

SERVICE DELIVERY STATEMENTS

Queensland Corrective Services

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Service Delivery Statements

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Queensland Corrective Services

Portfolio overview

Minister for Youth Justice and Victim Support
Minister for Corrective Services
The Honourable Laura Gerber MP

Queensland Corrective Services
Commissioner: Paul Stewart APM

Additional information about this agency can be sourced from:

corrections.qld.gov.au

Queensland Corrective Services

Overview

The vision of Queensland Corrective Services (QCS) is to make Queensland safer with fewer victims of crime, deliver corrective services that reduce reoffending, and support rehabilitation.

The purpose of QCS is to deliver correctional services that prioritise community safety by reducing reoffending, rehabilitating offenders and preventing crime to ensure fewer victims and a safer Queensland.

QCS' strategic objectives are:

- restore community safety by holding offenders to account
- reduce reoffending by delivering rehabilitative corrective services
- supporting a safer workplace for staff
- build strong community partnerships to support community safety.

QCS supports the *Government's objectives for the community*¹ *Safety where you live* by delivering correctional services that prioritise community safety by reducing reoffending, rehabilitating offenders and preventing crime to ensure fewer victims and a safer Queensland.

Key deliverables

In 2025–26, the department will:

- commence work to rapidly deliver new beds across the Townsville and Arthur Gorrie correctional centres
- deliver the Lockyer Valley Correctional Centre which will result in more than 1,500 additional beds in the correctional system
- progress planning and delivery of additional beds to manage correctional centre capacity and meet demand now and over the coming decade
- contribute to *Making Queensland Safer* through the rehabilitation of prisoners and offenders
- continue to support delivery of the trial of electronic monitoring of young offenders on bail
- support the delivery of a pilot of electronic monitoring of high risk domestic and family violence (DFV) offenders, and continue to deliver DFV perpetrator programs that support rehabilitation
- putting the rights of victims before the rights of offenders by enhancing operations of the QCS Victims Register and supporting the effective operation of the Parole Board Queensland
- engage with staff, stakeholders and community to strengthen partnerships and delivery of corrective services that reduce offending
- strengthen security, management and rehabilitation of prisoners in low security at Lotus Glen, Townsville Men's, Townsville Women's and Numinbah (women's) correctional centres
- improve outcomes for First Nations peoples in the correctional system and contribute to Closing the Gap priority reforms
- implement enhanced officer safety environment including providing QCS officers with the operational equipment, technology and facilities they need to safely and effectively perform their duties
- continue to deliver end-to-end case management for women, along with recommendations of the Women's Safety and Justice Taskforce.

¹ To find out more, go to qld.gov.au and search "government's objectives for the community."

Budget highlights

In the 2025–26 Queensland Budget, the government is providing:

- \$2.387 billion over 6 years to rapidly increase capacity at the Arthur Gorrie and Townsville correctional centres
- \$31.8 million over 4 years to increase capacity, improve security and support the management of sex offenders subject to *Dangerous Prisoners (Sexual Offenders) Act 2003* orders
- \$25 million over 5 years and \$6.8 million per annum ongoing for delivery of an electronic monitoring pilot of high-risk domestic and family violence offenders
- \$30.5 million over 2 years to support Parole Board Queensland operations and the safe and efficient consideration of parole matters while the independent review of Parole Board Queensland is undertaken, and the outcomes considered by the government.

Further information about new policy decisions can be found in *Budget Paper No. 4: Budget Measures*.

Performance statement

Corrective Services

Objective

To contribute to making Queensland safer by securely managing offenders, supporting rehabilitation, and reducing reoffending to ensure fewer victims of crime through effective correctional services.

Description

Queensland Corrective Services (QCS), in partnership with other key criminal justice agencies, including the Queensland Police Service, the Department of Justice and the Department of Youth Justice and Victim Support, performs a crucial role in community safety and crime prevention. QCS performs this role through securely managing offenders, supporting rehabilitation, and reducing reoffending through effective correctional services.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Service: Custodial Corrections¹			
Effectiveness measures			
Escape and abscond rates ²			
<ul style="list-style-type: none"> High security facilities (escape) Low security facilities (abscond) 	0 <0.63	0 1.18	0 <0.63
Assault rates ³			
<ul style="list-style-type: none"> Serious assault (prisoner on officer) Assault (prisoner on officer) Serious assault (prisoner on prisoner) Assault (prisoner on prisoner) 	0 <0.24 <0.69 <3.40	0.05 1.03 2.88 8.97	0 <0.24 <0.69 <3.40
Death from apparent unnatural causes rates ⁴			
<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander prisoners Non-Indigenous prisoners All prisoners 	0 0 0	0.02 0.03 0.03	0 0 0
Prisoner program completions	3,752	4,869	3,752
In-prison re-entry support	26,417	29,462	26,417
Prisoners in education (per cent)	>32%	31.0%	>32%
Prisoner employment (per cent)	>70%	66.0%	>70%
Financial value of work performed in the community by prisoners from low security facilities	>\$5.5M	\$8.4M	>\$5.5M
Prisoners returning to corrective services with a new correctional sanction within 2 years (per cent) ⁵	<48.4%	51.4%	<48.4%
Facility utilisation (per cent) ⁶			
<ul style="list-style-type: none"> Built cell capacity Built bed capacity 	90-95% <95%	144.5% 96.7%	90-95% <95%
Efficiency measure			
Cost of containment per prisoner per day ⁷	\$325	\$301	\$327
Service: Community Corrections⁸			
Effectiveness measures			

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Successful completion of orders (per cent)	>70%	83.9%	>70%
Offender program completions	500	543	500
Post-release re-entry support	15,850	24,213	16,769
Financial value of community service work performed (court ordered) ⁹	>\$4.2M	\$3.7M	>\$3.7M
Offenders discharged from community corrections orders who returned to corrective services with a new correctional sanction within 2 years (per cent) ¹⁰	<16.8%	23.9%	<16.8%
Efficiency measure			
Cost of supervision per offender per day ¹¹	\$25.96	\$26.17	\$27.77

Notes:

1. Amended in 2025–26 to provide clarity of services being delivered by this service area.
2. The service standard is calculated by dividing the number of absconds by the average prisoner population, reported as a rate per 100 prisoners. QCS continues to enforce strict requirements to be assessed as suitable for low security placement. Prisoners who abscond from lawful custody face additional criminal sanctions such as being charged with the offence of escape from lawful custody. Prisoners who abscond are held in a high security facility for the remainder of their sentence.
3. The service standard is calculated by dividing the number of assault victims (by type and injury severity) by the average prisoner population, reported as a rate per 100 prisoners. QCS officers are required to report any assault in a correctional centre. All assaults that occur in Queensland correctional centres are taken very seriously and are referred to the Queensland Police Service (QPS) and to officers in the Corrective Services Investigation Unit (CSIU). QCS continues to use a multifaceted approach to respond to the rate of assault and serious assault in Queensland centres.
4. The service standard is calculated by dividing the number of deaths from apparent unnatural causes by the average prisoner population, reported as a rate per 100 prisoners. Following any death in custody, immediate attention is given to any operational issues initially identified. The matter is referred to the QPS which prepares a report for the State Coroner under the *Coroners Act 2003*. Any recommendations made following these processes are considered for implementation by QCS. The apparent cause of death may change as a result of the coronial process.
5. This service standard captures all prisoners released during 2022–23 following a term of sentenced imprisonment and then returned with a new correctional sanction (i.e. sentenced to a new term of imprisonment or community-based order supervised by QCS) within 2 years of discharge (returned by 2024–25). Data includes returns to prison resulting from the cancellation of a parole order where a new offence was committed.
6. Built cell capacity measures the average daily prisoner population as a percentage of the number of as designed-and-built prisoner accommodation cells. Built bed capacity was introduced as a measure in 2023–24 and measures the average daily prisoner population as a percentage of the number of permanent prisoner accommodation beds. The national guideline for optimal prison facility utilisation is ~95 per cent of built cell capacity to ensure maximum use of facilities while preserving flexibility in the allocation of prisoners to facilities.
7. The increase between the 2024–25 Estimated Actual and the 2025–26 Target/Estimate is due to the commencement of operation of Lockyer Valley Correctional Centre, increased funding to support *Making Queensland Safer*.
8. Amended in 2025–26 to provide clarity of services being delivered by this service area.
9. The variance between the 2024–25 Target/Estimate and the 2024–25 Estimated Actual is due to a long-term decline in the number of community service hours being ordered by the courts and the ongoing limited availability of suitable community service projects. The 2025–26 Target/Estimate has been reduced to account for these factors.
10. This service standard measures offenders who were discharged during 2022–23 after serving direct-from-court orders (excluding post-prison orders such as parole or licence) administered by community corrections and then returned with a new correctional sanction (i.e. sentenced to a new term of imprisonment or community-based order supervised by QCS) within 2 years of discharge (returned by 2024–25). Offenders who spent any time in prison under sentence in their episode prior to being discharged from community corrections are excluded. The variance between the 2024–25 Target/Estimate and 2024–25 Estimated Actual reflects the challenges the criminal justice system faces in breaking the cycle of re-offending.
11. The increase between the 2024–25 Estimated Actual and the 2025–26 Target/Estimate is due to additional funding for managing offenders under the *Dangerous Prisoners (Sexual Offenders) Act 2003*, and delivery of an electronic monitoring pilot of high risk DFV offenders.

Departmental budget summary

The table below shows the total resources available in 2025–26 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Queensland Corrective Services	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹	1,624,641	1,654,719	1,776,119
Other revenue	29,494	42,330	42,992
Total income	1,654,135	1,697,049	1,819,111
Expenses			
Corrective Services	1,654,135	1,697,049	1,819,111
Total expenses	1,654,135	1,697,049	1,819,111
Operating surplus/deficit	0	0	0
Net assets²	3,752,198	3,923,556	4,216,480

Notes:

1. Includes state and Australian Government funding. The increase between the 2024–25 Estimated Actual and the 2025–26 Budget is due to the commencement of operation of Lockyer Valley Correctional Centre, increased funding to support *Making Queensland Safer*.
2. The increase between the 2024–25 Budget and 2024–25 Estimated Actual is due to the annual revaluation and change of useful life for buildings, partially offset by the adjustment of other capital projects' cashflows to align with the adjusted schedule. The increase between the 2024–25 Estimated Actual and the 2025–26 Budget is mainly due to funding for construction of additional prison capacity to manage a growing prisoner population and infrastructure upgrades as part of the asset improvement program.

Staffing

The table below shows the Full Time Equivalents (FTEs) as at the 30 June in the respective years.

Service area	2024–25 Budget	2024–25 Est. Actual	2025–26 Budget
Corrective Services	8,299	8,448	8,274
Total FTEs	8,299	8,448	8,274

Notes:

1. The increase between the 2024–25 Budget and the 2024–25 Estimated Actual reflects the uplift in low security correctional centre capacity to support *Making Queensland Safer* and to safely manage the demands of a growing prisoner population.
2. The decrease between the 2024–25 Estimated Actual and the 2025–26 Budget reflects the reduced capacity demand at existing correctional centres following the opening of Lockyer Valley Correctional Centre.

Capital program

In 2025–26, the department will invest \$436.9 million on capital purchases that primarily focus on construction of additional prison capacity in multiple facilities to manage a growing prisoner population, an asset improvement program, and completion of infrastructure works, including the delivery of Lockyer Valley Correctional Centre. The capital program includes:

- \$280 million of a total \$2.387 billion to rapidly increase prison bed capacity at the Arthur Gorrie and Townsville Correctional Centres to meet projected demand and support a safer environment for correctional staff, prisoners and the community
- \$81.7 million of a total \$246.4 million for infrastructure upgrades as part of the asset improvement program
- \$30 million of a total \$79.8 million to construct additional capacity, infrastructure and security including fencing in low custody to sustainably manage a growing prisoner population
- \$10 million to construct additional capacity and support the management of the *Dangerous Prisoners (Sexual Offenders) Act 2003* offenders
- \$5 million of a total \$71.8 million to progress infrastructure works and support ongoing maintenance and replacement programs
- \$10.7 million to acquire other property, plant and equipment.

The table below shows the total capital outlays by the agency in the respective years.

	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
Capital purchases	227,906	276,575	436,867
Capital grants	0	0	0
Total capital outlays	227,906	276,575	436,867

Notes:

1. The variance between the 2024–25 Budget and the 2024–25 Estimated Actual is due to the adjustment of capital projects' cashflows to align with the adjusted schedule.
2. The variance between the 2024–25 Estimated Actual and the 2025–26 Budget is mainly due to the funding to construct additional prison capacity to manage a growing prisoner population and infrastructure upgrades as part of the asset improvement program.

Further information about the Queensland Corrective Services capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

Budgeted financial statements

Departmental income statement

Total revenue/expenses budget in 2025–26 is \$1.819 billion, an increase of \$122.1 million from the 2024–25 Estimated Actual.

This primarily reflects increased funding to:

- operate the Lockyer Valley Correctional Centre and safely manage capacity pressure
- strengthen security, management and rehabilitation of prisoners in low security at Lotus Glen, Townsville Men's, Townsville Women's and Numinbah (women's) correctional centres
- commence an electronic monitoring pilot of high risk DFV offenders.

Departmental balance sheet

The department is forecasting a net asset position of \$4.216 billion, an increase of \$292.9 million from the 2024–25 Estimated Actual. This reflects the significant investment in managing correctional centre capacity to *Make Queensland Safer*.

In 2025–26, the department will invest \$436.9 million on capital purchases that primarily focus on construction of additional prison capacity in multiple facilities to manage a growing prisoner population, an asset improvement program, and completion of infrastructure works, including the delivery of Lockyer Valley Correctional Centre.

Controlled income statement

Queensland Corrective Services	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Appropriation revenue	1,624,641	1,654,719	1,776,119
Taxes
User charges and fees	9,138	14,218	14,645
Royalties and land rents
Grants and other contributions	4,508	4,508	4,508
Interest and distributions from managed funds	1	1	1
Other revenue	15,847	23,603	23,838
Gains on sale/revaluation of assets
Total income	1,654,135	1,697,049	1,819,111
EXPENSES			
Employee expenses	1,080,916	1,117,949	1,128,281
Supplies and services	409,947	402,855	481,085
Grants and subsidies
Depreciation and amortisation	159,212	172,185	204,185
Finance/borrowing costs
Other expenses	4,060	4,060	5,560
Losses on sale/revaluation of assets
Total expenses	1,654,135	1,697,049	1,819,111
OPERATING SURPLUS/(DEFICIT)

Controlled balance sheet

Queensland Corrective Services	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	47,611	51,284	51,284
Receivables	31,985	35,315	35,315
Other financial assets
Inventories	7,169	8,118	8,118
Other	9,559	7,933	7,933
Non-financial assets held for sale
Total current assets	96,324	102,650	102,650
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	3,796,169	3,977,032	4,269,956
Intangibles	3,372	4,227	4,227
Other	962	842	842
Total non-current assets	3,800,503	3,982,101	4,275,025
TOTAL ASSETS	3,896,827	4,084,751	4,377,675
CURRENT LIABILITIES			
Payables	81,288	76,823	76,823
Accrued employee benefits	26,251	36,164	36,164
Interest bearing liabilities and derivatives	5,087	4,625	4,625
Provisions
Other
Total current liabilities	112,626	117,612	117,612
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	32,003	43,583	43,583
Provisions
Other
Total non-current liabilities	32,003	43,583	43,583
TOTAL LIABILITIES	144,629	161,195	161,195
NET ASSETS/(LIABILITIES)	3,752,198	3,923,556	4,216,480
EQUITY			
TOTAL EQUITY	3,752,198	3,923,556	4,216,480

Controlled cash flow statement

Queensland Corrective Services	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	1,624,641	1,649,897	1,776,119
User charges and fees	9,138	14,218	14,645
Royalties and land rent receipts
Grants and other contributions	2,508	2,508	2,508
Interest and distribution from managed funds received	1	1	1
Taxes
Other	15,847	23,603	23,838
Outflows:			
Employee costs	(1,080,916)	(1,117,949)	(1,128,281)
Supplies and services	(407,947)	(400,855)	(479,085)
Grants and subsidies
Borrowing costs
Other	(4,060)	(4,060)	(5,560)
Net cash provided by or used in operating activities	159,212	167,363	204,185
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(227,906)	(276,575)	(436,867)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(227,906)	(276,575)	(436,867)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	222,435	223,407	431,396
Appropriated equity injections	222,435	223,407	431,396
Non-appropriated equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals	(153,741)	(165,077)	(198,714)
Appropriated equity withdrawals	(153,741)	(165,077)	(198,714)
Non-appropriated equity withdrawals
Net cash provided by or used in financing activities	68,694	58,330	232,682
Net increase/(decrease) in cash held	..	(50,882)	..
Cash at the beginning of financial year	47,611	102,166	51,284
Cash transfers from restructure
Cash at the end of financial year	47,611	51,284	51,284

Glossary of terms

Accrual accounting	Recognition of economic events and other financial transactions involving revenue, expenses, assets, liabilities and equity as they occur and reporting in financial statements in the period to which they relate, rather than when a flow of cash occurs.
Administered items	Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the government.
Agency/entity	Used generically to refer to the various organisational units within government that deliver services or otherwise service government objectives. The term can include departments, commercialised business units, statutory bodies or other organisations established by Executive decision.
Appropriation	Funds issued by the Treasurer, under Parliamentary authority, to departments during a financial year for: <ul style="list-style-type: none"> • delivery of agreed services • administered items • adjustment of the government's equity in agencies, including acquiring of capital.
Balance sheet	A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.
Capital	A term used to refer to an entity's stock of assets and the capital grants it makes to other agencies. Assets include property, plant and equipment, intangible items and inventories that an entity owns/controls and uses in the delivery of services.
Cash flow statement	A financial statement reporting the cash inflows and outflows for an entity's operating, investing and financing activities in a particular period.
Controlled Items	Assets, liabilities, revenues and expenses that are controlled by departments. These relate directly to the departmental operational objectives and arise at the discretion and direction of that department.
Depreciation	The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.
Equity	Equity is the residual interest in the assets of the entity after deduction of its liabilities. It usually comprises the entity's accumulated surpluses/losses, capital injections and any reserves.
Equity injection	An increase in the investment of the government in a public sector agency.
Financial statements	Collective description of the income statement, the balance sheet and the cash flow statement for an entity's controlled and administered activities.
Income statement	A financial statement highlighting the accounting surplus or deficit of an entity. It provides an indication of whether the entity has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation.
Outcomes	Whole-of-government outcomes are intended to cover all dimensions of community wellbeing. They express the current needs and future aspirations of communities, within a social, economic and environment context.
Own-source revenue	Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.
Priorities	Key policy areas that will be the focus of government activity.
Services	The actions or activities (including policy development) of an agency which contribute to the achievement of the agency's objectives.
Service area	Related services grouped into a high level service area for communicating the broad types of services delivered by an agency.
Service standard	Define a level of performance that is expected to be achieved appropriate for the service area or service. Service standards are measures of efficiency or effectiveness.

