisoner enters custody.</p> <p>Quarter 4 2026-27 for the low security correctional centre and contract management practices elements of the recommendation.</p>	<p>QCS acknowledges the importance of a coordinated and prioritised approach to prisoner reintegration, commencing at entry to custody and continuing through to release and return to the community.</p> <p>QCS recognises the important role of low security correctional centres in supporting rehabilitation and reintegration and is continuing to prioritise community safety while optimising low security utilisation. Placement in low custody is subject to eligibility criteria and assessments, including consideration of prisoner risk and behaviour. QCS is seeking to optimise the use of low custody settings to increase access to employment, skills development and reintegration opportunities, while ensuring decisions are underpinned by robust risk assessment and community safety considerations. QCS is also strengthening security in Low Custody including by delivering 3.6 metre razor wire fencing to uphold community safety and mitigate the risk of absconds. A Low Custody Framework is being developed to set out the intent of low custody, safety and security and the rehabilitation and reintegration opportunities which are available.</p> <p>Noting mechanisms already in place, QCS will continue to strengthen its contract management practices to ensure reintegration services delivered by external providers are supported by clear, outcome-focused performance measures and effective oversight. This includes contract design, monitoring and reporting arrangements, and assurance processes to ensure services are delivered as intended and contribute to effective rehabilitation and reintegration outcomes for prisoners.</p>