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APPENDIX 1 SES PERFORMANCE STATEMENT—COMMISSIONER



New South Wales
Minister for Justice

Performance Statement: Commissioner of Corrective Services
Name: Ronald Woodham
Position: Commissioner of Corrective Services
Period: 1 July 2002 to 30 June 2003

Commissioner Woodham is responsible for managing the largest correctional system in Australia with outstanding results continually being achieved throughout the Department's operations.

The escape rate remains at a record low, which is half that experienced in the past five years. The rate of deaths in custody has remained at a consistently low level over the past five years.

The assault rate by inmates on both officers and other inmates decreased in 2001/02 and has remained at this level for the past twelve months.

The Commissioner has initiated legislative reform to enable correctional officers to be given clear powers to stop, detain and search any person suspected of bringing contraband into a correctional centre.

The Commissioner continues to support the provision of offender management programs that aim to reduce re-offending and prepare offenders for successful re-integration into the community by the further development and implementation of 'Throughcare' initiatives. The development of electronic case management underpins this initiative.

The Department has successfully introduced a telephone support line at pilot correctional centres to assist in addressing inmate complaints and inquiries.

The construction of a new correctional centre at Kempsey and a correctional centre for female inmates at Windsor are nearing completion and will provide a 'leading edge' in building and operational design.

The introduction of video links for bail hearings has reduced the statewide transport of inmates to courts.

The Commissioner has continued to introduce equal employment opportunity initiatives, particularly in regard to recruitment and career development programs. The Department's Academy has been restructured to provide appropriate learning and career development programs for staff at all levels.

In regard to Community Offender Services, the successful completion rate on the basis of compliance with the order in the past twelve months is as follows:-

- Restricted Movement (Home Detention) improved from 76% to 82%
- Reparations (Community Service Orders) improved from 70% to 75%
- Supervision (Probation & Parole) improved from 82% to 86%
- Total improved from 78% to 83%.

Community Offender Services continues to provide a significant service to the Local and District Courts through the provision of increasing numbers of pre-sentence reports - over 27,650 reports in the past year.

In 2002/03 productivity savings of \$4.18 million were achieved against a target of \$2.77 million.

Commissioner Woodham receives remuneration of \$296,000 per annum.


John Hatzistergos
30 June 2003

**APPENDIX 2 SES PERFORMANCE STATEMENT – SENIOR ASSISTANT COMMISSIONER,
INMATE AND CUSTODIAL SERVICES**

New South Wales Government

**Department of Corrective Services****PERFORMANCE STATEMENT**

**SENIOR ASSISTANT COMMISSIONER, INMATE & CUSTODIAL SERVICES, IAN MCLEAN
(SES LEVEL 5)
1 July 2002 to 30 June 2003**

Total Remuneration Package: \$210,000 (since 1 October 2002) was approved based on the officer's performance.

Senior Assistant Commissioner McLean has achieved outstanding results at a time when the Department is facing the need to implement cultural change and workplace reform to enable increased efficiencies across the organisation.

Significant results have been achieved in the following areas:-

- Developed the planned program of correctional centre workplace reform.
- Reduced escapes although there has been a significant increase in inmate numbers.
- Increased correctional centre security by the introduction of high technological security systems, which has made surveillance of inmates more effective.
- Commenced comprehensive security reviews at correctional and court cell complexes.
- Established a network with other Agencies to facilitate intelligence sharing arrangements.
- Chaired the commissioning of new facilities at Kempsey, Dillwynia and Parklea and established benchmarks to ensure cost effective delivery of service.
- Continued community consultation in relation to the new facilities.
- Expanded facilities at Tamworth, Brewarrina, Bathurst, Oberon and Ivanhoe.
- Implemented a revised structure for the Commands to meet the operational needs of the organisation.
- Established and implemented a Roster Support Unit to monitor and review roster procedures and processes to maximise the most efficient use of staff at the centres.
- Developed strategies to optimise use of accommodation and staff resources to manage the increase in inmate numbers.


RON WOODHAM
Commissioner
30 June 2003

APPENDIX 3 BOARDS, COUNCILS AND COMMITTEES

Departmental representation on external boards and committees:**CORRECTIONS HEALTH SERVICE BOARD (held monthly)**

Commissioner, Ron Woodham

CHIEF EXECUTIVE OFFICERS GROUP MEETING (held monthly)

Commissioner, Ron Woodham

CRIMINAL JUSTICE CHIEF Executive Officers Meeting (Held Every 3 Months)

Commissioner, Ron Woodham

CHIEF EXECUTIVE OFFICERS GROUP ON ABORIGINAL AFFAIRS (Held Approximately Every 3 Months)

Commissioner, Ron Woodham

NSW Government Procurement Council (held as deemed necessary by Council)

Commissioner, Ron Woodham
Community Offender Services, Executive Director, North West, Phil Ruse, represents the Department on the following committees:

HUNTER, CENTRAL COAST AND NORTH COAST REGIONAL COORDINATION MANAGEMENT GROUPS

Community Offender Services, Executive Director, South West, Valda Ruis, represents the Department on the following committees:

RIVERINA-MURRAY REGIONAL CO-ORDINATION MANAGEMENT GROUP**SOUTH WEST SYDNEY REGIONAL CO-ORDINATION MANAGEMENT GROUP**

Community Offender Services, Executive Director, Sydney Metropolitan, Peter McDonald, represents the Department on the following committees:

WESTERN SYDNEY HUMAN SERVICES GROUP**WESTERN SYDNEY REGIONAL COORDINATOR MANAGEMENT GROUP****MOUNT DRUITT COMMUNITY SOLUTIONS & CRIME PREVENTION STRATEGY STEERING COMMITTEE****HEALTH INDUSTRY GROUP TRAINING COMPANY BOARD OF DIRECTORS**

Executive Director, Human Resources Management, Kay Lord

CORRECTIVE SERVICES WORKING GROUP, STEERING COMMITTEE FOR THE REVIEW OF COMMONWEALTH/STATE SERVICE PROVISION

Director, Research & Statistics, Simon Eyland

TECHNICAL ADVISORY GROUP, NATIONAL CORRECTIONAL SERVICES STATISTICAL UNIT, AUSTRALIAN BUREAU OF STATISTICS

Director, Research & Statistics, Simon Eyland

NSW COMMUNITY SERVICES & HEALTH INDUSTRY TRAINING ADVISORY BODY BOARD

Director, Corrective Services Academy, Lindsay Cotton

NATIONAL CORRECTIVE SERVICES ADVISORY COMMITTEE

Director, Corrective Services Academy, Lindsay Cotton

AUSTRALIAN INSTITUTE OF MANAGEMENT (AIM) BOARD

Director, Corrective Services Academy Lindsay Cotton

NSW POLICE COLLEGE ACEDMIC BOARD

Director, Corrective Services Academy Lindsay Cotton

CORRECTIONS ADVISORY BOARD (CHARLES STURT UNIVERSITY)

Assistant Director, Human Resources Development, Sean O'Toole

COURSE ADVISORY COMMITTEE (CHARLES STURT UNIVERSITY)

Assistant Director, Human Resources Development, Sean O'Toole

PROJECT REFERENCE GROUP, METROPOLITAN LOW SECURITY WOMEN'S PRISON, DEPARTMENT**OF JUSTICE, WESTERN AUSTRALIA**

Commander, Women's Facilities & Services, Lee Downes

CRIMINAL JUSTICE INTERDEPARTMENTAL OPERATIONS COMMITTEE

Neil Guy, Director, Sentence Administration

SERIOUS OFFENDERS REVIEW COUNCIL (SORC)

Superintendent Steve Tandy (Official Member)

Director, Inmate Classification & Case Management, Terry Halloran

The subcommittees of the SORC are the PreRelease Leave Committee, High Security Inmate Management Committee and the Escape Review Committee.

NETWORK OF GOVERNMENT AGENCIES: GAY LESBIAN AND TRANSGENDER ISSUES

Max Saxby, A/Director, Offender Management Unit

NSW GOVERNMENT ABORIGINAL AFFAIRS POLICY JUSTICE CLUSTER SUB COMMITTEE

Max Saxby, A/Director, Offender Management Unit

Major departmental committees**ETHICS COMMITTEE**

Assistant Commissioner, Offender Management, Luke Grant (Chair)

Director, Research & Statistics, Simon Eyland

Senior Assistant Commissioner, Community Offender Services, Catriona McComish

Corporate Counsel, Paul Nash

Executive Director, Probity & Performance & Chief Ethical Strategist, Mike Woodhouse

Deputy Director, HIV Epidemiology & Clinical Research, Prof. John Kaldor

Executive Director, The St. James Ethics Centre, Dr Simon Longstaff

CEO, Corrections Health Services, Dr Richard Matthews

Community Representative, Shirley Nixon

Official Visitor, Reg Pollock
Ass Prof & Ass Dean, Faculty of Law,
University of Sydney, Julie Stubbs

RISK MANAGEMENT COMMITTEE

Gerry Schipp, Executive Director,
Finance & Asset Management
Arthur Abraham, Director, Audit
Neil Daines, Director, Facilities
Management
Paul Nash, Corporate Counsel
Dave White, Director, Strategic
Operational Review Unit
Doug Wigg, Asset Manager
Lyn Colley, Director, OH&S and
Workers Compensation Unit
Judith Dagg, Director, Logistics
Catalin Erdelyi, A/Property Manager
Karen Wesson, Administration
Manager

PROCLAMATIONS REVIEW COMMITTEE

Paul Nash, Corporate Counsel
John Doyle, Deputy Superintendent
Ken Hornigold, Superintendent

STEERING COMMITTEE OF THE STRATEGIC PLAN FOR SUICIDE PREVENTION IN CORRECTIONS

Assistant Commissioner, Offender
Management, Luke Grant,
Clinical Co ordinator, "At Risk"
Inmates, Jenny Barton
NSW Corrections Health Services
Representative
Murray McPherson, Director, Legal
Services

PRISON OFFICERS VOCATIONAL BRANCH (held monthly)

Commissioner, Ron Woodham (Chair)
Senior Assistant Commissioner,
Inmate & Custodial Services, Ian
McLean
Executive Director, Human Resources
Management, Kay Lord
Director, Workforce Relations, Deirdre
Hunter
Industrial Officer, Deborah McCarroll
John Campbell, Chairman, Prison
Officers Vocational Branch
POVB Delegates as required

BOARD OF MANAGEMENT (held monthly)

Commissioner Ron Woodham
Senior Assistant Commissioner,
Inmate & Custodial Services,
Ian McLean

Senior Assistant Commissioner,
Community Offender Services,
Catriona McComish
Assistant Commissioner, Offender
Management, Luke Grant
Assistant Commissioner, Security &
Operational Programs,
John Klok
Corporate Counsel, Paul Nash
Executive Director, Human Resources
Management, Kay Lord
Executive Director, Finance & Asset
Management, Gerry Schipp
Executive Director, Office of the
Commissioner, Peter Peters
Executive Director, Probity &
Performance Management,
Mike Woodhouse
Executive Director, Information
Management, Wayne Parker

BOARD OF MANAGEMENT POLICY SUB-COMMITTEE (held as required)

Senior Assistant Commissioner,
Inmate & Custodial Services,
Ian McLean
Senior Assistant Commissioner,
Community Offender Services,
Catriona McComish
Assistant Commissioner, Offender
Management, Luke Grant
Assistant Commissioner, Security &
Operational Programs,
John Klok
Corporate Counsel, Paul Nash
Executive Director, Human Resources
Management, Kay Lord
Executive Director, Finance & Asset
Management, Gerry Schipp
Executive Director, Office of the
Commissioner, Peter Peters
Executive Director, Probity &
Performance Management,
Mike Woodhouse
Executive Director, Information
Management, Wayne Parker
Director, Corporate Strategy, Ross
Hannah

COMMISSIONED OFFICERS VOCATIONAL BRANCH (held monthly)

Commissioner, Ron Woodham (Chair)
Senior Assistant Commissioner,
Inmate & Custodial Services, Ian
McLean
Executive Director, Human Resources
Services, Kay Lord

Director, Workforce Relations, Deirdre
Hunter
Industrial Officer, Deborah McCarroll
Pat Armstrong, Chairman,
Commissioned Officers Vocational
Branch
COVB Delegates as required

JOINT CONSULTATIVE COMMITTEE (every three months)

Commissioner, Ron Woodham (Chair)
Senior Assistant Commissioner,
Inmate & Custodial Services, Ian
McLean
Snr Assistant Commissioner,
Community Offender Services,
Catriona McComish
Assistant Commissioner, Offender
Management, Luke Grant
Executive Director, Human Resources
Services, Kay Lord
Director, Workforce Relations, Deirdre
Hunter
Senior Industrial Relations Officer,
Gerry Ogle
Pat Armstrong, Chairman,
Commissioned Officers Vocational
Branch
John Campbell, Chairman,
Commissioned Officers Vocational
Branch
Greg Turner, Chairman, Departmental
Committee (non-custodial) Public
Service Association
Andrew Wilson, Industrial Officer,
Public Service Association
Gerard Van Dorn, Chair, Roden Cutler
House Workplace Group
Richard Walsham, NSW Teachers
Federation

CORRECTIONAL INDUSTRIES CONSULTATIVE COUNCIL OF NSW

Ian McLean, Snr. Assistant
Commissioner, Inmate & Custodial
Services
Joe Moore, Australian Business Ltd
Chris Christodoulou, Labor Council of
NSW
Barry Tubner, Labor Council of NSW
Alwyn Thomas, Australian Industry
Group
Jennifer Doubell, Community
Representative
Wayne Ruckley, Director, Corrective
Services Industries
Steve Thorpe, Operations
Development Manager, CSI

CORRECTIONAL FOOD SERVICES WORKING PARTY

Ian McLean, Snr. Assistant Commissioner, Inmate & Custodial Services
 Prof. Michael Levy, Corrections Health Service
 Wayne Ruckley, Director, CSI
 Jeremy Hildreth, Food Services Manager
 Dave Farrell, Commander, Remand Facilities & Special Programs
 Brian Kelly, Commander, South West
 Dave White, A/Commander, North West
 Lee Downes, Commander, Women's Facilities & Services
 Norm Provost, Governor, Cessnock Correctional Centre
 Lorraine Bridge, Governor, Mulawa Correctional Centre
 John Dunthorne, Governor, Goulburn Correctional Centre

INMATE & FAMILIES DEVELOPMENT COMMITTEE

Wayne Ruckley, Director, CSI
 Neil Daines, Director, Facilities Management Branch
 Ken Kellar, Superintendent, Operations
 Lee Downes, Commander, Women's Facilities & Services
 Gloria Larman, Children of Prisoners Support Group
 Nicola Wilson, Child Protection Co-ordinator

CAPITAL WORKS STEERING COMMITTEE MEETING

Commissioner, Ron Woodham (Chair)
 Senior Assistant Commissioner, Inmate & Custodial Services, Ian McLean
 Snr Assistant Commissioner, Community Offender Services, Catriona McComish
 Assistant Commissioner, Offender Management, Luke Grant
 Executive Director, Finance & Asset Management, Gerry Schipp
 Executive Director, Office of the Commissioner, Peter Peters
 Executive Director, Human Resources Services, Kay Lord
 Director, Facilities Management, Neil Daines
 CEO, Corrections Health Services, Dr Richard Matthews

Superintendent, Ken Hornigold
 Director, Inmate Services and Programs, Rhonda Booby
 Director, Strategy, Ross Hannah
 Doug Anderson, Department of Public Works & Services (DPWS)
 Sue Brennan, DPWS
 Peter Hay, DPWS

AUDIT COMMITTEE (held every 3 months)

Commissioner, Ron Woodham (Chair)
 Director, Audit, Arthur Abrahams
 Senior Assistant Commissioner, Inmate & Custodial Services, Ian McLean
 Senior Assistant Commissioner, Community Offender Services, Catriona McComish
 Executive Director, Finance & Asset Management Gerry Schipp
 Executive Director, Probity & Performance & Chief Ethical Strategist, Mike Woodhouse
 Director, Audit Office, Sam Kalagurgevic
 Greg Rowling, Audit Office
 Carol Holley, Independent - Hill Rogers Chartered Accountants.

HONOURS & AWARDS COMMITTEE (held every 3 months)

Commissioner Ron Woodham
 Senior Assistant Commissioner, Inmate & Custodial Services, Ian McLean
 Senior Assistant Commissioner, Community Offender Services, Catriona McComish
 Assistant Commissioner, Offender Management, Luke Grant
 Assistant Commissioner, Security & Operational Programs, John Klok
 Corporate Counsel, Paul Nash
 Executive Director, Human Resources Management, Kay Lord
 Executive Director, Finance & Asset Management, Gerry Schipp
 Executive Director, Office of the Commissioner, Peter Peters
 Executive Director, Probity & Performance Management, Mike Woodhouse
 Executive Director, Information Management, Wayne Parker
 Director, Executive Support Unit, Lawrie Yeomans

NON-CUSTODIAL DEPARTMENTAL COMMITTEE (held every 3 months)

Commissioner, Ron Woodham (Chair)
 Assistant Commissioner, Offender Management, Luke Grant
 Senior Assistant Commissioner, Community Offender Services, Catriona McComish
 Director, Workforce Relations, Deirdre Hunter
 Senior Industrial Officer, Karen Fitzgerald
 Industrial Officer, PSA, Andrew Wilson
 Northern Area Delegate, Elizabeth Fitzsimmons
 Metropolitan Area Delegate, Dianne Joyce
 Metropolitan Area Delegate, Kathy Dwyer
 RCH Delegate, Gerard Van Doo rn
 RCH Delegate, Secretary, Inmate Management Branch, Laurie Powell
 Metropolitan Area Delegate, CSA, Dianne Joyce

INFORMATION MANAGEMENT STEERING COMMITTEE MEETING

Commissioner, Ron Woodham (Chair)
 Senior Assistant Commissioner, Inmate & Custodial Services, Ian McLean
 Assistant Commissioner, Offender Management, Luke Grant
 Senior Assistant Commissioner, Community Offender Services, Catriona McComish
 Executive Director, Information Management, Wayne Parker
 Executive Director, Office of the Commissioner, Peter Peters
 Executive Director, Finance & Asset Management, Gerry Schipp
 Executive Director, Human Resources Management, Kay Lord
 Corporate Counsel, Paul Nash
 Director, Custodial Operations Support, Judy Windle

RESTORATIVE JUSTICE MEETING (held every 3 months)

Commissioner, Ron Woodham (Chair)
 Senior Assistant Commissioner, Inmate & Custodial Services, Ian McLean
 Senior Assistant Commissioner, Community Offender Services, Catriona McComish
 Assistant Commissioner, Offender Management, Luke Grant

Director, Inmate Services and Programs, Rhonda Booby
Victims of Crime Assistance League, Howard Brown
Homicide Victims Support Group, Martha Jabour
Enough is Enough, Ken Marslew
Youth Justice Conferencing, Jenny Bargaen
Prisoners Legal Service, Will Hutchins
Proactive Resolutions, John McDonald & David Moore
Chaplaincy Coordinator, Rodney More
Chaplain, John Morony Correctional Centre, Pauleen West
Minister's Office rep, Michael O'Brien

PERIODIC DETENTION REVIEW COMMITTEE

Paul Nash, Corporate Counsel
Neil Guy, Sentence Administration

Kevin Underhill, Manager, Periodic Detention Administration

Other departmental committees

Aboriginal Programs & Mobile Camps Meetings
CHS/DCS Liaison Meeting
Court Escort Security Meeting
Directors Review Committee
High Risk Management Unit Goulburn Committee
Human Resources Shared Corporate Services Committee
IMS Steering Committee
Inmate Population Committee
Inmate Population Meeting
Investigations Review Committee
Kempsey Correctional Centre Staffing Committee
LSI-R Steering Committee
Metropolitan Remand Facilities

Community Consultative Committee
Mothers and Children's Committee
MRF Regional Industrial Relations Committee
Occupational Health & Safety Committee
Organisational Development, Planning & Establishments Committee
Regional Commanders Meetings
Regional Commanders Human Resources Committee
Regional Governors Meetings
Risk Assessment Committee
Security Threat Group
Smartcard Steering Committee Meeting
Throughcare Steering Committee Meeting
Western Region Management Team (Probation and Parole)

APPENDIX 4 PRIVACY AND PERSONAL INFORMATION PROTECTION STATEMENT

The Department's Privacy Code of Practice is being drafted by the Parliamentary Counsel's Office. There are some issues yet to be finalised through discussions with the Attorney General's Department. The Department anticipates that the Code will be finalised shortly.

When the Privacy Code of Practice has been finalised, the Department will be in a position to complete its Privacy Management Plan.

Applications

In the 2002/2003 reporting period the Department received one request for documents under section 14 of the Privacy and Personal Information Protection Act 1998 (PPIP Act). The person requesting the documents obtained partial access to the requested documents.

Internal Reviews

In the 2002/2003 reporting period the Department received four applications for internal review. One application alleged that the Department had breached section 14 of the PPIP Act. The internal review found that the Department had not breached section 14 and no further action was taken. The second application alleged that the Department had breached sections 12, 17 and 18 of the PPIP Act. The internal review found that the Department had not breached section 12 but had breached sections 17 and 18. Prior to the lodging of the internal review application, the Department had taken action in regard to the breaches of section 17 and 18. Upon completion of the internal review, the Department decided to take no further action. The third application alleged that the Department had breached section 18 of the PPIP Act. The internal

review found that the Department had not breached section 18 and no further action was taken.

The fourth application alleged that the Department had breached section 9 of the PPIP Act. As at 30 June 2003, the internal review had not been completed.

Two internal review applications were carried over from the previous reporting period. The first of those internal reviews dealt with the allegation that the Department had breached section 18 of the PPIP Act. The internal review found that the Department had not breached section 18 unlawfully and no further action was taken. The second application alleged that the Department had breached sections 18 and 19. The internal review found that the Department had not breached sections 18 and 19 unlawfully and no further action was taken.

External Reviews

In the 2002/2003 reporting period there were no proceedings initiated in the Administrative Decisions Tribunal.

Section 45 Complaints

In the 2001/2002 reporting period the Department received one complaint pursuant to section 45 of the PPIP Act. The Department responded to this complaint; however, as of 30 June 2003 the Department had not been advised by the Privacy Commissioner of the outcome of the complaint.

In the 2002/2003 reporting period, the Department did not receive any complaints pursuant to section 45 of the PPIP Act.

APPENDIX 5 CORRECTIONAL INDUSTRIES CONSULTATIVE COUNCIL OF NSW ANNUAL REPORT 2002 / 03

The Correctional Industries Consultative Council of NSW - CICC is a critical organisational element of NSW correctional industry programs. The Council consists of representatives of Australian Business Ltd, the Australian Industry Group, the Labor Council of NSW, the Community and senior Department of Corrective Services personnel who act as ex-officio members. Members of the Council are appointed by the Minister for Justice.

The CICC is responsible for the broad business development and operational oversight of correctional industry programs in NSW to ensure those programs do not adversely impact upon other businesses and, in particular, community employment. The Council also oversees the maintenance of a formal grievance handling system.

Following the appointment of Mr. Ron Woodham as Commissioner of Corrective Services, Mr. Ian McLean – Senior Assistant Commissioner, Inmate & Custodial Services assumed the position of Chairperson of the Council. Ms. Jennifer Doubell representing the community, Mr. Alwyn Thomas representing the Australian Industry Group and Mr. Chris Christodoulou representing the Labor Council of NSW were reappointed for further three year terms. Members of the Council and their attendance at meetings convened during 2002 / 2003 are shown below:

To enable the review of correctional industry programs and broad correctional centre operations at various centres, meetings convened by the Council during the year included visits to St. Heliers, Goulburn, Junee and Glen Innes Correctional Centres.

The Council convened a special meeting to specifically review the correctional industry business development structure and controls. As an outcome to this meeting, the Council:

- provided an enhanced CICC charter expressed through section 4.5 of the CSI policy manual.
- reconfirmed that the existing CSI Marketing Policy – CSI policy manual section 4.1 should remain.
- modified the form of the industry impact statement which accompanies submissions for new / renewed correctional industry programs.
- noted the development of a CSI Website which includes information about the role and operations of the CICC.
- introduced key performance measures – kpm's linked to the CICC charter objectives.

A schedule linking the key performance measures, referred to above, to actual performance in 2002 / 2003 is attached.

The Council considered a number of business development proposals from CSI and Junee Correctional Centre. The Council conditionally endorsed either on a continuous or trial basis the following programs:

	7/8/02	21/8/02	16/10/02	11/12/02	19/2/03	15/4/03	18/6/03
Mr. R. Woodham, Chairperson Dept. of Corrective Services	Apol.	Apol.	-	-	-	-	-
Mr. I. McLean Chairperson Dept. of Corrective Services	-	-	Apol.	✓	✓	Apol.	✓
Mr. J. Moore Australian Business Limited	✓	Apol.	✓	Apol.	Apol.	Apol.	✓
Mr. B. Tubner Labor Council of NSW	✓	✓	✓	✓	✓	✓	✓
Mr. A. Thomas Australian Industry Group	✓	✓	✓	✓	✓	✓	✓
Mr. C. Christodoulou Labor Council of NSW	✓	Apol.	✓	✓	Apol.	✓	✓
Ms. J. Doubell Community Representative	✓	Apol.	✓	✓	✓	✓	✓
Mr. W. Ruckley Corrective Services Industries	✓	✓	✓	✓	✓	✓	✓
Mr. S. Thorpe Corrective Services Industries	✓	✓	✓	✓	✓	✓	✓

- Manufacture of curtains on behalf of Bruck Textiles at Malabar Special Programs Centre.
- Plant Nursery on behalf of Nature's Decore, Grafton Correctional Centre (replacement trial program).
- Manufacture of sofa bed frames, sofa covers on behalf of Steinhoff Australia at Parklea Correctional Centre / MRRC (trial program).
- Manufacture of wine racks on behalf of Australian Wine Rack Manufacturer's Pty Ltd at Junee Correctional Centre.

A number of issues arose at the privatised Junee Correctional Centre which raised Council concerns, viz:

- The Council considered that inadequate information was provided within industry impact statements submitted by Australasian Correctional Management Pty Ltd to support the introduction of correctional industry programs. At the meeting of the Council at Junee on 19 February, 2003 a commitment was provided by the Company to provide full information in the future.
- The Council noted that the previously endorsed Tyco correctional industry program employing over 100 inmates had been lost. A commitment was provided by Australasian Correctional Management Pty Ltd to provide replacement correctional industry programs which fulfil the inmate employment national performance indicator within six months.
- The Council identified that litigation had occurred at Junee Correctional Centre arising from a workplace injury by an individual employed within correctional industry programs. As a result of the Council bringing this matter to attention, an improved level of transparency and reporting is expected of Australasian Correctional Management Pty Ltd in bringing such matters to the attention of the Department of Corrective Services.

During the course of the year a major contract (Contract 715 for supply of healthcare textile products) was lost by CSI. This contract had historically employed approximately 180 inmates and generated sales income of approx. \$2M per annum. Representatives of the Labor Council of NSW subsequently made representations to the Minister for Health, Minister for Commerce and Minister for Justice. These representations were predicated upon the successful contractor utilising imported products which disenfranchised the supply of local fabric materials and the engagement of inmates as a component of their rehabilitation. At the reporting date the outcome of these representations had not been finalised and the Council continues a watching brief over deliberations and outcomes / implications. The Council maintains oversight over occupational health and safety practices and performance within correctional industry programs. This occurs, in part, because there is a perception in some quarters that

correctional industry programs do not employ appropriate occupational health and safety practices. In this regard the Council noted the results of the comparative inmate injury analysis for 2001 / 2002 and observed that relative to private industry, correctional industry programs revealed a satisfactory level of OH & S performance. The format of this analysis was adjusted, at the request of the Council, to provide an improved connection between Workcover industry sectors and actual industries conducted through correctional industries in NSW.

The Council endorsed the methodology to enable the bi-annual productive efficiency review of correctional industry programs for 2003 to take place. This review provides an objective and independent analysis of correctional industry productive performance relative to private sector businesses. An understanding of this information is critical in ensuring that correctional industry programs in NSW on a continuing basis do not enjoy an unfair competitive advantage.

At the final meeting of the Council for the year the Hon. John Hatzistergos MLC, Minister for Justice addressed the Council. The Minister extended appreciation to Council members for their efforts in sensitising the relationship of correctional industries with private sector businesses. The Minister also linked the obvious effectiveness of the Council and its members to the low level of adverse representations which had been received about correctional industries in recent times.

The Minister emphasised the important role of the NSW correctional system in driving the correctional agenda and creating an environment conducive to reducing reoffending within the complexities of an expanding correctional population. In this vein the Minister emphasised the important role that correctional industries play in driving the corrections agenda in terms of inmate development, correctional centre management and allowing inmates to contribute to reducing the cost of their incarceration and providing reparation to the community.

The Minister confirmed the importance of ensuring that NSW correctional industries pursue a sensible and sensitive approach in their marketplace endeavours to ensure that unreasonable impact is not imposed upon community employment. In this regard the Minister reiterated the importance of the CICC to the development and operation of NSW correctional industry programs and again extended appreciation to Council members for their commitment and professionalism.

In terms of improving the transparency of NSW correctional industry operation, the Council noted that CSI had produced an Accessing CSI CD Rom as well as introducing a CSI Website through which information about the CICC, and the grievance handling mechanism for concerns about correctional industry business development activity, was provided.

APPENDIX 6 PAYMENT PERFORMANCE INDICATORS

Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date) \$,000	Less than 30 days overdue \$,000	Between 30 and 60 days overdue \$,000	Between 60 and 90 days overdue \$,000	More than 90 days overdue \$,000
September Quarter	7,701	129	3	7	55
December Quarter	6,555	983	92	36	48
March Quarter	1,026	3,728	64	8	61
June Quarter	4,208	484	(2)	1	-

Accounts paid on time within each quarter

Quarter	Total Accounts Paid on Time			Total Amount Paid \$,000
	Target %	Actual %	\$,000	
September Quarter	80%	87.1%	93,067	106,811
December Quarter	80%	82.5%	66,137	80,143
March Quarter	80%	80.2%	60,792	75,760
June Quarter	80%	82.1%	67,485	82,190

Improved management information systems have assisted the Department to reduce delays in the processing of creditor payments. This has been achieved through a reduction in reliance on paper based systems and a growing familiarity with the application of the Mincom Information Management System (MIMS) which was introduced over the last two years. There were no instances where interest was paid on overdue creditor payments.

APPENDIX 7 CONTRACTING AND MARKET TESTING

Corporate strategy for provision of effective and cost efficient correctional and supporting services involves reviewing opportunities for outsourcing. Considerations include service standard, reliability, cost comparison and strategic value/risk assessment.

In 2002/03 some \$36 million was expended on outsourced services in areas including:

- Management of the Junee Correctional Centre
- Facility management of Integrated Management Systems
- Property Maintenance
- Staff training
- Vehicle fleet maintenance
- Health and welfare services for offenders
- Community based correctional programs
- Occupational health services for staff
- Specialised and some regional legal services

APPENDIX 8 MAJOR ASSETS

The following major properties are included in the Department's stock of buildings and have a written down value of approximately \$787 M.

Correctional Centres

Bathurst, Berrima, Brewarrina, Broken Hill, Cessnock, Emu Plains, Glen Innes, Goulburn, Grafton, Ivanhoe, John Morony (Windsor), Junee, Mannus, St Heliers (Muswellbrook), Norma Parker (Parramatta), Oberon, Parklea, Parramatta, Silverwater Complex (incl Mulawa and Metropolitan Remand and Reception Centre), Tamworth Long Bay Complex (Malabar).

Periodic Detention Centres

Bathurst, Broken Hill, Campbelltown, Emu Plains, Grafton (x2), Mannus, Metropolitan (Parramatta), Tomago, Tamworth, South Windsor, Wollongong.

Probation and Parole Offices

Katoomba.

Other

Corrective Services Academy, Eastwood

APPENDIX 9 NATIONAL CORRECTIONAL INDICATORS OUTCOMES

PRISONS (including Periodic Detention):

COST PER PRISONER/DAY	\$
Cost per prisoner/day, OPEN + PD	152.62
Cost per prisoner/day, SECURE	180.42
Cost per prisoner/day, TOTAL	167.43

Definition: The daily cost of managing a prisoner.

This indicator is calculated as follows - divide recurrent expenditure less payroll tax, consolidated funds and receipts and capital asset charges and other associated expenses by the number of prisoner days multiplied by 100.

The counting rule was revised/amended in 2001-2002. The data previously collected in OD308 (depreciation, capital asset charges, debt serving fees and other associated expenses) is now reported in OD4 Capital Costs. The formula for calculating the cost per prisoner per day has been amended accordingly.

PRISONS ONLY:**PRISON UTILISATION - DESIGN capacity**

Prison (design) utilisation, OPEN	105.9%
Prison (design) utilisation, SECURE	98.92%
Prison (design) utilisation, TOTAL	101.97%

Definition: Is the extent to which prison capacity is meeting the demand for prison accommodation.

The calculation includes the Bolwara Transitional Centre, Parramatta Transitional Centre and 24 hour court cell accommodation.

Please note that 2000/2001 figures were amended.

ASSAULT - Rate/100 prisoners

Serious assault rate, prisoners on prisoners	00.63
Assault rate, prisoners on prisoners	16.86
Serious assault rate, prisoners on staff	0.00
Assault rate, prisoners on staff	1.4

Definition: Serious assault: an act of physical violence committed by a prisoner against another prisoner or staff member resulting in actual bodily harm including:

Requiring medical treatment and assessment by a medical officer resulting in overnight hospitalisation in a medical facility (e.g., prison clinic, infirmary, hospital or a public hospital),

Requiring extended periods of ongoing medical treatment, or all acts of sexual assault.

Definition: Assault: an act of physical violence committed by a prisoner against another prisoner or staff member resulting in a physical injury which may or may not require short term medical intervention of a non hospitalised nature.

Please note that 2000/2001 figures were amended.

DEATHS - Rate/100 prisoners

Apparent unnatural death rate, ATSI	0.07
Apparent unnatural death rate, non-ATSI	0.13
Apparent unnatural death rate, TOTAL	0.11

Definition: the death wherever occurring (including hospital) of a person in prison custody:

Whose death is caused or contributed to by traumatic injuries sustained, or by lack of proper care whilst in such custody, or

Who dies or is fatally injured in the process of:

Prison officers attempting to detain that person,

That person escaping or attempting to escape from

prison custody.

ESCAPES (ABSCONDS)-Rate/100 prisoners

Escape rate from Open level of security	0.47
Escape rate from Secure level of security	0.00

Definition: A person who has escaped or absconded from Corrective Services custody (including under contract).

TIME OUT OF CELLS

Average daily time out of cell-OPEN	12.27
Average daily time out of cell-SECURE	9.15
Average daily time out of cell-TOTAL	10.58

Definition: Out of cell hours is the time during which prisoners are not confined to cells, averaged over all days of the year. Irregular lockdowns were included in the calculation of this descriptor.

EMPLOYMENT- Rate %

Prisoners employment rate in COMMERCIAL industries	36.62
Prisoners employment rate in SERVICE industries	39.64
Prisoners employment rate on WORK RELEASE	1.53
Total prisoners employment rate	77.79

Definition: The number of prisoners actively employed as a proportion of those eligible to participate in employment.

In 2002-2003 the following categories of inmates were excluded:

Prisoners undertaking full time education, and

Prisoners whose situation may exclude their participation in work programs, for example:

Centres where the policy is not to provide work or where work is not available (i.e., remand centres, 24-hour court cells),

Remandees who choose not to work,

Hospital patients or aged prisoners who are unable to work,

Prisoners whose protection status prohibits access to work,

Fine defaulters (who are only incarcerated for a few days at a time),

Sub-groups of the above categories.

The inmates in the inclusion category were subtracted from the daily average prisoner population & this revised figure was then used in the calculation of the indicator.

EDUCATION

% of prisoners enrolled in Pre-certificate Level 1	2.9
% of prisoners enrolled in AQF Secondary Schools Sector	30.8
% of prisoners enrolled in AQF Vocational Education and Training Sector	23.9
% of prisoners enrolled in AQF Higher Education Sector	1.2
% of TOTAL prisoner enrolments [count each prisoner once only]	37.9

Definition: The number of prisoners actively participating in education programs as a proportion of those who are eligible for educational opportunities. In 2002-2003 the following categories of inmates were excluded from the denominator:

Prisoners whose situation may exclude their participation in education programs,
Centres where the policy is not to provide education programs or where education programs are not available (i.e., remand centres, 24-hour court cells),
Remandees for whom access to education is not available;
Hospital patients who are medically unable to participate;
Fine defaulters who are incarcerated for only a few days at a time;
Sub-groups of the above categories.

PERIODIC DETENTION:

ASSAULT-Rate/100 prisoners

Assault rate, PD on PD	2.64
Assault rate, PD on staff	0.1

The revised definition for assaults outlined above applies to this indicator.

ESCAPES (ABSCONDS) - Rate/100 prisoners

Total escape/abscond rate from periodic detention
0.00

The definition for escapes (absconds) outlined above applies to this indicator.

EMPLOYMENT- Rate %

Detainees employment rate in SERVICE INDUSTRIES	28.05
Detainees employment rate in COMMUNITY WORK	37.93
Total detainees employment rate	65.98

Definition: The proportion of periodic detainees actively employed.

Please note that 2000/2001 figures were amended.

USEABLE PERIODIC DETENTION CAPACITY

PD utilisation (%) 69.25

Definition: The extent to which periodic detention capacity is meeting the demand for periodic detention accommodation. In NSW the calculation of this indicator is based on the number of Stage I detainees attending.

COMMUNITY CORRECTIONS:

Proportion of orders successfully completed %

% of Restricted Movements SUCCESSFULLY completed	81.88
% of Reparations SUCCESSFULLY completed	75.07
% of Supervisions (compliance) SUCCESSFULLY completed	85.69
% of TOTAL orders SUCCESSFULLY completed	82.91

Definition: The proportion of community orders successfully completed within the counting period.

COST PER OFFENDER/DAY 8.58

The definition for cost per offender/day outlined above applies to this indicator.

OFFENDER TO TOTAL STAFF (%) 24.13

Definition: The level of staff supervision based on the number of staff employed and the average number of offenders.

JUSTICE SECTOR:

Recidivism-Rate/100 prisoners

Recidivism rate, prisoners returning to prison	45.4
Recidivism rate, prisoners returning to corrective services	51.1

Definition:

Prisoners returning to prison—the proportion of sentenced prisoners released, without a condition of supervision or other contact with Corrective Services, within year t-2 (i.e., during the 1997-98 financial year for the 1999-00 survey) who have returned to prison with a new prison sanction within a 24 month period of the original year t-2 release date. Individuals returning to prison with remand, bail supervision, fine default or fine option matters only (or any combination thereof) are excluded. Prisoners returning to corrective services – the proportion of sentenced prisoners released, without a condition of supervision or other contact with Corrective Services, within year t-2 (i.e., during the 1997-98 financial year for the 1999-00 survey) who have returned to Corrective Services with a new correctional sanction (prison, community corrections) within a 24 month period of the original year t-2 release date. Individuals returning to Corrective Services with remand, bail supervision, fine default or fine option matters only (or any combination thereof) are excluded.

APPENDIX 10 COST OF CONSULTANTS

Consultants equal to or more than \$30,000

Consultants	\$ Cost	Title/Nature
Training		
MARLOW HAMPSHIRE MANAGEMENT CONS	\$274,804	Develop Career- Development Program
KAYT RAYMOND & ASSOCIATES	\$100,802	Career Assessment Guidance & Coaching, John Morony CC-' Good Working Relationship Project
Organisational Review		
DEPT OF PUBLIC WORKS & SERVICES	\$43,200	Review the feasibility of establishing Vegetable Processing Facility for CSI, Review DCS Communications and Security
PAJI PTY LTD	\$39,400	Review of Communications & Security Branch
LAWRENCE GOODSTONE	\$45,273	Report-' The Study and Management of Security Threat Groups in NSW Correctional Centres'
MERCER HUMAN RESOURCE CONSUL	\$31,775	Evaluation & Preparation of Report Re: Duty Officer Position, Accountabilities for Director Program Development, Review SES Positions etc.
Management Services		
ERNST & YOUNG	\$81,190	Review, develop and implement new strategies - FAMD
WILLIAM M MERCER CULLEN EGAN DEL	\$51,778	Feasibility studies re: rolling up of allowances, Job design and evaluation SES position etc.
MR MAX SULMAN	\$44,144	Review documentation, departmental policies and initiate mediation process in relation to employee grievances to NSW DCS.
CYBER OFFICE	\$33,600	Review and Design Action Management Program
RENEE BITTOUN (CONSULTANT)	\$30,000	Facilitate and report on the 3 Smoke Free Environment Pilots
Total consultancies equal to or more than \$30,000	\$775,965	
Consultancies less than \$30,000		
During the year 2002-2003 other consultancies were engaged in the following areas		
Training	\$7,156	
Organisational Review	\$53,066	
Management Services	\$156,975	
Legal	\$38,392	
Information Technology	\$9,100	
Finance and Accounting/Tax	\$25,592	
Total Consultancies less than \$30,000	\$290,281	
Total Consultancies	\$1,066,246	

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APPENDIX 11 COST OF CONTRACTORS AND CONTRACTED EMPLOYEES OVER \$30,000

FIRM	TYPE OF SERVICE	AMOUNT \$
SELECT APPOINTMENTS	Clerical/administration/Secretarial Assistance	405,045
HAYS PERSONNEL SVCS (AUST) P/L	Accounting/Clerical/administration/Secretarial Assistance	371,042
SMALLS RECRUITING	Clerical/administration/Secretarial Assistance	262,649
AAA GROUP OF SPECIALISTS	Financial/Accounting Assistance	214,513
DEPT OF PUBLIC WORKS & SERVICES	Capital Works Program Management / DCS SOAMP project	207,589
THE ROSS GROUP OF COMPANIES	Accounting/Clerical/administration/Secretarial Assistance	167,178
CANDLE AUSTRALIA LTD	IT Projects- Networking and Cabling	146,936
M & T RESOURCES	Pronto/IT Projects	141,423
TMP / HUDSON GLOBAL RESOURCES	Clerical/administration/Secretarial Assistance	140,205
CHOICE HR P/L	Clerical/administration/Secretarial Assistance	129,810
HAMILTON JAMES & BRUCE P/L	IT Contractor	110,891
BLIGH APPOINTMENTS	Accounting/Clerical/administration/Secretarial Assistance	90,007
ZENITH MANAGEMENT SERVICES GROUP	Temporary Staff Agency	78,619
EMPLOYMENT NATIONAL PL	Clerical/administration/Secretarial Assistance	55,455
J A & E S BARRIBAL	Preparation of PD's, Analysis and Documentation	49,041
MUNRO SELECT	Clerical/administration Assistance, Corvu Development	48,746
A.R. MCGREGOR	Financial/Accounting Assistance	48,360
BUSY PEOPLE SOLUTIONS PTY LTD	Clerical/administration Assistance	46,452
SKILLED ENGINEERING LTD	Engineering Support	45,001
ADECCO	Clerical/administration Assistance	41,060
DESKTOP PEOPLE	Desktop Publishing	40,093
MINCOM PL	Management of MIMS system for FAMD and Human Resources	39,910
APPLIED BUSINESS TECHNOLOGY P/L	Contract Support for Pronto	38,874
DRAKE AUSTRALIA P/L	Clerical/administration/Secretarial Assistance	34,265
ALTIS CONSULTING P/L	Provided Services - Redbrick software	32,800
REAL TIME AUSTRALIA P/L	UNIX Systems administrator	30,850
MONROE SYSTEMS P/L	CORVU Development	30,240

APPENDIX 12 USE OF CORPORATE CREDIT CARDS

In accordance with Treasurer's Direction 205.01 it is hereby certified that the use of credit cards, which is restricted to senior officers, has been in accordance with Premier's Memoranda and Treasurer's Directions.

RON WOODHAM
Commissioner



APPENDIX 13 GOVERNMENT CONTRIBUTIONS TO DEPARTMENTAL EXPENDITURE

	1998/99	1999/00	2000/01	2001/02	2002/03
	\$,000	\$,000	\$,000	\$,000	\$,000
Recurrent	380,376	414,659	442,084	465,742	501,923
Capital	46,997	60,892	62,069	75,316	120,008
Acceptance By The Crown		32,232	38,887	37,232	55,273

**APPENDIX 14 GRANTS MADE TO ORGANISATIONS WHICH ASSIST INMATES, EX INMATES AND THEIR FAMILIES
(COMMUNITY FUNDING PROGRAM)**

Organisation	2002/03 Funding (excl. GST)
Glebe House Ltd	\$157,563
Guthrie House Co-operative Ltd (NSW)	\$269,529
Yulawirri Nurai Indigenous Association Inc.	\$75,438
Prisoners' Aid Association of NSW Inc.	\$258,848
Link-Up (NSW) Aboriginal Corp	\$70,000
Children of Prisoners' Support Group Co-op Ltd (NSW)	\$431,942
CRC Justice Support Inc.	\$599,241
Judge Rainbow Lodge Memorial Fund Inc	\$340,156
Bundjalung Tribal Society Ltd	\$19,550
New Horizons Enterprises Limited	\$9,425
TOTAL	\$2,231,692

APPENDIX 15 CODE OF CONDUCT AND ETHICS

As reported in last year's Annual Report, a revised Code of Conduct and Ethics was issued in March 2002. The Code provides principles on which to base ethical decisions in the workplace. It stresses the obligation of all departmental employees to place the public interest above private interest and avoid what could be seen as a conflict of interests. The Code also stresses the importance of respecting the dignity and human rights of all persons – work colleagues, offenders and the public. It also emphasises the need to work with economy and efficiency.

The Code also makes reference to ten related Commissioner's Instructions which carry legal force under section 235B of the *Crimes (Administration of Sentences) Act 1999*. The Code also reminds staff of their obligation to report corrupt conduct. It refers to the *Protected Disclosures Act 1994* and the supporting departmental policy which protects them from detrimental action should they report suspected corrupt conduct. In November 2002, every employee of the Department was supplied with their own personal copy of the Code of Conduct and Ethics and information on the Protected Disclosures Policy. All new employees are trained in the Code and the PD Act and are given the opportunity to discuss ethical dilemmas they may face in the workplace.

All correctional centres were visited by Corruption Prevention staff in the 2002/2003 financial year in order to present information on the Code, as were a number of Probation and Parole offices. The Code and related Commissioner's Instructions are accessible on the departmental intranet. A copy of the Code and related documents can be obtained by calling 9289 3937.

APPENDIX 16 DISABILITY SERVICES

Area for Action Goals/Targets	Reporting Year Strategies	Outcomes
<p>Management Responsibilities</p> <ul style="list-style-type: none"> • Include responsibilities for implementation of the Department's disability strategies in the performance agreements of the Chief Executive Officer & Senior Executive Service Officers. • Include a statement in the Position Descriptions of Regional Commanders, Governors and Program Managers that programs and services for which they are responsible are provided in a way which allows for equity of access. • Incorporate the Department's disability strategies and actions into the Department's Strategic Business plans. 	<ul style="list-style-type: none"> • Amend executives' performance agreements as they fall due for renewal to include responsibility for disability strategies and actions. (Disability Action Plan 1.1) • Position Descriptions to be amended at next review date. (Disability Action Plan 1.2) • Amend guidelines for the preparation of strategic and business plans to include specific mention in the plans of disability issues & the requirement to incorporate policies & programs which are designed to remove identified restrictive practices. (Disability Action Plan 1.4) 	<ul style="list-style-type: none"> • SES performance agreements include responsibilities for implementation of disability strategies. CEO's agreement to be amended at next review. • Position descriptions amended excepting that of Program Manager. This to be amended at next review. • Achieved and ongoing as new plans are produced.
<p>Physical Access</p> <ul style="list-style-type: none"> • Conduct audits of all Departmental owned & leased buildings to identify specific barriers which limit access to people with disabilities. To be included as part of Department's Risk Assessment Strategy. 	<ul style="list-style-type: none"> • Establish committee to oversee conduct of audits. Audits to be completed in conjunction with Regional Offices, Court Security, P&P and other divisions of The Department. (Disability Action Plan 2.1) 	<ul style="list-style-type: none"> • No further audits completed during reporting period.
<p>Promoting Positive Staff and Community Attitudes</p> <ul style="list-style-type: none"> • Provide disability awareness training to staff that emphasises access & equity issues & which also addresses the issue of 'invisible' disabilities. • Provide mechanisms which promote participation of persons with disabilities in Departmental services. • Include a question for prospective Correctional Officers & Probation & Parole Officers at interview that identifies a recognition of the rights of offenders and others with a disability. 	<ul style="list-style-type: none"> • Include disability awareness training in appropriate custodial and non-custodial staff training courses and exercises. (Disability Action Plan 3.1) • Installation of TTY phone at Head Office, TTY phones available within selected custodial centres, inmate and visitor handbooks in large print and audio formats. (Disability Action Plan 3.4) • (Disability Action Plan 3.5) 	<ul style="list-style-type: none"> • In progress. • Partially achieved. TTY phones available within selected custodial centres and available on loan to other centres. Aboriginal and Torres Strait Islander Inmate Handbook produced in large print format. • Achieved.

Area for Action Goals/Targets	Reporting Year Strategies	Outcomes	
Training of Staff <ul style="list-style-type: none"> • Modify Corrective Services Academy entry to: educational facilities, library and toilet facilities. • Telephone typewriter installed in CSA library to ensure access to training & research resources. 	<ul style="list-style-type: none"> • (Disability Action Plan 4.4) • (Disability Action Plan 4.6) 	<ul style="list-style-type: none"> • Achieved. Also disability access covered car park completed and disability accommodation unit included in refurbished accommodation block. • Not achieved. 	
Employment	<ul style="list-style-type: none"> • Identify external sources of funding for necessary workplace adjustments. 	<ul style="list-style-type: none"> • (Disability Action Plan 6.7) 	<ul style="list-style-type: none"> • Not achieved. No cases reported. Strategy to be reviewed.
Complaints Procedures	<ul style="list-style-type: none"> • Provide information to inmates with disabilities about the role of the Official Visitor particularly as it relates to receiving complaints & facilitating where possible the satisfactory resolution of those complaints at a local level. • Provide information to Official Visitors re disability issues and advise them of the availability of the Disability Services Unit to offer them assistance, where they feel it is necessary, in the resolution of disability related complaints. 	<ul style="list-style-type: none"> • (Disability Action Plan 7.1) • (Disability Action Plan 7.2) 	<ul style="list-style-type: none"> • In progress. • In progress.
Intellectual Disability Programs	<ul style="list-style-type: none"> • Increase accommodation for male inmates with intellectual disability who require housing within separate units. • Develop policy for the management of inmates with intellectual disabilities. 	<ul style="list-style-type: none"> • Refurbish accommodation areas. Recruit and train staff. (Disability Action Plan 8.3) • Produce draft policy document for consideration by Board of Management. (Disability Action Plan 8.7) 	<ul style="list-style-type: none"> • Achieved. • In progress. • Not achieved.
Disability Services	<ul style="list-style-type: none"> • Develop a disability data base 	<ul style="list-style-type: none"> • Disability Action Plan 9.3 	<ul style="list-style-type: none"> • Achieved
Probation & Parole Service	<ul style="list-style-type: none"> • Probation and Parole Management Information System modified to record information in relation to community based offenders with a disability. • Information on community based offenders with a disability is recorded on Probation & Parole Information management System. • Develop reports which provide management with information of offenders with a disability; and ascertain the level of access to local services meeting the identified needs of community based offenders with a disability. 	<ul style="list-style-type: none"> • Disability Action Plan 10.1 • Disability Action Plan 10.2 • Disability Action Plan 10.3 	<ul style="list-style-type: none"> • In progress. A disability screen on the Department's new Offender Integrated Management System is being developed for use by both community and custodial corrections. • Not achieved. • Not achieved.

APPENDIX 17 IMPLEMENTATION OF NSW GOVERNMENT'S 'ACTION PLAN FOR WOMEN 2002-2004'

The Department of Corrective Services has made the following progress during the reporting period to facilitate the implementation of the NSW Government's Action Plan for Women 2002-2004:

Families and Communities

Mothers and Children's Program

The Mothers and Children's program supports women in custody who have children. The program enables women offenders who are accommodated at Emu Plains, Parramatta and Bolwara House Transitional Centre to have their preschool children living with them, and to have their older children stay with them on weekends and holidays. It also allows for particular offenders to serve a portion of their sentences in the community, under intensive supervision, in order to care for their children.

Community Grants Program

The Community Grants Program provides funding to a range of community organisations that provide assistance to women, inmates and their families, prior to and upon release from custody.

Violence and Safety

Restorative Justice Unit

The Restorative Justice Unit provides a variety of programs designed to repair the damage done by criminal acts, give victims of crime a voice, encourage offenders to take responsibility for their actions and their impact on others and promote healing and forgiveness.

The Victim-Offender Conferencing and Communication Program provide opportunities for victims and offenders to communicate either in person or at "arms length" about issues surrounding an offence.

300 cases have been referred and assessed since November 1999. Of all the RJU interventions completed in this time, 27% involved female offenders, and 54% involved female victims or community members.

The Victim Awareness Program is an inter-active workshop designed to assist offenders undergoing community supervision or community service orders to understand better the effect of their offending behaviour on victims. The workshop was delivered this year at Penrith, Parramatta and Newcastle. The number of women offenders participating this year in the shorter program has increased from 6 to 19. In addition, a Victims Awareness program is available for correctional and transitional centres. Two workshops were presented last year at the Parramatta

Transitional Centre, with 17 resident offenders attending.

The Unit also keeps a Victims Register that provides notifications to victims in relation to the release of relevant offenders. The Victim's Register figures show that; 72% of registered victims are female, while 3% of offenders who have victims registered against them are female.

Women's Facilities and Services Command

The Women's Facilities and Services Command has implemented a Workplace Violence Prevention Policy. The Women's Facilities and Services Command is committed to preventing violence and creating conditions intended to reduce the risk of violence to all staff, inmates, residents of Transitional Centres, contractors and visitors. The initiative focuses on both management and employee levels of responsibility to ensure a safe and secure environment is created for all.

Work

Recruitment

A number of strategies to redress the gender imbalance of women working in correctional centres have been implemented. Major recruitment campaigns have been conducted, as well as the attendance of Correctional Officer recruitment staff at a number of career expositions and school career information days. In order to encourage women to apply the campaigns were attended by female correctional staff. This involves negotiating more flexible work arrangements to encourage more women to apply, as well as a proactive approach to encouraging Aboriginals to apply.

1. In relation to Dillwynia Correctional Centre, all staff will be selected on a competitive basis. This will maximise the potential to select staff who are committed to participating in progressive initiatives in the management of women inmates.

2. In relation to Kempsey Correctional Centre, an Aboriginal Liaison Officer has been appointed to support intending Aboriginal recruits through the recruiting process. It is proposed in the future to implement this initiative in the South Coast area, which services Berrima correctional centre and Wollongong periodic detention centre.

3. The Female Recruitment and Career Enhancement Committee continues to operate. Its terms of reference are to identify, develop and implement strategies to instigate long term gender specific recruitment, and retention and career development opportunities for female custodial officers.

To date there has been a significant increase in the number of female applicants undergoing the recruit-

ment assessment process, and a heightened awareness of the opportunities for employment amongst the Aboriginal population.

4. The EEO Management Plan 2000 – 2003 has been developed and widely distributed throughout the Department. The Plan is being monitored and outcomes reported annually to the Office of the Director of Equal Opportunity in Public Employment.

5. The Pregnant Employee Information Kit, containing the policy, guidelines, risk assessment framework, a form for the development of individual work plans, and a check list, was reviewed for effectiveness. The kit is shortly to be re-issued with the addition of a sample work plan.

Access to Justice and Equity Before the Law

In recognising that women represent only a small proportion of the number of people in prison the Department aims to develop and implement specific policies, services, interventions and evidence - based programs relevant to the needs of women offenders. This includes ensuring equality between the services that are available to women and men in custody.

Accredited Programs

The Department aims to provide quality and effective services and programs to women offenders that address their risks and needs. This includes developing core evidence – based programs that meet the needs of women offenders and reviewing current literature in order to gain a better understanding of the risks and need of women offenders. A number of program planning days have been held within the reporting period.

Facilities and services

The Department has restructured the operational regions to include a command responsible for the management of incarcerated women. The Women's Facilities and Services command incorporates all the correctional centres, transitional centres and periodic detention centres for women. In addition the Commander has a consultancy / advisory role in relation to all other correctional centres, facilities, court complexes and Periodic Detention Centres with women inmates / detainees. The command includes a policy unit – the Women's Services Unit. With the Commander, the Women's Services Unit's role is to ensure equity of access to programs and services for women inmates.

Dillwynia Correctional Centre

Dillwynia Correctional Centre is the first purpose built facility for women offenders in NSW. A strong emphasis has been placed on developing an environment that is compatible with the philosophical approach to the management of women inmates.

Power, Decision-making and Leadership

In 2002/2003 a major focus for Brush Farm was the development of management and leadership skills. An Executive Leadership Program was introduced, completed by 21 Governors and senior non-custodial managers, eight of whom were women. The program encourages reflection on what it means to be a leader and extends understanding of applied management strategies within the correctional context. In November 2002, the first module of the Action Management Program was piloted and a total of 150 employees have since entered the program. Of the group eligible to undertake the program, 27 per cent are women and 30.5 per cent of participants in the program are women. This program focuses on the consolidation of vocational skills and extension of management qualities.

Both Programs provide participants with recognition for units of competency in the Diploma of Correctional Administration.

The Career Development Program is the Department's succession planning initiative. It is available to staff at Senior Correctional Officers and Clerks Grade 6 and above through competitive selection. It is a three - year program providing participants with an individual development plan, six-monthly seminars on leadership topics and a grant to cover some development costs. In 2002/2003 a further four development centres were run for a total of forty participants, 17 of whom were women. A new Women into Leadership course was also developed and run at Brush Farm Academy. During the year, four courses were completed for a total of sixty-four women.

Education and Training

A specialised training workshop regarding women offenders was developed in 2002-2003 designed to meet the needs of all staff that work in the Reception, Assessment and Program Planning (RAPP) Unit and the Mum Shirl Unit (MSU) at Mulawa Correctional Centre. The purpose of the training is to enhance the quality and effectiveness of services to women accommodated in these units by broadening the knowledge and skills of all staff working in these units.

Since the introduction of the training there has been increased cohesiveness and communication amongst custodial, non-custodial and corrections health staff working with offenders in these units. A specialised training workshop regarding women offenders with mental health issues was designed and delivered to staff who would be working with mentally ill women in B Ward East at Long Bay Hospital. Two five-day workshops were delivered to approximately sixty staff.

A specialised ten-day training workshop was developed and delivered to staff working at Bolwara

House Transitional Centre. This workshop emphasised the difference between managing women in a correctional centre and in a community environment. Training was also provided in substance issues, and therapeutic communities. Staff were also trained to facilitate groups – expanding the programs available to women at Bolwara Transitional Centre.

Health

Treatment and rehabilitation services for women substance abusers

Bolwara House continues to provide a non-custodial, community based pre-release program where women can address their substance abuse problems through intensive programs and services that are culturally appropriate. The centre can accommodate up to 16 recidivist women offenders with signifi-

cant chronic A&OD issues, in particular, Aboriginal women.

The Centre is maintaining an occupancy rate of over 50%, with an average of 20% Aboriginal women. 30 women have participated in the program, with 27 women completing the program. Included in this number are 3 Aboriginal women, none of whom have returned to custody.

As a relatively new initiative, Bolwara House is still evolving, however the Centre is proactive in promoting the program and Departmental case management procedures are ensuring that appropriate women are being targeted early in their sentences.

Mental Health

The Mum Shirl Unit and the “step-down” Kipling Unit at Mulawa Correctional Centre continue to provide an intensive program for women with mental health problems and/or women at risk of self-harm.

APPENDIX 18 RELEVANT LEGISLATION AND SIGNIFICANT JUDICIAL DECISIONS

For a list of the legislation which the Department administers, see Appendix 20, Freedom of Information Statement of Affairs.

Significant amendment to Acts

The International Transfer of Prisoners (New South Wales) Act 1997 gives effect to a scheme for the international transfer of prisoners set out in the Commonwealth’s *International Transfer of Prisoners Act 1997* by enabling such prisoners to be transferred into and out of New South Wales. More than 50 countries have signed one of several international agreements under which the international transfer of a prisoner may occur. The Commonwealth Attorney General is the initial contact point for proposed transfers of prisoners into and out of Australia. The New South Wales Minister for Justice, as a relevant state minister, may prohibit the transfer of a prisoner into or out of New South Wales. The New South Wales Government has entered into an administrative arrangement with the Commonwealth Government relating to procedures under which transfers may occur.

The *International Transfer of Prisoners (New South Wales) Act 1997* commenced on 1 July 2002.

The *Miscellaneous Acts Amendment (Relationships) Act 2002* amended sections 26 and 29 of the *Crimes (Administration of Sentences) Act 1999*. Sections 26 and 29 provide for the issuing of local leave permits and interstate leave permits for compassionate reasons regarding the immediate family of an inmate. The amendments to sections 26 and 29 make it clear that a person with whom an inmate has a de facto relationship within the meaning of the *Property*

(Relationships) Act 1984 qualifies as a member of the inmate’s immediate family.

The *Miscellaneous Acts Amendment (Relationships) Act 2002* commenced on 1 November 2002.

The *Crimes Legislation Amendment (Periodic and Home Detention) Act 2002* amended the *Crimes (Administration of Sentences) Act 1999* to tighten the periodic detention scheme and the home detention scheme. In particular, the Act: required that an application for leave of absence from periodic detention must be lodged before the beginning of the relevant detention period; required the Commissioner of Corrective Services to apply for revocation of a periodic detention order if the offender concerned is absent without leave for three consecutive detention periods; restricted the power of the Parole Board to defer making a decision on such an application; and restricted the power of the Parole Board to rescind the revocation of a periodic detention order or a home detention order.

The *Crimes Legislation Amendment (Periodic and Home Detention) Act 2002* also amended the *Crimes (Administration of Sentences) Act 1999* so that the Parole Board may re-instate a periodic detention order that the Board has previously revoked if the offender concerned has served at least three months in full-time imprisonment and has been re-assessed as suitable for periodic detention. The Act also amended the *Crimes (Administration of Sentences) Act 1999* so that, where the Parole Board has made a home detention order following revocation of a periodic detention order, and is considering whether to re-instate the home detention order following the offender having served at least

three months in full-time imprisonment, the Board may instead re-instate the original periodic detention order.

The *Crimes Legislation Amendment (Periodic and Home Detention) Act 2002* also amended the *Crimes (Sentencing Procedure) Act 1999* to provide that a person who has served a sentence of imprisonment of more than six months by way of full-time imprisonment is ineligible for consideration for periodic detention in respect of any subsequent sentence of imprisonment. The Act also amended the *Crimes (Sentencing Procedure) Act 1999* to ensure that, if a court deals with an offender contrary to the recommendations of an assessment report as to the offender's suitability for periodic detention or home detention, the court must indicate to the offender, and make a formal record of, its reasons for doing so.

The *Crimes Legislation Amendment (Periodic and Home Detention) Act 2002* commenced on 2 December 2002.

The *Crimes (Administration of Sentences) Amendment Act 2002* amended the *Crimes (Administration of Sentences) Act 1999* to provide that a police officer who captures an escaped inmate is to take the inmate before an authorised justice to be dealt with according to law and a correctional officer who captures an escaped inmate is to take the inmate to a police officer or before an authorised justice to be dealt with according to law. These amendments were made to overcome a problem which arose when an inmate, who was appearing in court, escaped by running from the court, was re-captured, but was not taken before a justice and charged with escape. As a result of the inmate not being charged with escape, the Department later had no authority to hold the inmate and released him when his existing sentence expired, despite the fact that the inmate was soon to appear in court in relation to the escape.

The *Crimes (Administration of Sentences) Amendment Act 2002* also amended the *Crimes (Administration of Sentences) Act 1999* to remove the requirement that a victim of a serious offender must have the approval of the Parole Board in order to make an oral submission about the possible release of the offender on parole.

The *Crimes (Administration of Sentences) Amendment Act 2002* also made several other amendments to the *Crimes (Administration of Sentences) Act 1999* of a minor nature.

The *Crimes (Administration of Sentences) Amendment Act 2002* commenced on 21 February 2003.

The *Summary Offences Amendment (Places of Detention) Act 2002* amended the *Summary Offences Act 1988* to enable a correctional officer to stop, detain and search a person or a vehicle in

or in the immediate vicinity of a place of detention if the correctional officer has reasonable grounds to suspect that the person may be committing, may have committed or intends to commit an offence under Part 4A of the *Summary Offences Act 1988*. Offences under Part 4A relate to the bringing of contraband into a correctional centre. These amendments were made to overcome a perceived gap in the powers of correctional officers to take appropriate action when officers suspect that a person may be attempting to bring contraband into a correctional centre but the officers have insufficient suspicion to justify arresting the person. Under the new provisions, officers will be able to detain such a person until police arrive.

The *Summary Offences Amendment (Places of Detention) Act 2002* commenced on 21 February 2003.

Significant amendments to Regulations

There were no significant amendments to the Department's Regulations in 2002-2003.

Significant judicial decisions

Andrew & Carol Godfrey v State of New South Wales:

On 9 April 2003 Mr. Justice Shaw QC in the New South Wales Supreme Court found the Department liable for the injuries sustained by Carol Godfrey and her son, Andrew when Mrs Godfrey, who was 23 weeks pregnant was robbed by a prison escapee armed with a shotgun.

The facts of the matter are as follows:

Barry Raymond Hoole was an inmate at Bathurst Correctional Centre when he escaped from custody on 27 July 1990. Hoole had an extensive criminal record dating from the time that he was a juvenile and he had been imprisoned following his conviction of 3 counts of break, enter and steal, enter and steal from a dwelling, 1 count of take and drive conveyance and 1 count of enter land/building with intent to commit a felony. Hoole escaped through a hole in the wire perimeter fence in circumstances that suggest that there may have been a want of care by the Department. On 5 October 1990 Hoole held up the Schofields Newsagency by pointing a sawn-off shotgun at an employee Carol Godfrey. Hoole demanded money and received \$280.00 in cash. At the time Ms. Godfrey was approximately 24 weeks pregnant. Following the hold-up it is alleged that Ms. Godfrey suffered significant emotional trauma resulting in her experiencing abdominal cramps and on 8 October, 1990 she experienced labour pains and was admitted to Richmond Hospital and subsequently to Westmead Hospital. On 18 October, Ms. Godfrey gave birth prematurely to Andrew who was subsequently diagnosed as having brain damage.

The Department's defence of the claim includes the fact that public policy considerations render custodial authorities liable to third parties for the escape of those in their custody and their subsequent criminal acts only where a special relationship can be said to exist between the Department and the claimant. The crux of the Department's defence is that given the lapse of time between the escape in July and the incident in October as well as the distance between Bathurst and Schofields, no such special relationship can relevantly be said to exist.

Justice Shaw considered that the Department was liable for the injuries suffered by both Ms. Godfrey

and her son Andrew by reason of its failure to take effective measures to prevent Barry Hoole from escaping and he found that a special relationship did exist between the Department and Carol and Andrew Godfrey.

The Department has been granted leave to appeal to the Court of Appeal against the decision and is awaiting a date for hearing. The case is important in that it has broad ranging implications for custodial authorities where criminal acts are undertaken by those who have escaped.

APPENDIX 19 FREEDOM OF INFORMATION - REPORT ON OPERATIONS OF FOI UNIT

The Department received 319 Freedom of Information (FOI) applications in the 2002/2003 reporting period compared with 331 in the 2001/2002 reporting period and 303 in the 2000/2001 reporting period. The figure of 319 represents a decrease of 3.6% compared with the 2001/2002 figure.

Most FOI applications received in 2002/2003 sought access to the personal files of inmates or ex-inmates. Some applications sought access to documents relating to Departmental statistics and staff disciplinary matters.

Ten applications were brought forward from the previous reporting period, resulting in a total of 329 applications to be processed in 2002/2003. Of these:

- 310 applications were completed
- 8 applications were withdrawn
- 1 application was transferred
- 10 applications were carried over to the next reporting period.

Access to documents in 2002/2003 compared with 2001/2002 and 2000/2001

- 19% of applicants gained access to all requested documents compared with 16% in the previous year and 30.7% in 2000/2001.
- 73% of applicants gained access to some of the documents sought, compared with 70% in the previous year and 57.4% in 2000/2001.
- 8% of applicants were denied access to all documents compared with 13% in the previous year and 11.9% in 2000/2001.

Internal Reviews

Five applications for internal review were finalised in the 2002/2003 reporting period compared with seven in 2001/2002.

In two of the five cases, the initial determination was upheld. In one case, the initial determination was varied. In two cases the determination was upheld and varied.

In two of the cases where the determination was varied, the Department provided the applicant with further documents.

One application not only sought access to exempt material but also appealed the processing charges that were levied. The charges were not varied.

External Reviews

In the 2002/2003 reporting period four requests for external reviews were finalised. All of those requests originated from the previous reporting period. In addition, there was one external review originating from this reporting period. As at 30 June 2003, this review was listed for hearing on 23 July 2003 at the Administrative Decisions Tribunal.

Of the four applications originating from the previous reporting period, three were made to the Office of the Ombudsman in all of which cases the Ombudsman suggested that further documents be released. In all those cases the Department released further documents. The fourth application was made to the Administrative Decisions Tribunal. That application was settled prior to hearing by the release of documents.

None of the two cases that were the subject of applications made to the Administrative Decisions Tribunal were previously reviewed by the Ombudsman.

Consultations

In 2002/2003, 33 applications required formal consultation compared with 50 in 2001/2002 and 38 in 2000/2001. Some applications required consultation with more than one party; as a result, the Department made a total of 63 consultations, compared with 104 in 2001/2002 and 51 in 2000/2001.

Time taken to complete FOI applications

- 268 applications (86%) were completed within 21 days, compared with 70.5% of applications in 2001/2002.

- 36 applications (12%) were completed within 22 to 35 days, compared with 21.7% of applications in 2001/2002.
- 5 applications (2%) exceeded 35 days to complete, compared with 7.7% in 2001/2002.

Processing time for FOI applications during 2002/2003

- 294 applications were processed in less than 10 hours
- 10 applications took 11 to 20 hours to process
- 5 applications took 21 to 40 hours to process
- 1 application took over 40 hours to process

The assessed cost of dealing with the applications was \$48,033.75. This figure was calculated by multiplying the number of hours taken to process each application by the hourly processing charge of \$30.00.

Costs incurred by the Department were partly offset by receipt of fees and charges totalling \$6,279.00. In 2001/2002, \$5,498.00 was received in fees and charges.

Other Matters

There were three applications made for an amendment of records compared with none in 2001/2002. In these cases, one applicant had their record amended, one applicant had notations made to their records and one applicant's request for amendment was refused.

There were no Ministerial Certificates issued during the reporting period.

Relevant Legislation

- *Freedom of Information Act 1989*
- *Freedom of Information Regulation 2000*

Publications

The Freedom of Information & Privacy Unit produces a six-monthly Summary of Affairs and an annual Statement of Affairs.

The Summary of Affairs was last published in the Government Gazette of 27 June 2003 and is also incorporated in the Department's Annual Report. The Statement of Affairs for 2002/2003 is incorporated in the Department's Annual Report. Freedom of Information Statement of Affairs

APPENDIX 20 FREEDOM OF INFORMATION STATEMENT OF AFFAIRS

1. Structure and functions of the department

The structure and functions of the Department are described in the body of the Annual Report. Further details are contained in the Corporate Plan, which may be obtained from the Department at a cost of \$5.00 or for free from the Internet at www.dcs.nsw.gov.au.

2. Effect of the department's functions on members of the public

The Department protects the community by containing offenders sentenced to full-time imprisonment and periodic detention. Members of the public are able to visit inmates, subject to conditions designed to maintain security.

The Department arranges for offenders sentenced to periodic detention and community service and, in some instances, offenders sentenced to full-time imprisonment and home detention, to work in the community. These offenders provide services which would not otherwise be performed.

The Department supervises offenders in the community who are on good behaviour bonds or on parole or on home detention or community service orders, thereby assisting such offenders to adopt a normal lawful community life.

The Department is responsible for the administration of the following Acts:

- *Crimes (Administration of Sentences) Act 1999*

- *International Transfer of Prisoners (New South Wales) Act 1997*
- *Parole Orders (Transfer) Act 1983*
- *Prisoners (Interstate Transfer) Act 1982.*

3. Arrangements for public participation in policy formation

Generally, members of the public may participate in policy formation in the Department by writing to the Commissioner of Corrective Services to make suggestions or raise issues that they feel are of concern to them or to the public at large.

The Department has a number of arrangements which enable members of the public to participate directly in the formulation of Departmental policy. Some of these arrangements are outlined immediately below. Further details can be obtained in the Department's Annual Report.

Official Visitors

The Minister appoints Official Visitors who visit correctional centres at least twice per month and serve as independent sources of problem resolution relating to complaints by staff and inmates at the local level. Official Visitors submit quarterly reports to the Minister.

When a new Official Visitor is required, the Department advertises in relevant newspapers calling for applications from interested persons. The Minister selects and appoints the most suitable applicant.

Community Consultative Committees

Community Consultative Committees are formed in areas where correctional centres are located. A typical Community Consultative Committee is comprised of the governor of the correctional centre and representatives from: the magistracy; courts administration; local Council; police; probation and parole; local hospital; local industry; and local organisations.

Correctional Industries Consultative Council of NSW

The Correctional Industries Consultative Council of NSW acts as a link between Corrective Services Industries and the private sector. The Council consists of representatives from industry groups, the Labor Council of New South Wales and a representative from the community.

Serious Offenders Review Council and Parole Board Community representatives sit on both the Serious Offenders Review Council and the Parole Board. These representatives are appointed by the Governor of New South Wales on recommendation by the Minister.

Public Participation in Independent Associations CRC Justice Support and Children of Prisoners Support Group are community organisations which provide support and assistance to people affected by the criminal justice system.

Membership of these organisations is open to any person over 18 years of age who is concerned with the welfare of inmates and their families.

These organisations operate independently of the Department, apart from funding which the Department supplies to assist in the administration of the organisations.

4. Description of the kinds of documents held by the department

Policies and Procedures

Administrative units within the Department have developed policies and procedures on a variety of issues.

The policies and procedures which affect the public, including inmates, are listed in the Summary of Affairs for the Department.

Reports

The Department produces various reports concerning its administration and operations.

The Corporate Research, Evaluation and Statistics Unit produces a significant number of reports, many of which are directly available to the public.

The Annual Report is published in accordance with statutory requirements. Annual Reports are not for sale but may be accessed freely on the Internet at www.dcs.nsw.gov.au.

Departmental Instructions

Commissioner's Instructions and Commissioner's Memorandums are issued each year on a variety of topics. Each document is given an identifying number based on the year it was issued.

Instructions known as "ACOs" and "COMPs" are issued each year by the Senior Assistant Commissioner, Inmate & Custodial Services. Each document is given an identifying number based on the year it was issued.

Instructions are also issued by the Senior Assistant Commissioner, Community Offender Services.

Corrective Services Bulletin

The Corrective Services Bulletin is published on a fortnightly basis under the authority of the Commissioner. The Bulletin covers procedural matters, policy directives, ministerial statements and general information.

Files

The Department creates the following types of files:

- Administrative information about policy, planning, finance, legal, individual workers compensation and rehabilitation matters and general administrative matters.
- AOD information about an inmate, prepared by a Departmental alcohol and other drug worker.
- Assessment information about an offender, prepared by the Probation and Parole Service.
- Case Management information about an inmate, prepared by the inmate's case management team and other documents about the inmate's day to day imprisonment.
- Community Service Order information about an offender, prepared by the Probation and Parole Service.
- Education information about an inmate, prepared by education officers.
- Employer information about employers participating in the Work Release Program
- High Security Inmate Management Committee information about an inmate managed Committee by the Committee
- Leave information about an inmate's participation in day or weekend leave
- Offender information about an inmate, prepared by various officers, usually in relation to correspondence between the inmate and the Department.
- Parole Board information about an inmate seeking parole, pre-

pared by Departmental staff working for the Parole Board.

- Part-time Teacher information about a part-time teacher working for the Department, prepared by Departmental staff.
- Periodic Detention Warrant information about offenders in the periodic detention program
- Personal information about an employee, prepared by Departmental staff.
- Psychology information about an inmate, prepared by a Departmental psychologist
- Rehabilitation information about an employee, prepared by Departmental staff.
- Security information prepared by Departmental personnel on security issues.
- SORC information about a serious offender, or other inmate who comes within the jurisdiction of the Serious Offenders Review Council, prepared by Departmental staff working for SORC.
- Supervision information about an offender, prepared by the Probation and Parole Service.
- Warrant information about an inmate, prepared by correctional centre staff, containing details of the inmate's offence and related matters
- Work Release information generated as a result of an inmate's participation in the Work Release Program or Education Leave

The Department does not have files on inmate medical records as the Corrections Health Service is responsible for providing medical services to inmates. The Corrections Health Service keeps its own files.

Brochures, Booklets and Videos

The Department produces material on various aspects of its operations from time to time which may be listed in the Summary of Affairs.

Data Bases

The Department maintains various data bases. Two such data bases are the Offender Integrated Management System and Doorkeeper.

Personal information held by the Department

Section 13(a) of the *Privacy and Personal Information Protection Act 1998* requires an agency to take reasonable steps to enable a person to ascertain whether the agency holds personal information. The

Department holds the following classes of personal information:

- personal information about inmates and former inmates
- personal information about persons completing community-based court orders requiring supervision by the Probation and Parole Service, and about persons who have previously completed such orders
- personal information about some of the family members and friends of inmates, former inmates, and persons completing/have completed community-based court orders
- personal information about visitors to correctional centres
- personal information about persons who sponsor or employ inmates on work release and external leave programs
- personal information about staff and former staff of the Department.

5. Access arrangements, procedures and points of contact

Summary of Affairs

The Department publishes a six-monthly Summary of Affairs. This document identifies Departmental policy and procedure documents which affect the public including inmates. All of the listed documents are available to the public.

The most recent Summary of Affairs was published in the Government Gazette of 27 June 2003 and is available on the Internet at www.dcs.nsw.gov.au. Documents are mainly obtained by contacting the manager of the relevant administrative unit. In some cases, the Manager, Freedom of Information & Privacy Unit may be of assistance.

The contact details of the Manager, Freedom of Information & Privacy Unit, are:

Manager
Freedom of Information & Privacy Unit
Level 11, Roden Cutler House
24 Campbell Street
SYDNEY NSW 2000
Phone: (02) 9289 1067

Members of the public are advised to telephone the Freedom of Information & Privacy Unit prior to making a personal visit.

Access to documents concerning personal affairs

Offenders wishing to obtain access to documents relating to their personal affairs, should initially direct their request to a staff member. It may be possible to provide access outside the *Freedom of Information Act 1989*. In some cases, however, offenders who want to gain access to such documents will need to make an application under the *Freedom of Information Act 1989*.

Current and former staff members wishing to obtain access to their Personal file must do so by contacting the relevant Human Resource Unit of the Department. Pursuant to sections 25(1)(b1) or 25(1)(c) of the *Freedom of Information Act 1989*, the Department refuses requests for Personal files under the FOI Act.

Amendment of records about personal affairs

Employees, inmates, former inmates or others seeking to amend records relating to their personal affairs can make an application under the Freedom of Information Act 1989. Documentation in support of their claim will be needed to demonstrate that the records held by the Department are incomplete, incorrect, out-of-date or misleading. If applicants require assistance in providing the necessary documentation, they may contact the Manager, Freedom of Information & Privacy Unit prior to submitting a formal application. Amendment of Records Application forms can be obtained from the Freedom of Information & Privacy Unit.

Documents held in the Department's library

The Department of Corrective Services Library is open to the public. Members of the public may view and photocopy documents, within the copyright guidelines, but cannot borrow items. Departmental documents held by the library include, among other things, annual reports, research reports, the Operations Procedures Manual, Corrective Services Bulletin and videos. The Library catalogue is available on the internet at <http://bondi.unilinc.edu.au:80/NCR>. Enquiries can be made on telephone number 9804 5459 and by email at vinay.sharma@dcs.nsw.gov.au.

The Department's internet site

The Department's internet site is www.dcs.nsw.gov.au. A variety of documents are available on that site.

Access to all other departmental documents

A member of the public may need to make a formal application under the *Freedom of Information Act 1989* to gain access to documents held by the Department. The Department has created a paper called "Public Access to Records, Documents and Personal Information", which sets out how a member of the public may obtain access to records, documents and personal information held by the Department or now held on behalf of the Department by the State Records Authority of New South Wales. The document is available on the Internet at www.dcs.nsw.gov.au.

Procedures for lodging an application under the Freedom of Information Act 1989

An application under the Freedom of Information Act 1989, either for access to documents or amendment

of records held by the Department, must:

- be in writing
- specify that it is made under the *Freedom of Information Act 1989*
- be accompanied by the appropriate application fee (no fee for amendment of records)
- contain information as is reasonably necessary to identify the documents of interest
- specify an address in Australia to which notices under the FOI Act may be sent
- be lodged at the office of the Manager, Freedom of Information & Privacy Unit, listed earlier.

In addition, as previously stated, applications for amendment of records need to include documentation supporting the applicant's claim.

FOI applicants seeking documents relating to their personal affairs or wishing to amend records relating to their personal affairs, who are not current NSW inmates and who are not represented by a solicitor, are required to provide proof of identity. Details can be obtained by contacting the Manager of the Freedom of Information & Privacy Unit.

Applications may be in the form of a letter (which should clearly state that the application is being made under the *Freedom of Information Act 1989*).

The Department's Freedom of Information Application Form (for access to documents) is available at correctional centres, the Freedom of Information & Privacy Unit and on the Internet at www.dcs.nsw.gov.au. The Department's Amendment of Records Application form can be obtained from the Freedom of Information & Privacy Unit.

Access to information may be provided in the following forms:

- inspection of document
- copy of document
- arrangements for audio or visual presentation of information so recorded
- written transcript of a recorded document
- written transcript of words recorded in shorthand or encoded form
- reproduced written document e.g. from electronic storage.

Application fees and processing charges are as follows:

Personal Applications	\$20.00*
application fee + \$30.00* per hour processing charge after first 20 hours	
Non-Personal Applications	\$20.00*
application fee + \$30.00* per hour processing charge	
Internal Review**	\$20.00*
application fee	
Amendment of Records**	Nil

* 50% reduction in cases of financial hardship and public interest requests

** Refunds may apply as a result of successful internal reviews and subsequent successful applications for amendment of records.

APPENDIX 21 FREEDOM OF INFORMATION STATISTICS

	2002-03	2001-02	2002-03	2001-02	2002-03	2001-02
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Section A—Numbers of new FOI requests—Information relating to numbers of new FOI requests received, those processed and those incomplete from the previous period.

FOI Requests	Personal		Other		Total	
A1 New (incl transferred in)	298	300	21	31	319	331
A2 Brought forward	10	16	0	3	10	19
A3 Total to be processed	308	316	21	34	329	350
A4 Completed	293	303	17	33	310	356
A5 Transferred out	0	1	1	0	1	1
A6 Withdrawn	6	2	2	11	8	3
A7 Total processed	299	306	20	34	319	340
A8 Unfinished (carried forward)	9	10	1	0	10	10

Section B—What happened to completed requests? (Completed requests are those on line A4).

Result of FOI request	Personal		Other	
B1 Granted in full	49	49	10	5
B2 Granted in part	224	232	2	6
B3 Refused	20	22	5	22
B4 Deferred	0	0	0	0
B5 Completed	293	303	17	33

Section C—Ministerial Certificates—number issued during the period.

C1 Ministerial Certificates issued	0	0
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Section D—Formal consultations—number of requests requiring consultations (issued) and number of FORMAL consultation(s) for the period.

	Issued		Total	
D1 Number of requests requiring formal consultations	33	50	63	104

Section E—Amendment of personal records—number of requests for amendment processed during the period.

Result of amendment request	Total	
E1 Result of amendment—agreed	2	0
E2 Result of amendment refused	1	0
E4 Total	3	0

Section F—Notation of personal records—numbers of requests for notation processed during the period.

F3 number of requests for notation	0	0
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Section G—FOI requests granted in part or refused—Basis of disallowing access—Number of times each reason cited in relation to completed requests which were granted in part or refused

Basis for disallowing or restricting access	Personal		Other	
	2002-03	2001-02	2002-03	2001-02
G1 Section 19 (application incomplete, wrongly directed)	0	0	0	0
G2 Section 22 (deposit not paid)	0	1	2	15
G3 Section 25(1)(a1) (diversion of resources)	1	6	0	0
G4 Section 25(1)(a) exempt	166	156	2	9
G5 Section 25(1)(b)(c)(d) (otherwise available)	19	27	0	0
G6 Section 28(1)(b) (documents not held)	130	132	3	4
G7 Section 24(2) (deemed refused, over 21 days)	0	0	0	0
G8 Section 31(4) (released to medical practitioner)	0	1	0	0
G9 Totals	316	323	7	28

Section H—Costs and fees of requests processed during the period (i.e. those included in lines A4, A5 and A6). Not including costs and fees of unfinished requests (i.e. those included in line A8).

	2002-03		2001-02	
	Assessed costs	FOI fees received	Assessed costs	FOI fees received
All completed requests	\$48,033.75	\$6,279.00	\$49,755.00	\$5,498.00

Section I—Discounts allowed—number of FOI requests processed during the period* when discounts were allowed.

Type of discount allowed	Personal		Other	
	2002-03	2001-02	2002-03	2001-02
I1 Public Interest	0	0	2	1
I2 Financial hardship -Pensioner/child	243	246	5	4
I3 Financial hardship—Nonprofit organisation	0	0	0	0
I4 Totals	243	246	7	5
I5 Significant correction of personal records	0	0	0	0

* Note except for item I5. Items I1, I2, I3 and I4 refer to requests processed as recorded in A7. For I5, however, show the actual number of requests for corrections of records processed during the period.

Section J—Days to process—Number of completed requests (A4) by calendar days (elapsed time) taken to process.

Elapsed time	Personal		Other	
	2002-03	2001-02	2002-03	2001-02
J1 0-21 Days	254	219	14	18
J2 22-35 Days	34	63	2	10
J3 Over 35 Days	5	21	1	5
J4 Totals	293	303	17	33

	2002-03	2001-02	2002-03	2001-02
Section K—Processing time—Number of completed requests (a4) by hours taken to process				
Processing hours	Personal		Other	
K1 0-10 Hours	277	281	17	31
K1 11-20 Hours	10	18	0	2
K1 21-40 Hours	5	4	0	0
K4 Over 40 hours	1	0	0	0
K5 Totals	293	303	17	33

Section L—Reviews and Appeals—Number finalised during the period

L1 Number of internal reviews finalised	5	7		
L2 Number of Ombudsman reviews finalised	3	1		
L3 Number of District Court Appeals finalised	1	0		

Details of internal review results—in relation to internal reviews finalised during the period

Basis of internal review	Personal				Other			
	Upheld*		Varied*		Upheld*		Varied*	
	2002-03	2001-02	2002-03	2001-02	2002-03	2001-02	2002-03	2001-02
Grounds on which internal review requested								
L4 Access refused	0	2	0	0	0	0	0	0
L5 Deferred	0	0	0	0	0	0	0	0
L6 Exempt matter	2	2	2	3	1	0	0	0
L7 Unreasonable charges	1	0	0	0	0	0	0	0
L8 Charge unreasonably incurred	0	0	0	0	0	0	0	0
L9 Amendment refused	0	0	0	0	0	0	0	0
L10 Totals	3	4	2	3	1	0	0	0

*Relates to whether or not the original agency decision was upheld or varied by the internal review

APPENDIX 22 .JUNEE CORRECTIONAL CENTRE 2002/03 PERFORMANCE REPORT**BACKGROUND**

Junee Correctional Centre is the only privately operated Correctional Centre in New South Wales. Australasian Correctional Management (ACM) manages the Correctional Centre, under a management agreement, which ACM entered into with the Department. ACM has managed the Correctional Centre since it opened on 3 April 1993. Under section 242 *Crimes (Administration of Sentences) Act 1999*, a person referred to as the "Monitor" is appointed under the Public Sector management Act 1988 to monitor compliance the performance and contract compliance of the management of any privately operated correctional centre.

In accordance with this section the Monitor has completed a performance review of Junee Correctional Centre for 2002/03. This report is the tenth in total and the third under the terms of the new management agreement.

2002/03 ASSESSMENT

Methodology of the current review was consistent with previous reviews, namely: completion of a checklist to assess ACM's performance in the key result areas, derived from the minimum standards provided for in the management agreement; interviews with various managers, staff and inmates; regular inspections of the Centre, including random sampling of records, files and documents;

incorporating the results of the reviews /inspections conducted by Departmental specialists, including Inmates Services and Programs Branch; Inmate Classification and Programs; Security and Investigations; Corrections Health Services; Facilities Management Branch and Corrective Services Industries.

DEFICIENCIES IDENTIFIED IN 2002/03 REVIEW

The 2002/03 Performance Review of Junee Correctional Centre found that ACM failed to meet performance obligations, with respect to their compliance with the Management Specifications. In addition, there are concerns about a number of other local Management practices.

INMATE DEVELOPMENT SERVICES

Case Management – generally

Concerns are held regarding the following aspects of Case Management: the six (6) monthly Case Plan Reviews of all inmates;; the completion of the initial Case Plan and classification within 72 hours; and, the reviewing of Case Plans of inmates received from other centres.

Case Plan Reviews

In keeping with legislative requirements, the Management Specifications to the contract require that the Case Plan of each inmate held at Junee is to be reviewed at least on a six (6) monthly basis. A review found that local Management had failed to comply with this requirement. Departmental intervention was necessary to ensure that Case Plan Reviews were brought up-to-date. It is my intention to give this aspect of the management of the centre closer scrutiny in the forthcoming year. The Department is taking up this breach of performance obligations with ACM separately and as part of the Performance Linked Fee.

Reception Screening

A random audit of the files of newly received inmates revealed that recognised screening protocols were not being adhered to. A follow-up audit conducted by the Case Management Support Team found that Junee Correctional Centre was not adhering to the Department's screening procedures and protocols as required by the Management Specifications to the contract. Local Management at Junee were informed of the audit findings but as at the end of the financial year they had not introduced protocols to ensure they complied with their performance obligations. The Department is taking up this breach of contractual obligations with ACM separately.

Initial Case Plan and Classification

In response to concerns raised about the completion of Initial Case Plans and Classification within 72 hours, local Management revised procedures and provided supplementary training to staff employed in this vital area.

Review of Case Plans for inmates received from other Centres

In response to concerns raised about reviewing the Case Plan of inmates received from other Centres, local Management has undertaken to review current procedures and provided supplementary training to staff employed in this vital area.

BUILDING AND MAINTENANCE

Kitchen

There are still ongoing issues relating to the replacement of high cost items in the kitchen area. The hot water system is due to be replaced in July 2003. The planned refurbishment of the kitchen will result in the floors, ovens and dishwasher being replaced.

INDUSTRIES

Inmate Employment

Local Management have been attempting to maintain a commitment to providing employment opportunities for 65% of sentenced inmates. This has proved a difficult task as the Department altered the inmate mix and a Business Unit, which provided a significant percentage of inmates with employment, ended its relationship with the Centre. In relation to the latter, ACM have been sourcing other business partnerships which might provide employment opportunities for inmates at Junee. I will be closely monitoring the developments in the inmate employment profile during the forthcoming year.

PERFORMANCE LINKED FEE

The Performance Linked Fee (PLF) is intended as an incentive to the achievement of the highest possible scope, range and standard of correctional services or programs.

The PLF is calculated as a maximum payment each financial year of 2.5% of the Operational Service Level Fee.

This amount will be withheld from monthly payments until the end of each contract year (ie. 31 March). The PLF is payable annually in arrears. Payment of the Fee is conditional, and is linked to Key Performance Indicators. A Base Level Performance and Best Practice Performance are specified for agreed Key Performance Indicators (KPIs).

ACM's annual performance is measured against these KPI's. If their performance is below Base Level

Performance for a KPI, then ACM will not receive that portion of the PLF linked to that KPI. The portion of the PLF payable for performance above the Base Level Performance will be based upon a sliding scale, up to Best Practice Performance.

A Departmental panel is to be formed one (1) month after the end of the contract year (ie. in May) to consider ACM's performance against these indicators. This panel then makes a recommendation and ACM has the opportunity to respond prior to the Commissioner making a final determination and settlement of the PLF.

At the time of writing this report the Departmental panel has made its recommendation including those issues referred to above, however a final position has not been determined. Therefore, it is not possible to provide a final report on ACM's performance for the purposes of payment of the PLF.

SIGNIFICANT EVENTS DURING THE REVIEW PERIOD

OH&S

Junee Correctional Centre has improved on the National Safety Council of Australia (NSCA) Five Star Health and Safety Management System, obtaining the highest possible rating of Five Stars for the 2002 auditing period.

10th Anniversary

From local Management's perspective, the most significant event during the review period was undoubtedly the 10th Anniversary of the Centre, which was celebrated on the 27 June 2003. The anniversary celebrations were attended by the Minister for Justice, the Hon. John Hatsizstergos and the Senior Assistant Commissioner, Mr. Ian McLean.

Capital works

The Commissioner approved an upgrade of the centre, which will result in the construction of a gatehouse, the refurbishment of the kitchen and reception area

Funding has been provided and work should commence in December 2003.

Other events of significance to Centre Management

July

Operations Manager Phil Mannion on detached duty to Port Hedland

September

Section 6 inmate(external worker) escapes from centre

October

Operations Manager Phil Mannion returns to centre from Port Hedland

December

Inmate dies of a coronary disease in escort vehicle entering the centre.

The TYCO electrical cable manufacturing industry has withdrawn from Junee Correctional Centre

April

Operation "Changeover"

The successful relocation of inmates currently in "C" unit to selected areas of the centre and selected inmates to "C" unit.

June

Garbage Compactor installed.

Case Management Support Team conduct audit on screening fresh custody inmates

CONCLUSION

The 2002/03 annual review found that ACM failed to fully meet their performance obligations with respect to compliance with the Management Specifications to the contract. The Department will be working collaboratively with ACM to ensure they fully comply with their performance requirements.

Leon Pfeiffer

Junee Monitor

August 2003

APPENDIX 23 EEO TABLE A: TRENDS IN THE REPRESENTATION OF EEO GROUPS

EEO Group	% of Total Staff				
	Benchmark or Target	2000	2001	2002	2003
Women	50%	33%	31%	34%	34%
Aboriginal people and Torres Strait Islanders	2%	3.3%	3.5%	3.7%	4%
People whose first language was not English	20%	13%	13%	13%	14%
People with a disability	12%	8%	8%	8%	8%
People with a disability requiring work-related adjustment	7%	2.4%	2.4%	2.2%	3%

APPENDIX 24 EEO TABLE B: TRENDS IN THE DISTRIBUTION OF EEO GROUPS

EEO Group	Distribution Index				
	Benchmark or Target	2000	2001	2002	2003
Women	100	92	92	98	102
Aboriginal people and Torres Strait Islanders	100	95	96	95	98
People whose first language was not English	100	97	98	96	97
People with a disability	100	105	104	105	102
People with a disability requiring work-related adjustment	100	104	104	104	104

1. Staff numbers are as at 30 June.

2. Excludes casual staff

3. A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by ODEOPE.

4. The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

APPENDIX 25 ESCAPES BY SECURITY LEVEL BREACHED¹

INSTITUTIONAL SECURITY BREACHED	Incidents	Escapees		Number at large at 1/7/2003 ²
		Number of inmates	%	
FULL-TIME CUSTODY				
From within maximum security institution	-	-	-	-
From within medium security institution	-	-	-	-
From within minimum security institution	17	17	56.7	5
Area adjacent to a maximum or medium security	-	-	-	-
Escorted - other (e.g. hospital)	-	-	-	-
Escorted external work party	4	4	13.3	1
Escorted external sport/education	1	1	3.3	-
Day/Weekend leave	1	1	3.3	1
Unescorted education programs	1	1	3.3	-
Work release program	-	-	-	-
Other unescorted authorised absence	-	-	-	-
Court Complex	6	6	20.0	-
Transport (including transfers)	-	-	-	-
Sub-total full-time custody	30	30	100	7
PERIODIC DETENTION				
Escapes	-	-	-	-
Sub-total periodic detention	-	-	-	-
TOTAL	30	30	100	7

1. The classification of escape incidents as either an escape (incidents involving the breach of a physical barrier) or an abscond (incidents which did not involve the breach of a physical barrier) ceased in 2001/02. 2. Includes one escapee held interstate.

APPENDIX 26 ETHNIC AFFAIRS PRIORITIES STATEMENT OUTCOMES

Standards Framework Report**1. Planning and evaluation**

Planning
Data & Research
Resources

Strategies supporting CRC Level 1 compliance:

The Department recognises the needs of inmates and offenders from culturally and linguistically diverse backgrounds

The needs of inmates from culturally and linguistically diverse backgrounds are included in Key Result Areas of the Corporate Plan

The Ethnic Affairs Priorities Statement is circulated to key strategic staff throughout the Department and is posted on the intranet site for easy access

Strategies supporting CRC Level 2 compliance:

The Department has an identified position responsible for the development and implementation of multicultural initiatives

The budget allocation for accredited interpreter services has increased over five years from \$18,000 to \$50,000

Data on cultural and linguistic diversity is collected on the Offender Management System

The analysis of data collected is used to inform planning processes, program development and budget allocation

Multicultural information sessions were conducted at Executive, regional, Psychology and Chaplains conferences

Strategies supporting CRC Level 3 compliance:

The Department's Ethnic Affairs Priorities Statement is designed to meet corporate, Government and CRC key result and activity goals

Strategies and outcomes of the 2001-2003 reporting period are measurable and result from the development of specific language database, reports, national and international research

The Department's Ethnic Affairs Priorities Statement 2003-2005 maintains outcomes of previous years and identifies future initiatives

The Department allocates increasing resources to accredited interpreter services and the creation of a Co-ordinator Multiculturalism position

2. Program and Service Delivery

Consultation
Participation
Services & Programs

Strategies supporting CRC Level 1 compliance:

The Department has made significant progress in forging partnerships with government and non-government agencies that service the needs of offenders returning to the community

The Department has established a Throughcare and E-case Management Unit to further promote this strategic direction

Community Consultative Committees in each correctional centre include some representation from culturally and linguistically diverse communities

Strategies supporting CRC Level 2 compliance:

Community and religious agencies have been involved in the celebration of days of cultural and religious significance

The Department has liaised with community agencies in facilitating the distribution of items of specific religious significance for particular festivals

Strategies supporting CRC Level 3 compliance:

The Department has consulted with community and religious agencies on a number of key issues; religious foods, religious fasting and medication

The Department was represented at information forums on improved access to service and entitlements for Arabic, Chinese and Vietnamese victims of crime

Through liaison with agencies representing Vietnamese community interests various Alcohol and Other Drug and Health Promotion projects have been undertaken; one day health information workshops, the HOPE overdose program, gambling awareness, AOD awareness and Peer Education specifically designed for Vietnamese inmates *

Through the delivery of AOD Program in Vietnamese for offenders with a community based order *

Through the Civil Chaplaincy Committee, the Department subsidises over seventy accredited Anglican, Buddhist, Catholic, Jewish and Orthodox Chaplains to provide spiritual and pastoral support across the system

The Department has established a Multicultural Community Consultative Committee, incorporated into executive reporting mechanisms to provide advice in the management of offenders from culturally and linguistically diverse

The LSI-R an objective assessment mechanism has been implemented for all new Probation and Parole clients and piloted at Tamworth correctional centre; it identifies the needs of offenders and allows pro-

3 PLANNING AND EVALUATION FINAL ASSESSMENT RATING 2001-2003:

'Reporting systems enable the agency to identify discrete activity areas and the resources committed to them—Agency can demonstrate systematic progress in improving outcomes for ethnic communities'

gram and service delivery to be targeted at those assessed as being at greater risk of re-offending

*** Strategies supporting an assessment rating of 4**

3 PLANNING AND EVALUATION FINAL ASSESSMENT RATING 2001-2003:

'Reporting systems enable the agency to identify discrete activity areas and the resources committed to them—Agency can demonstrate systematic progress in improving outcomes for ethnic communities'

3. Staffing

Staffing
Recruitment
Training
CLAS

Strategies supporting CRC Level 1 compliance:

Applicants for all positions must demonstrate a knowledge and understanding of Ethnic Affairs Priorities Statements

The Department was represented at the NSW Police 'Diversity: The Strength behind the Force', a forum on the issues of recruitment and retention of officers from culturally and linguistically diverse backgrounds

Strategies supporting CRC Level 2 compliance:

The Department initiated targeted recruitment drives in Cabramatta and Fairfield, areas with a high representation of residents from culturally and linguistically diverse backgrounds

Advertisements of vacancies are published in community language newspapers

The common induction of all new staff members since May 2003 has included a session on 'Multiculturalism and the Department of Corrective Services'

The Probation and Parole Service has two identified Vietnamese positions

Strategies supporting CRC Level 3 compliance:

A full review of the Community Language Allowance Scheme was started, all allowance recipients were surveyed and an expert panel convened to make informed decisions regarding on-going eligibility. Details of CLAS are included in the Operations Procedures Manual 'Interpreter Policy' (along with other available forms of language assistance). The interactive CD Rom 'Managing Inmates from Culturally and Linguistically Diverse Backgrounds' promotes consistent training of staff across the Department, including regional and remote locations. The Academy has developed a two-day cultural inclusiveness staff training course to be included on the training calendar and run 'in-house' in correctional centres

3 STAFFING FINAL ASSESSMENT RATING 2001-2003:

'Reporting systems enable the agency to identify discrete activity areas and the resources committed to them—Agency can demonstrate systematic progress in improving outcomes for ethnic communities'

4. Communication

Publicity
Client communication

Strategies supporting CRC Level 1 compliance:

In establishing the Multicultural Community Consultative Committee there was broad advertising in 17 community language newspapers for 'community members with knowledge and experience in multicultural affairs and an interest in criminal justice issues'

Strategies supporting CRC Level 2 compliance:

Information documents, signs, posters and videos for inmates, offenders and their families are translated into community languages

A full audit of the Emergency Call Button Signs, translated into in 22 community languages was completed June 2003

Strategies supporting CRC Level 3 compliance:

After review of the Community Language Allowance Scheme an updated list has been prepared for circulation to staff of the Department; an accompanying Memorandum from the Commissioner will remind all staff of the range of language assistance available *

A series of 8 Posters promoting the use of accredited interpreter services have been circulated to all correctional centres, court and police cells and Probation and Parole District Offices; they have contributed to a 30% increase in use of the service. In addition to NSW ABS data, the range of languages used for translation is informed by information extracted from the Offender Management System and accredited interpreter use

Clear guidelines regarding use of the On-site, Telephone and Health Care Accredited Interpreter Services and the Community Language Allowance Scheme are included in the Interpreter Policy in the Department's Operational Procedures Manual *

In 2001 the multimedia education campaign, comprising CD Rom, posters and video to educate staff and offenders about the rights and needs of individuals from culturally and linguistically diverse backgrounds reached the finals of the Community Relations Commission Multimedia Marketing Awards

*** Strategies supporting an assessment rating of 4**

3 COMMUNICATION FINAL ASSESSMENT RATING
T2001-2003:

'Reporting systems enable the agency to identify discrete activity areas and the resources committed to them— Agency can demonstrate systematic progress in improving outcomes for ethnic communities'

5. Funded Services

Grants to communities
 Contracted Services

Strategies supporting CRC Level 1 compliance:

Agreements with agencies receiving Community Funding Program grants include service standards promoting access for individuals from culturally and linguistically diverse backgrounds

Strategies supporting CRC Level 2 compliance:

A stated priority group in the allocation of Victims of Violent Crime Grants Program funding is 'applications which seek to assist people from a non-English speaking background

The Department's Restorative Justice Unit promotes the Victims of Violent Crime Grants Program at seminars to share information on victims of crime issues with specific culturally and linguistically diverse communities

Initiative 1

To encourage the participation of culturally and linguistically diverse communities in the development and implementation of departmental policies, programs and services

Community Relations Program and Service Delivery
Activity Area

Corporate Key result areas Correctional Centre Management
 Community Based Correctional Services

Strategies

- Identify the needs of offenders and visitors from diverse cultural, religious and linguistic backgrounds
- Consult with Community Relations Commission
- Consult with representatives of culturally and linguistically diverse communities at executive and local levels
- Direct Liaison of Offender Services and Programs staff involved in program design and delivery with established contacts representing culturally and linguistically diverse communities
- Consultation regarding the impact on program design of responsivity issues arising from cultural diversity

Performance Indicators

- Existence of opportunities for consultation with community organisations with an interest in the wellbeing of offenders from culturally and linguistically diverse backgrounds
- Membership of Multicultural Community Consultative Committee
- Membership of local consultative committees

In a recent round of Victims of Violent Crime Grants Program funding allocation The Macedonian Australian Welfare Association of Sydney received \$15,000 to conduct a domestic violence education campaign

In a recent round of Victims of Violent Crime Grants Program funding allocation Campbelltown Women's Health Centre received \$8,000 to produce and circulate posters on sexual assault and domestic violence in five community languages

Strategies supporting CRC Level 3 compliance:

Services receiving Community Funding Program grants report quarterly on the number of individuals from non-English speaking backgrounds provided with a service
 Planning and evaluation Final Assessment Rating 2001-2003:

3 FUNDED SERVICES FINAL ASSESSMENT RATING
2001-2003:

'Reporting systems enable the agency to identify discrete activity areas and the resources committed to them— Agency can demonstrate systematic progress in improving outcomes for ethnic communities'

Responsibilities	Commissioner Senior Assistant Commissioner Community Offender Services Senior Assistant Commissioner Inmate & Custodial Services Assistant Commissioner Offender Management Director Offender Services and Programs Director Offender Management Policy Unit Multiculturalism Co-ordinator
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Budget	Staff Time
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Timeframe	Ongoing
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Initiative 2

To develop communication strategies which accommodate the needs of individuals from culturally and linguistically diverse backgrounds and are integrated into regional and centre business plans

Community Relations Activity Area	Program and Service Delivery Staffing Communication
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Corporate Key result areas	Correctional Centre Management Community Based Correctional Services Staff of the Department
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Strategies	Establish position of Co-ordinator, Multiculturalism to drive the development and promote business plan inclusion Develop and implement Community Language Allowance Scheme policy based on the reviewed guidelines published by the Community Relations Commission Identify publications to be produced in multilingual multimedia format Ensure the accredited interpreter policy and procedures are incorporated in the guidelines of all regions, branches, units and centres Consultation with Community Relations Commission Staff Education campaign regarding appropriate use of available language assistance Incorporate multilingual communication strategies in common induction and cultural inclusion staff training
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Performance Indicators	Restructure of Community Language Allowance Scheme Accredited interpreter usage Identification of offender, inmate and visitor language needs through consultation with staff, inmates and visitors
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Responsibilities	Senior Assistant Commissioner Community Offender Services Senior Assistant Commissioner Inmate & Custodial Services Assistant Commissioner Offender Management Multiculturalism Co-ordinator
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Budget	Staff Time Interpreter budget
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Timeframe	Ongoing
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Initiative 3

To develop and implement mechanisms for the collection and analysis of data, research and evaluation to further identify the needs of offenders from culturally and linguistically diverse backgrounds

Community Relations Activity Area	Program and Service Delivery Planning and Evaluation
Corporate Key result areas	Managing Assets and Resources Correctional Centre Management Community Based Correctional Services
Strategies	Regular collection and analysis of data to contribute to the identification of trends and changes in the inmate and offender populations Further research and evaluation to contribute to understanding of trends Liaison between the Multiculturalism Co-ordinator and the Corporate Research Evaluation and Statistics Branch regarding data collection Liaison regarding enhanced data collection strategies in the development of e-case management
Performance Indicators	Improved availability of data regarding offenders from culturally and linguistically diverse backgrounds Evaluation of accessibility of existing service provision to offenders from culturally and linguistically diverse backgrounds Increased service and program participation and completion rates of offenders from culturally and linguistically diverse backgrounds
Responsibilities	Senior Assistant Commissioner Community Offender Services Senior Assistant Commissioner Inmate & Custodial Services Assistant Commissioner Offender Management Director Corporate Research Evaluation & Statistics Multiculturalism Co-ordinator
Budget	Staff Time
Timeframe	Ongoing

Initiative 4

To develop and implement a multicultural employment strategy to enhance the recruitment, workplace support and career development opportunities for staff from culturally and linguistically diverse backgrounds

Community Relations Activity Area	Staffing
Corporate Key result areas	Staff of the Department
Strategies	Consultation with other justice agencies in developing recruitment and retention strategies Consultation with Community Relations Commission Research of recruitment and retention initiatives in other national and international jurisdictions Targeted recruitment initiatives Promote the participation of staff from culturally and linguistically diverse backgrounds in Career Development Program and other development opportunities
Performance Indicators	Recruitment level of staff from culturally and linguistically diverse backgrounds in Career Development Program and other development opportunities.

Responsibilities	Executive Director Human Resources Management Branch Director Human Resources Senior Custodial Recruitment Officer Manager Career Development and Equity Unit Multiculturalism Co-ordinator
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Budget	Staff Time
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Timeframe	Ongoing
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Initiative 5

To enhance mechanisms for evaluating and improving the accessibility and responsiveness of program and service delivery to the needs of offenders from culturally and linguistically diverse backgrounds

Community Relations Activity Area	Program and Service Delivery
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Corporate Key result areas	Correctional Centre Management Community Based Correctional Services
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Strategies	Promote participation and completion rates of offenders from culturally and linguistically diverse backgrounds in industry, programs and services Address the cause of low representation and dropout rates Develop appropriate programs for discrete groups of offenders from culturally and linguistically diverse backgrounds Further piloting of the LSI-R assessment, an objective mechanism which identifies the needs of offenders and allows program and service delivery to be targeted at those assessed as being at greater risk of re-offending Programs to address the risk factors associated with criminal behaviour to clearly identify the cultural needs of the target group and be subject to a rigorous and standardised accreditation process
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Performance Indicators	Increased participation and completion rates of offenders from culturally and linguistically diverse backgrounds in programs and services Refinement of the Risk of re-offending assessment instrument, 'normed' to the local offender population Program design and delivery to identify and appropriately address cultural needs of target group
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Responsibilities	Senior Assistant Commissioner Community Offender Services Senior Assistant Commissioner Inmate & Custodial Services Assistant Commissioner Offender Management Director Offender Services & Programs Manager Policy and Programs Unit, Community Offender Services Multiculturalism Co-ordinator
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Budget	Staff Time
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Timeframe	Ongoing
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Initiative 6

To assist in minimisation of the risk of suicide and self-harm for individuals from culturally and linguistically diverse backgrounds, particularly the heightened risk in police cells, court cells and reception facilities when people are first brought into custody

Community Relations	Program and Service Delivery
Activity Area	Communication
Corporate Key result areas	Correctional Centre Management Court Security and Inmate Escort Services
Strategies	Consultation with the Community Relations Commission and multicultural community agencies Encourage and maintain an increase in the participation of individuals from culturally and linguistically diverse backgrounds as Authorised Visitors Development of review system to ensure that essential information is provided and gathered in a range of community languages throughout the reception, screening and induction process eg emergency call button sign and interpreter service use including Health Care Interpreter Service Review of the Community Visitation Program in police cells and court cells under the jurisdiction of Corrective Services
Performance Indicators	Increased participation of individuals from culturally and linguistically diverse backgrounds as Authorised Visitors and in the Community Visitation Program Multilingual signs conveying essential information in all cells and reception facilities Level of use of full range of accredited interpreter services
Responsibilities	Senior Assistant Commissioner Inmate & Custodial Services Assistant Commissioner Offender Management Commander Security and Investigations Superintendent Court Escort Security Unit Multiculturalism Co-ordinator
Budget	Staff Time
Timeframe	Ongoing

Initiative 7

To enhance the accessibility of disability specific programs, services and facilities to offenders from culturally and linguistically diverse backgrounds with additional support needs

Community Relations	Program and Service Delivery
Activity Area	Planning and Evaluation
Corporate Key result areas	Correctional Centre Management Community Based Correctional Services
Strategies	Annual Review of 'country of birth' information regarding all inmates housed in Additional Support Units Multiculturalism Co-ordinator and Manager Disability Services Unit to develop strategies for the provision of more comprehensive information about disability services to individuals from cultural and linguistic groups with high representation among the inmate and offender populations Include information on disability services in the Inmate Handbook
Performance Indicators	Equitable participation rate for offenders from culturally and linguistically diverse backgrounds in disability specific services

Responsibilities	Senior Assistant Commissioner Community Offender Services Assistant Commissioner Offender Management Manager Disability Services Unit Multiculturalism Co-ordinator
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Budget	Staff Time
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Timeframe	Ongoing
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Initiative 8

To provide opportunity for offenders from culturally and linguistically diverse backgrounds to make reparation to the general community

Community Relations Activity Area	Program and Service Delivery
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Corporate Key result areas	Correctional Centre Management Community Based Correctional Services
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Strategies	Identify community projects targeting culturally and linguistically diverse communities Promote the participation of offenders from culturally and linguistically diverse backgrounds in Corrective Services Industries and community service projects Promote the effective participation of offenders from culturally and linguistically diverse backgrounds involved in restorative justice conferencing Victims Support Officer to establish contact with metropolitan agencies representing the interests of individuals from culturally and linguistically diverse backgrounds Publish Victims Register pamphlets in major community languages and post information about Restorative Justice Unit Programs on the intranet in a range of languages
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Performance Indicators	Equitable level of community projects targeting the needs of culturally and linguistically diverse backgrounds Equitable proportion of offenders from culturally and linguistically diverse backgrounds engaged in Corrective Services Industries or community service projects Representation of offenders from culturally and linguistically diverse backgrounds involved in restorative justice conferencing
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Responsibilities	Senior Assistant Commissioner Community Offender Services Assistant Commissioner Offender Management Director Research and Statistics Director Restorative Justice Multiculturalism Co-ordinator
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Budget	Staff Time
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Timeframe	Ongoing
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Initiative 9

To provide training for managers and staff in the management of offenders from culturally and linguistically diverse backgrounds and use of available language assistance

Community Relations Activity Area	Program and Service Delivery Communication
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Corporate Key result areas	Correctional Centre Management Community Based Correctional Services Staff of the Department Managing Assets and Resources
Strategies	Include basic training in cultural inclusion and available language assistance in the common induction of all staff Implement revised two day cultural inclusion staff training on Academy training calendar and for 'in-house' training of correctional centre staff Monitor use of accredited interpreter services Complete review of Community Language Allowance Scheme in line with the guidelines published by the Community Relations Commission Staff Education campaign regarding appropriate use of available language assistance
Performance Indicators	Number of staff completing training options Increase in level of use of accredited interpreter service Increase in the level of appropriate use of available language assistance
Responsibilities	Executive Director Human Resources Management Multiculturalism Co-ordinator Manager Workplace Development Training Manager Custodial Training
Budget	Staff Time
Timeframe	Ongoing

Initiative 10

To increase the flow of information between the Department, funded agencies and multicultural community groups on the provision of services and availability of funding to meet the needs of ex-inmates and victims from culturally and linguistically diverse backgrounds

Community Relations Activity Area	Funded Services
Corporate Key result areas	Community Based Correctional Services Managing Assets and Resources
Strategies	Multiculturalism Co-ordinator to provide information and support to agencies funded through the Community Funding Program on the needs of offenders, ex-offenders and their family members from culturally and linguistically diverse backgrounds Multiculturalism Co-ordinator and Community Funding Co-ordinator to review methods of publicising grant availability to culturally and linguistically diverse communities
Performance Indicators	The inclusion of the needs of service recipients from culturally and linguistically diverse backgrounds in agency forward planning Access and participation rate of individuals from culturally and linguistically diverse backgrounds Increase in funding applications to target the needs of individuals from culturally and linguistically diverse backgrounds
Responsibilities	Senior Assistant Commissioner Community Offender Services Community Funding Co-ordinator Multiculturalism Co-ordinator
Budget	Staff Time
Timeframe	Ongoing

APPENDIX 27 RECRUITMENT STATISTICS FOR CUSTODIAL OFFICERS

TOTAL ENQUIRIES		TOTAL TESTED		TOTAL PASSED		EMPLOYED	
MALE	2516	MALE	675	MALE	462	MALE	226
FEMALE	779	FEMALE	185	FEMALE	74	FEMALE	46
TOTAL	3229	TOTAL	860	TOTAL	536	TOTAL	272
NESB		NESB		NESB		NESB	
MALE	482	MALE	126	MALE	82	MALE	32
FEMALE	112	FEMALE	26	FEMALE	14	FEMALE	5
TOTAL	594	TOTAL	152	TOTAL	96	TOTAL	37
INDIGENOUS		INDIGENOUS		INDIGENOUS		INDIGENOUS	
MALE	68	MALE	16	MALE	12	MALE	2
FEMALE	20	FEMALE	3	FEMALE	2	FEMALE	1
TOTAL	88	TOTAL	19	TOTAL	14	TOTAL	3
(All Overseer recruits were male)					OVERSEERS	17	

APPENDIX 28 AVERAGE NUMBER OF EMPLOYEES BY CATEGORY

	1998/99	1999/00	2000/01	2001/02	2002/03
CUSTODY OF INMATES AND DETAINEES					
Operational staff, correctional centres and courts	3273.49	3402.25	3669.12	3758.47	3974.93
Operational staff are those involved in the custody or care of inmates and periodic detainees. Includes Governors and all custodial staff, industries staff, court security and transport, inmate development, psychological services and welfare staff. Includes casual Court Correctional Officers, Contract Teachers and Sessional Specialists.					
Administrative, management and other staff	934.21	866.28	893.60	954.39	981.13
Includes all support staff in correctional centres, head office, regional offices, Corrective Services Industries and the Corrective Services Academy.					
INTENSIVE COMMUNITY SUPERVISION					
Operational staff	25.78	33.10	32.89	35.39	37.04
Operational staff are those involved in direct supervision of offenders sentenced to home detention.					
Administrative, management and other staff	7.83	8.59	8.41	9.87	10.81
All staff who are not involved in the direct supervision of offenders sentenced to home detention.					
COMMUNITY SUPERVISION					
Operational staff	432.12	424.12	455.71	470.01	490.82
Operational staff are those involved in direct supervision of offenders, including probation and parole officers.					
Administrative, management and other staff	158.55	171.97	167.31	175.77	177.15
All staff who are not involved in the direct supervision of offenders, including all support staff in Probation and Parole head office and district offices.					
TOTAL	4831.97	4906.31	5227.04	5403.90	5671.88

Staff numbers are shown as full time equivalents (FTE). For example, two part time clerical officers each working 17.5 hours per week equate to one full time clerical officer's award hours of 35 hours per week and are shown as 1.00 FTE.

APPENDIX 30 SENIOR EXECUTIVE STAFF AT 30 JUNE

Level	1999		2000		2001		2002		2003	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
7 (CEO)	1		1		1		1		1	
6										
5	1		1		1		1		1	
4	1	1	1	1	1	2	1	2	3	1
3	1	3	1	2	2	1	3	1	7	2
2	6		7		7		6		4	1
1	4		3		3		3			
	14	4	14	3	15	3	15	3	16	4
Total	18		17		18		18		20	

APPENDIX 31 PROMOTIONAL APPEALS

	Number	Percentage
Disallowed	115	24.4
Allowed	14	3
Withdrawn	237	50.2
Struck out	44	9.3
Pending	62	13.1

APPENDIX 32 HONOURS AND AWARDS

National Medal

Achmad, Setiawan
 Ayliffe, Leanne
 Bannon, Ian
 Barnes, Peter
 Barroga, Benvenuto
 Belcher, Garry
 Blowes, Brian
 Bradbury, Troy
 Brady, Anne
 Camberwell, Kevin
 Campbell, John
 Clarke, Gregory
 Corby, Sandra
 Clothier, Jodhi-Anne
 Czarnecki, George
 Davis, Brett
 DeSilva, Joseph
 DeVera, Mauricio
 Durbidge, Kevin
 Faint, John
 Fergusson, Natalie
 Forster, Narelle
 Hargraves, Robert
 Hayes, Andrew
 Hepburn, John

Hesford, Neville
 Howard, James
 Johansen, David
 Kervin, Kenneth
 Langbein, Michael
 Law, Adrian
 Maa, Peter
 Macquire, Gregory
 Mannix, Tracey
 Mariner, Samson
 McKinnon, Robert
 McLean, John
 McLoughlin, Ian
 Michalopoulos, Peter
 Miller, Lyn
 Miscamble, Daniel
 Moore, Samuel
 Murphy, James
 O'Neil, Mark
 Orr, Stephen
 Peteru, Mark
 Plaizer, Adrian
 Quick, Wayne
 Rawson, Peter
 Ray, Alan
 Read, John

Richards, Kenneth
 Ryder, David
 Scone, Fay
 Smith, Leonard
 St Vincent, Janice
 Tago, Junior
 Taylor, Stephen
 Taylor, Allen
 Tomas, Neven
 Tsimbas, Stanleigh
 Underhill, Kevin
 Waters, Cheryl
 Watt, Trevor
 Williams, Pauline

National Clasp

Andersen, Stephen
 Aubrey, David
 Farrell, Patrick
 Finn, Vicki
 Fisher, Maurice
 Folpp, Barry
 Hammond, Wayne
 Hastings, Kenneth
 Hayman, Stephen
 Hedley, John

Kelly, Anthony
 Kelly, Brian
 King, Wayne
 Lavery, Murray
 Middlebrook, Kenneth
 Oldfield, Carl
 Paavola, Pentt
 Provost, Norman
 Rodgers, Donald
 Smith, John
 Vega, David
 Vlemmings, Leo

Bravery Medal

Madden, Sharon
 Marks, Anthony

Commissioner's Commendation for Brave Conduct

Delaney, Paul
 King, Wayne
 Martin, Michael
 Preston, Bruce

St Vincent, Allan
 West, Frank

Exemplary Conduct Cross

Hursey, Robert
 Nash, Paul
 Swain, Timothy

Ministerial Commendation

Hindle, Connie
 Hindle, Stan
 Sharman, Max

Commissioner's Commendation

About, Patrick
 Browning, Kimberley
 Casey, Gordon
 Day, Denis
 Gallagher, Roger
 Laverty, Denise
 Mitcherson, Kevin
 Nicholls, Patricia

Priestly, Barry
Sharp, Peter
Shortus, Phillip
Wood, Carmel

Unit Citations

Ayrton, Bradley
Chalker, Mathew
Clout, Jeff
Conn, Graeme
Crowther, Michael
Ellis, Julie
Follett, Nicola
Gardner, John
Henley, Linda
Hopgood, Lynn
Jerrett, Diane
Kaschubs, Bernd
Kellett, Pamela
Mainwaring, David
McGeechan, Andrew
Mead, Peta
Pearce, David
Perkins, Scott
Preston, Bruce
Rudd, Jan
Ryan, Moria
Schnepf, Jason
Simpson, Ewen
Sinclair, Peter
Singleton, Jennifer
Stevens, Warren
Sutton, Brett
Szegedi, Frank
Taylor, Ricky
Townsend, Alan
Turner, Christopher
Wake, Darren
Walker, John
Walmsley, Tony
Walmsley, Jennifer
Woodbury, Sue

Meritorious Service Medal

Baudinette, Kathryn
Bell, Melanie
Braithwaite, Alan
Chamberlain, Arthur
Clarke, Leslie
Coombs, David
Darragh, Phyllis
DeBruin, Herbert

Devine, Ronald
Downie, Simon
Fasitsas, Panagiotis
Flook, Maurice
Gilbert, Jennifer
Henderson, Leslie
Jeffs, Stephen
Jensen, Jan
Kennedy, Paul
Kilna, Margaret
Kirby, Joy
Kirk, Brian
Lavery, Murray
Mamo, John
McGlinn, Janine
Miles, Gary
Nodder, Malcolm
O'Shea, Michael
Ohrynowsky, Robert
Ozols, Edgar
Parmeter, Margaret
Pearce, Malcolm
Perey, Jenece
Peters, Peter
Rasoni, Frank
Richards, Paul
Ross, Beverley
Salt, Byron
Schubert, John
Sykes, Grahame
Taber, Tanya
Talbot, Stephen
Tanzer, Barry
Underhill, Kevin
Vega, David
Violatzis, Maria
Walsh, Richard
Warwick, James
Whitton, Darrell
Withyman, Maurice
Woods, Thomas

35 year Service Clasp

Enoch, Chieng

30 year Service Clasp

Crowe, Lucy
Duncalfe, Ivan
Doherty, Pamela
Holt, Raymond
Miller, John

O'Connor, Raymond

25 year Service Clasp

Anderson, Stephen
Aubrey, David
Cumberland, Barry
Cameron, Steven
Farrell, Patrick
Fisher, Hughes
Folpp, Barry
Grogan, Jan
Hammond, Wayne
Hayman, Stephen
Hedley, John
Kailis, Marianne
Kelly, Brian
King, Wayne
Middlebrook, Kenneth
Oldfield, Carl
Provost, Norman
Rodgers, Donald
Schwartz, David
Smith, John
Underhill, Kevin
Vega, David
Vlemmings, Leo

15 year Service Medal

Achmad, Setiawan
Anderson, Leanne
Andrews, Kay
Auld, Stephen
Ayliffe, Leanne
Badovinac, Nickola
Belcher, Garry
Blowes, Brian
Brady, Anne
Buckley, Bryan
Butcher, Bruce
Cassin, Margaret
Carrall, Gloria
Czarnecki, George
Clark, Ross
Corby, Sandra
Cary, Wayne
Duncan, John
Davis, Brett
DeSilva, Joseph
DeVera, Mauricio
Darr, Barry

Durbidge, Kevin
Dixon, Deborah
Dwyer, David
Edwards, Ian
Ellam, David
Faint, John
Fletcher, Glenn
Fraser, Grant
Grube, Scott
Guffogg, Andrew
Hargraves, Robert
Harkness, Ros
Harrison, Catherine
Harvey, John
Hayes, Andrew
Hepburn, John
Hesford, Neville
Hickson, Graham
Higgs, John
Howard, James
Hucker, Frederick
Jackson, Alan
Johansen, David
Kaminski, Leslie
La'Ulu, Michael
Langbein, Michael
Larkin, Leon
Lauwaert, Marc
Lazos, John
Li, John
Lin-Yew-Fai, Marie
Lynch, Cleo
Maa, Peter
Macrae, Bronwynne
Mannix, Tracey
Marashian, Charlie
Mariner, Samson
McConnell, David
McIntosh, Hazel
McKinnon, Robert
McLean, John
McLoughlin, Ian
McPherson, Murray
Meadham, Dennis
Metcalf, Darren
Michalopoulos, Peter
Miller, Lyn
Moore, Samuel
Morrison, Janele
Mozsny, Fiona
Mulholland, Christopher
Newman, Richard
Nikora, Nick

O'Brien, Shaun
Olliffe, Brett
Osmond, Peter
Palmer, Robert
Pannowitz, Peter
Pavey, Timothy
Peters, Peter
Peteru, Mark
Picton, Keith
Plaizer, Adrian
Quick, Wayne
Rawson, Peter
Ray, Alan
Read, John
Reynolds, Craig
Roberson, Adrian
Rudd, Jan
Ryan, John
Ryder, David
Sharples, Warren
Simpson, William
Sin'gh, Dipendra
Smith, Leonard
Sowter, Peter
Sowter, Peter
St Vincent, Janice
Steinheuer, Julie
Stevens, Katherine
Stirling, Gai
Tago, Junior
Tarrant, Bruce
Taylor, Allen
Thompson, Gavin
Tomlinson, Mary
Tsoukalas, Helen
Underhill, Kevin
Varcoe, Brett
Vrzic, Teresa
Vandoorn, Gerard
Villarica, Hermie
Whiteman, Paul
Waters, Cheryl
Watt, Trevor
Williams, Pauline
Williams, Anthony
Williams, Leslie
Wright, Marilyn
Young, Sharyne
Zucchetto, Robert

APPENDIX 33 GUARANTEE OF SERVICE

The Department published its Guarantee of Service (GOS) in 1993/94.

The guarantee is primarily directed at users of the Department's services and outlines the services available, how they may be accessed and the redress available for unacceptable standard service.

The GOS is in accordance with the Department's corporate mission and reflects the desire for excellence.

The GOS is widely available and is provided free of charge on request.

APPENDIX 34 RISK MANAGEMENT

MOTOR VEHICLE ACCIDENT CLAIMS

Year	No. of Accidents	Frequency of Accidents per 100 Vehicles	Costs	Average Cost per Accident
2000/01	170	21	\$656,796	\$3,864
2001/02	233	27	\$925,557	\$3,972
2002/03	218	26	\$663,836	\$3,045

PUBLIC LIABILITY CLAIMS

The estimated outstanding value of potential claims against the current public liability policy (subject to Treasury Managed Fund actuarial reassessment) is \$3.04 million.

Active solvency claims (claims relating to prior 1 July 1989) have been confirmed by the Crown Solicitors Office as having reduced to an estimated potential liability of \$ 43,000.

PROPERTY CLAIMS

The majority of claims are the result of extreme adverse weather conditions, with lightning strikes and snowing, affecting a number of correctional centres. In the 2002/03 year, the number of damages reported due to bad weather conditions has decreased

Year	Claims	Cost
2000/01	18	\$706,825
2001/02	18	\$1,066,386
2002/03	16	\$526,871

MISCELLANEOUS CLAIMS

This policy provides personal accident coverage for persons who assist the Department but are not by definition entitled to workers compensation and for persons performing community service orders.

Year	Claims	Cost
2000/01	12	\$409
2001/02	7	\$134,956
2002/03	12	\$12,420

Note that claims data is as supplied by the Treasury Managed Fund and subject to revaluation on a regular basis.

APPENDIX 35 STATEMENT OF RESPONSIBILITY

The Commissioner, senior management, audit committee and employees have effected an internal control process designed to provide reasonable assurance regarding the achievement of the Department's objectives. The Internal Audit function conducts a program of review to assess these controls.

To the best of my knowledge, this system of internal control has operated satisfactorily during the year. Significant improvements in internal control effected during the year are set out in the editorial section of this annual report.

RON WOODHAM
Commissioner



APPENDIX 36 PERSONS UNDER DETENTION IN EACH CORRECTIONAL CENTRE 30 JUNE 2002 AND 29 JUNE 2003

Correctional Centre	Population at 30 June 2002					Population at 29 June 2003				
	Remand ¹		Sentenced		Total	Remand ¹		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
FULL-TIME CUSTODY ²	1509	144	5855	374	7882	1711	148	5892	360	8111
CORRECTIONAL CENTRES	1435	142	5842	374	7793	1663	145	5886	359	8053
Bathurst	47	2	334	-	383	77	2	366	-	445
Main	47	2	211	-	260	77	2	232	-	311
X Wing	-	-	123	-	123	-	-	134	-	134
Berrima (Female)	-	-	-	55	55	-	-	-	57	57
Non-Work Release	-	-	-	55	55	-	-	-	55	55
Work Release	-	-	-	-	-	-	-	-	2	2
Brewarrina (Yetta Dhinnakkal)	-	-	38	-	38	-	-	46	-	46
Broken Hill	6	1	88	3	98	15	2	85	6	108
Main	6	-	38	-	44	15	-	29	-	44
X-Wing	-	1	-	3	4	-	2	-	6	8
Ivanhoe (Warakirri)	-	-	50	-	50	-	-	56	-	56
Cessnock	56	-	370	-	426	59	-	376	-	435
Maximum	56	-	43	-	99	59	-	39	-	98
Minimum	-	-	337	-	337	-	-	337	-	337
Cooma	-	-	79	-	79	-	-	117	-	117
Emu Plains (Female)	-	-	-	167	167	-	-	-	151	151
Non-Work Release	-	-	-	163	163	-	-	-	145	145
Work Release	-	-	-	4	4	-	-	-	6	6
Glen Innes	-	-	105	-	105	-	-	121	-	121
Goulburn	47	-	441	-	488	42	-	480	-	522
Main	47	-	334	-	381	42	-	361	-	403
X Wing	-	-	107	-	107	-	-	119	-	119
Grafton	38	-	201	17	256	33	2	196	13	244
Main	38	-	92	-	130	33	-	90	-	123
C Unit	-	-	109	-	109	-	-	106	-	106
June Baker Unit	-	-	-	17	17	-	2	-	13	15
John Morony	1	-	514	-	515	-	-	501	-	501
John Morony I (Medium)	1	-	233	-	234	-	-	219	-	219
John Morony II (Minimum)	-	-	281	-	281	-	-	282	-	282
Non-Work Release	-	-	267	-	267	-	-	275	-	275

APPENDIX 36 CONTINUED

Correctional Centre	Population at 30 June 2002					Population at 29 June 2003				
	Remand ¹		Sentenced		Total	Remand ¹		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
Work Release	-	-	14	-	14	-	-	7	-	7
Junee	45	-	670	3	718	45	-	688	2	735
Medium	45	-	532	3	580	45	-	560	2	607
Minimum	-	-	138	-	138	-	-	128	-	128
Kirkconnell	-	-	190	-	190	-	-	185	-	185
Lithgow	14	-	308	-	322	6	-	331	-	337
Long Bay Correctional Complex	168	-	942	2	1112	249	2	918	2	1171
Long Bay Hospital	110	-	308	-	418	126	1	268	2	397
Long Bay Hospital - Medical Ward	3	-	18	-	21	4	1	8	1	14
Long Bay Hospital - Psychiatric Unit	10	-	78	-	88	6	-	82	1	89
Metropolitan Medical Transient Centre	95	-	208	-	303	115	-	176	-	291
Hospital Annexes ³	2	-	4	-	6	1	-	2	-	3
Metropolitan Special Programs Centre	51	-	587	2	640	112	-	607	-	719
Acute Crisis Management Unit	3	-	5	2	10	6	-	3	-	9
Assessment Unit	3	-	41	-	44	7	-	53	-	60
Industrial Training Unit	-	-	123	-	123	-	-	130	-	130
Non-Work Release	-	-	114	-	114	-	-	117	-	117
Work Release	-	-	9	-	9	-	-	13	-	13
Kevin Waller Unit	4	-	7	-	11	4	-	10	-	14
Lifestyles Unit ⁴	2	-	3	-	5	-	-	-	-	-
Ngara Nura Program	-	-	29	-	29	-	-	22	-	22
Sex Offenders Unit	-	-	326	-	326	-	-	340	-	340
Transit Unit	39	-	24	-	63	95	-	49	-	144
Violence Prevention Program ⁵	-	-	29	-	29	-	-	-	-	-
Special Purpose Centre	7	-	47	-	54	11	1	43	-	55
Special Purpose Centre	6	-	38	-	44	9	1	36	-	46

APPENDIX 36 CONTINUED

Correctional Centre	Population at 30 June 2002					Population at 29 June 2003				
	Remand ¹		Sentenced		Total	Remand ¹		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
Developmentally Delayed Unit	1	-	9	-	10	2	-	7	-	9
Mannus	-	-	155	-	155	-	-	150	-	150
Metropolitan Remand and Reception	583	-	275	-	858	687	-	189	-	876
Mulawa	-	135	-	129	264	-	137	-	128	265
Oberon	-	-	99	-	99	-	-	94	-	94
Parklea	247	1	177	1	426	240	-	195	-	435
Maximum	247	1	90	1	339	240	-	107	-	347
Minimum						-	-	88	-	88
Non- Work Release	-	-	73	-	73	-	-	82	-	82
Work Release	-	-	14	-	14	-	-	6	-	6
Parramatta	158	-	150	-	308	176	-	222	-	398
St Heliers	-	-	244	-	244	-	-	254	-	254
Non-Mobile Camp	-	-	234	-	234	-	-	248	-	248
Mobile Camp	-	-	10	-	10	-	-	6	-	6
Silverwater	-	-	419	-	419	-	-	322	-	322
Non-Work Release	-	-	359	-	359	-	-	280	-	280
Work Release	-	-	60	-	60	-	-	42	-	42
Tamworth	25	-	33	-	58	34	-	50	-	84
Medium	-	-	-	-	-	34	-	21	-	55
Minimum ⁶	-	-	-	-	-	-	-	29	-	29
Court Complexes ^{7, 8}	74	2	13	-	89	48	3	6	1	58
Transitional Centres ⁹	-	-	-	23	23	-	-	-	26	26
Bolwara House Transitional Centre	-	-	-	6	6	-	-	-	7	7
Parramatta Transitional Centre	-	-	-	17	17	-	-	-	19	19
PERIODIC DETENTION CENTRES	-	-	821	69	890	-	-	749	62	811
Administration	-	-	20	1	21	-	-	18	-	18
Bathurst	-	-	28	2	30	-	-	34	1	35
Broken Hill	-	-	6	-	6	-	-	2	-	2
Campbelltown ¹⁰	-	-	-	-	-	-	-	63	-	63

APPENDIX 36 CONTINUED

Correctional Centre	Population at 30 June 2002					Population at 29 June 2003				
	Remand 1		Sentenced		Total	Remand 1		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
Grafton			34	-	34	-	-	19	-	19
Mannus	-	-	21	4	25	-	-	20	2	22
Metropolitan Weekend (Stage 1) ¹¹	-	-	228	-	228	-	-	-	-	-
Metropolitan Mid-Week (Stage 1) ¹¹	-	-	95	-	95	-	-	-	-	-
Metropolitan (Stage 2) ¹¹	-	-	92	-	92	-	-	-	-	-
Norma Parker	-	-	-	20	20	-	-	-	31	31
Norma Parker Mid-Week	-	-	-	22	22	-	-	-	17	17
Parklea	-	-	108	-	108	-	-	112	-	112
Silverwater Weekend (Stage 1) ¹²	-	-	-	-	-	-	-	177	-	177
Silverwater Mid-Week (Stage 1) ¹²	-	-	-	-	-	-	-	87	-	87
Silverwater (Stage 2) ¹²	-	-	-	-	-	-	-	63	-	63
Tamworth	-	-	14	-	14	-	-	16	-	16
Tomago	-	-	98	8	106	-	-	73	7	80
Wollongong	-	-	77	12	99	-	-	65	4	69
TOTAL	1509	144	6676	466	8795	1711	148	6641	448	8948

1 Includes inmates held on remand and those held beyond the expiry of any sentence pending deportation. In this publication, appellants are counted as sentenced inmates.

2 Includes inmates temporarily absent from a correctional centre and those held in court complexes operated by the Department of Corrective Services. Excludes those housed in Transitional Centres. Inmates may be released temporarily from a correctional centre for a variety of reasons specified under s26(1) of the Crimes (Administration of Sentences) Act 1999. Inmates housed in Transitional Centres are shown separately.

3 Includes annexe at Prince of Wales Hospital (Secure Unit).

4 The Lifestyles Unit of the Metropolitan Special Programs Centre closed on 3 April 2003.

5 The Violence Prevention Unit of the Metropolitan Special Programs Centre closed on 28 June 2003 (to undergo refurbishment).

6 The first inmates at Tamworth (Minimum security) were received on 17 October 2002.

7 The Department has managed the operation of a small number of court cell complexes since 1992. The number of complexes under management has increased dramatically in recent years, and the Department currently manages 15 court cell complexes in NSW which operate on a 24 hour basis. The number of inmates held in these complexes varies widely during the week and the numbers shown here, which are for the last Sunday of the financial year, should not be taken as indicative of the average numbers held throughout the week. Inmates temporarily absent from a correctional centre who were held in a court complex at the time of reporting are recorded against the correctional centre from which they are absent rather than at the court complex. Police custody detainees are included as remand inmates.

8 Persons held under the management of departmental staff at other court complexes (those which do not operate on a 24 hour basis) have been included here for the first time. These courts hold small numbers of persons for short periods of time whilst the court is in session. These persons are received and discharged on the same day.

9 Transitional Centres house inmates temporarily released under s26(1) of the Crimes (Administration of Sentences) Act 1999. These inmates are not included in the totals.

10 The first detainees at Campbelltown PDC were received during the week ending 13 October 2002.

11 The last detainees at Metropolitan PDC (Weekend, Mid-Week and Stage 2 programs) were transferred during the week ending 6 October 2002.

APPENDIX 37 LEGAL STATUS OF INMATES HELD AS AT 30 JUNE 2002 BY ABORIGINALITY¹ AND GENDER

Legal Status	Aboriginal/Torres Strait Islander		Non-Aboriginal/ Torres Strait Islander		Unknown		Total	
	Male	Female	Male	Female	Male	Female	Male	Female
Sentenced, no appeal current								
Full-time sentence	954	96	4305	238	28	2	5287	336
Forensic patient	14	2	76	1	-	-	90	3
Fine Default	-	-	-	-	-	-	0	0
Periodic Detention	70	8	734	60	11	-	815	68
Sub-total Sentenced	1038	106	5115	299	39	2	6192	407
Appellant	63	8	400	45	1	-	464	53
Remand/Trial	246	42	1198	98	46	2	1490	142
Awaiting Sentence	-	-	2	-	-	-	2	0
Awaiting Deportation	-	-	7	-	-	-	7	0
Awaiting Extradition	-	-	2	-	-	-	2	0
Civil Prisoner	-	-	-	-	-	-	0	0
Total	1347	156	6724	442	86	4	8157	602

1. Aboriginality as self reported on reception into custody. The method for determining Indigenous status changed in 2002/03. Previously, the Indigenous status current at the time of the Census was recorded. Under new counting rules, an offender is recorded as being Indigenous where any current or past records reported the offender as being Indigenous.

APPENDIX 38 ANNUAL TRENDS IN THE INMATE POPULATION; 1998/99 TO 2002/03

Year Ending 30 June	Daily Average ¹	Rate per 100,000 adults ²	% Change in Average from last year	Lowest Weekly State ³	Highest Weekly State ³	Difference between Lowest and Highest Weekly State	
						No.	% of Average
1999	6835	143.2	7.8%	6475	7240	765	11.2%
2000	7272	150.3	6.4%	7107	7416	309	4.2%
2001	7490	153.1	3.0%	7315	7794	479	6.4%
2002	7667	152.9	2.4%	7465	7861	396	5.2%
2003	7854	154.8 ⁴	2.4%	7726	8062	336	4.3%

1. Excluding the number in periodic detention and court complexes.

2. Based on estimates of the mean resident adult population (18 years+) population of New South Wales for each year. Method revised in 2002/03, previously estimates of the NSW adult population were based on the population as at 30 June only. Figures for previous years have been recalculated in accordance with revised methodology.

3. Taken at midnight each Sunday, excluding periodic detainees.

4. Preliminary figure.

APPENDIX 39 APPENDIX SPONSORSHIPS

No sponsorships were received by the Department in 2002/03.

APPENDIX 40 NUMBER OF INMATES IN NSW CUSTODY AS AT 30 JUNE BY ABORIGINALITY ¹ 1992 TO 2002

Year ending 30 June	Full-time custody				Periodic detention				Total
	Non-Aboriginal/TSI		Aboriginal/TSI		Non-Aboriginal/TSI		Aboriginal/TSI		
	M	F	M	F	M	F	M	F	
1992	5331	287	567	43	1157	62	32	6	7485
1993	5440	265	647	40	1145	53	38	4	7632
1994	5383	261	717	59	1155	85	47	4	7711
1995	5297	268	773	46	1212	84	58	11	7749
1996	5126	272	803	66	1249	92	75	8	7691
1997	5206	293	851	61	1336	112	83	15	7957
1998	5214	275	903	83	1134	97	91	13	7810
1999	5723	337	1076	106	962	103	69	6	8382
2000	5808	356	1068	98	1024	96	71	11	8532
2001	6106	385	1114	130	892	70	75	8	8780
2002	6065	386	1277	148	745	60	70	8	8759

1. Aboriginality as self reported at reception into custody. Inmates whose Aboriginality was shown as "Unknown" in the Census are counted as non-Aboriginal/TSI. The method for determining Indigenous status changed in 2002/03. Previously, the Indigenous status current at the time of the Census was recorded. Under new counting rules, an offender is recorded as being Indigenous where any current or past records reported the offender as being Indigenous. Source: NSW Inmate Census

APPENDIX 41 COST PER INMATE PER DAY BY SECURITY CLASSIFICATION

	1998/99	1999/00	2000/01	2001/02	2002/03
	\$	\$	\$	\$	\$
Maximum	177.43	181.14	182.59	208.13	218.71
Medium	161.35	163.19	160.06	168.59	169.35
Minimum	129.09	138.93	144.67	165.14	172.77

APPENDIX 42 MAJOR WORKS IN PROGRESS, COST TO DATE, ESTIMATED DATES OF COMPLETION AND COST OVERRUNS

Goulburn Stage 2		Dillwynia Correctional Centre (200 bed)	Completion date	Dec 2006	
Cost to date	\$46.64M	Cost to date	\$51.55M	Cost overruns	Nil
Completion date	June 2004	Completion date	Oct 2003	Long Bay Hospital Redevelopment	
Cost overruns	Nil	Cost overruns	Nil	Cost to date	\$0.53M
Long Bay Redevelopment		Parklea Remand Centre	Completion date	Jun 2006	
Cost to date	\$32.87M	Cost to date	\$37.59M	Cost overruns	Nil
Completion date	July 2006	Completion date	Feb 2005	Mental Health Assessment Units	
Cost overruns	Nil	Cost overruns	Nil	Cost to date	\$3.53M
Kempsey Correctional Centre		Silverwater Infrastructure	Completion date	Jun 2005	
Cost to date	\$68.31M	Cost to date	\$4.93M	Cost overruns	Nil
Completion date	Jun 2004	Completion date	Dec 2002	Reasons for significant delays etc. to Major Works on Programs	Nil
Cost overruns	Nil	Cost overruns	Nil		
		Mid Western Correctional Centre	Cost to date	\$1.91M	

APPENDIX 43 VICTIMS AWARENESS PROJECT

Funding under this project is only provided to one organisation, Enough is Enough Anti Violence Movement Inc.

Year	Amount (excl. GST)
1998/1999	\$65,000
1999/2000	\$75,500
2000/2001	\$69,224
2001/2002	\$69,224
2002/2003	\$72,084

APPENDIX 44 VICTIMS OF VIOLENT CRIME GRANTS PROGRAM FUNDING ALLOCATION

Organisation	2002/03 Funding (excl. GST)
Anti Violence Project Men's Resource Centre Inc.	\$14,200
Citizen Advocacy Northwest Inc.	\$15,000
Rosie's Place Inc	\$12,280
Central Coast Community Women's Health Centre Ltd	\$15,000
Advocates for Survivors of Child Abuse (ASCA)	\$15,000
Bankstown Women's Refuge and Resource Centre	\$8,300
Women's Legal Resources Ltd	\$15,000
Linking Women with Safety Across Communities Inc.	\$11,300
Blue Mountains Women's Health Centre	\$15,000
Durahrwa Training and Development Aboriginal Corporation	\$15,000
Life Activities Inc.	\$14,670
St Vincent de Paul Society	\$8,223
Streetwise Communications	\$15,000
Enough is Enough Anti Violence Inc.	\$6,870
Coonamble Local Aboriginal Land Council	\$7,700
Homicide Victims Association	\$7,150
Central West Family Support Group	\$10,925
TOTAL	\$206,618

APPENDIX 45 OVERSEAS VISITS

OFFICERS	PERIOD	DAYS	COUNTRIES/CITIES VISITED	PURPOSE	COST \$	SOURCE OF FUNDS
John Klok Assistant Commissioner	13 October 2002 18 October 2002	5	Denpasar, Indonesia	To attend 22nd Asian and Pacific Conference of Correctional Administrators	3916.60	Recurrent allocation
Lawrie Yeomans Director Executive Support and Ministerial Liaison Unit	13 October 2002 18 October 2002	5	Denpasar, Indonesia	To attend 22nd Asian and Pacific Conference of Correctional Administrators	3,836.70	Recurrent allocation
Peter Peters Executive Director—Office of the Commissioner	20 October 2002 25 October 2002	5	Netherlands	To attend "International Corrections and Prisons Association Annual Conference" (ICPA)	7,264.19	Recurrent allocation
Pat Maurer Director—Aboriginal Support and Planning Unit	02 September 2002 06 September 2002	4	Albuquerque, New Mexico USA	To attend "Healing Our Spirit Worldwide Conference"	2,059.35	Recurrent allocation
Anne Young Clinical Coordinator Sex Offender Programmes	02 October 2002 05 October 2002	3	Montreal, Canada	To attend the 21st Annual Conference for the Treatment of Sexual Abusers	1,058.92	Recurrent allocation
Natalie Mamone Clinical Psychologist, CUBIT	02 October 2002 05 October 2002	33	Montreal, Canada	To attend the 21st Annual Conference for the Treatment of Sexual Abusers	740.00	Recurrent allocation
Natalie Mamone Clinical Psychologist, CUBIT	10 September 2002 14 September 2002	4	Vienna, Austria	To attend "Sexual Abuse and Sexual Violence: from Understanding to protection and prevention" conference	2,903.00	Recurrent allocation
Maria Kevin Research Officer, Research & Statistics Unit	02 December 2002 05 December 2002	3	Hongkong	To attend the "International Conference Offender Rehabilitation in the 21st Century"	2,787.24	Recurrent allocation
Mark Lam Unit Leader Parramatta District Office Probation & Parole	02 December 2002 05 December 2002	3	Hongkong	To attend the "International Conference Offender Rehabilitation in the 21st Century"	3,000.00	Recurrent allocation
Luke Grant Assistant Commissioner Offender Management	02 December 2002 05 December 2002	3	Hongkong	To attend the "International Conference Offender Rehabilitation in the 21st Century"	5,148.88	Recurrent allocation

APPENDIX 45 CONTINUED

Beverly Chidgey Psychologist Parklea Correctional Centre	13 January 2003 28 March 2003	10 Weeks	Palmerston North New Zealand	Secondment to work with New Zealand Department of Corrections Psychological Services	1,000.00	Recurrent allocation
Kay Lord Director Human Resources Management	17 April 2003 28 April 2003	12	United Kingdom	To research the possibility of staff exchanges to support both professional development in Custodial and Community Offender Management and Management /Leadership Development	9,079	Recurrent allocation
Kay Lord Director Human Resources Management	29 April 2003 06 May 2003	8	Montreal, Canada	To research the possibility of staff exchanges to support both professional development in Custodial and Community Offender Management and Management /Leadership Development		Recurrent allocation
Sandie Jessamine Regional Coordinator ADO, HIV & Health Promotion Long Bay	06 April 2003 12 April 2003	7	Thailand	To attend an International Conference on the reduction of drug related harm"	3,000	Recurrent allocation
Tony Shedden Probation and Parole Officer Cessnock Office	26 April 2003 04 July 2003	10 weeks	Britain, Scandinavia and North America	Professional Development Reimbursement Scholarship. To visit correctional centres and probation and parole offices	3,000	Recurrent allocation
					48,791.24	

APPENDIX 46 CORRECTIONAL CENTRE AND CUSTODIAL COMMAND ADDRESSES

Remand Facilities And Special Programs

Address: Long Bay Correctional Complex Anzac Parade Malabar
 Telephone: (02) 9289 2705
 Fax: (02) 9289 2100
 Postal Address:
 PO Box 13, MATRAVILLE 2036

Womens Facilities & Services

Address: Holker Street Silverwater 2128
 Telephone: (02) 9289 5197
 Fax: (02) 9289 5289
 Postal Address:
 Locked Bag 115 SILVERWATER NSW 1811

North-west Regional Office

Address: Cnr Maitland & Francis Street Muswellbrook 2333
 Telephone: (02) 6549 0400
 Fax: (02) 6541 1136
 Postal Address:
 PO Box 607 MUSWELLBROOK NSW 2333

South-west Regional Office

Address:
 Level 1 56 Clinton Street Goulburn 2580
 Telephone: (02) 4823 2222
 Fax: (02) 4822 1518
 Postal Address:
 PO Box 952 GOULBURN NSW 2580

South-west Sub Regional Office

Address:
 596 Great Western Highway Lithgow 2790
 Telephone: (02) 6350 2212
 Fax: (02) 6352 1433
 Postal Address:
 PO Box 399 Lithgow NSW 2790
 Security & Investigations Branch
 Address:

Jamieson Street Silverwater 2128
 Telephone: (02) 9289 5003
 Fax: (02) 9748 0126
 Postal Address:
 Locked Bag 3 Australian Post Business Centre SILVERWATER NSW 1811

Bathurst Correctional Complex

Address:
 Cnr Brookmore Avenue & Browning Street Bathurst 2795
 Telephone: (02) 6338 3282
 Fax: (02) 6338 3239
 Postal Address:
 PO Box 166 BATHURST NSW 2795

Berrima Correctional Centre

Address: Argyle Street Berrima 2577
 Telephone: (02) 4860 2555
 Fax: (02) 4860 2509
 Postal Address:
 PO Box 250 BERRIMA NSW 2577

Bolwara House Transitional Centre

Address: Lot 2 Old Bathurst Road Emu Plains 2750
 Telephone: (02) 4735 7098

Fax: (02) 4735 5972
 Postal Address:
 Locked Bag 2 Penrith NSW 2751

Brewarrina (Yetta Dhinnakkal) Correctional Centre

Address: 'Glenelg' Brewarrina 2839
 Telephone: (02) 6874 4717
 Fax: (02) 6874 4721
 Postal Address:
 PO Box 192 BREWARRINA NSW 2839

Broken Hill Correctional Centre

Address:
 109 Gossan Street Broken Hill 2880
 Telephone: (08) 8087 3025
 Fax: (08) 8088 1565
 Postal Address:
 PO Box 403 BROKEN HILL NSW 2880

Cessnock Correctional Centre

Address: Lindsay Street Cessnock 2325
 Telephone: (02) 4993 2333
 Fax: (02) 4993 2282
 Postal Address:
 PO Box 32 CESSNOCK NSW 2325

Cooma Correctional Centre

Address: 1 Vale Street Cooma 2630
 Telephone: (02) 6455 0333
 Fax: (02) 6452 2491
 Postal Address:
 Locked Bag 7 COOMA NSW 2630

Emu Plains Correctional Centre

Address:
 Old Bathurst Road Emu Plains 2750
 Telephone: (02) 4735 0200
 Fax: (02) 4735 5843
 Postal Address:
 Locked Bag 6 PENRITH NSW 2754

Glen Innes Correctional Centre

Address:
 Gwydir Highway Glen Innes 2370
 Telephone: (02) 6733 5766
 Fax: (02) 6733 5741
 Postal Address:
 Locked Bag 900 GLEN INNES NSW 2370

Goulburn Correctional Complex

Address: Maud Street Goulburn 2580
 Telephone: (02) 4827 2222
 Fax: (02) 4827 2230
 Postal Address:
 PO Box 264 GOULBURN NSW 2580

Grafton Correctional Centre

Address: 170 Hoof Street Grafton 2460
 Telephone: (02) 6642 2133
 Fax: (02) 6642 7419
 Postal Address:
 PO Box 656 GRAFTON NSW 2460

Ivanhoe (Warakirri) Work Centre

Address: 33 Mitchell Street Ivanhoe 2878
 Telephone: (02) 6995 1403
 Fax: (02) 6995 1404
 Postal Address:
 PO Box 109 IVANHOE NSW 2878

John Morony Correctional Complex

(John Morony 1 and John Morony 2)
 Address:
 The Northern Road South Windsor
 Telephone: (02) 4582 2222
 Fax: (02) 4582 2261
 Postal Address:
 Locked Bag 654 WINDSOR NSW 2756

Junee Correctional Centre

Address:
 Park Lane Junee 2663
 Telephone: (02) 6924 3222
 Fax: (02) 6924 3197
 Postal Address:
 PO Box 197 JUNEE NSW 2663

Kirkconnell Correctional Centre

Address:
 Sunny Corner Road Yetholme 2795
 Telephone: (02) 6337 5219
 Fax: (02) 6337 5113
 Postal Address:
 P O Box 266 BATHURST NSW 2795

Lithgow Correctional Centre

Address:
 596 Great Western Highway Lithgow 2790
 Telephone: (02) 6350 2222
 Fax: (02) 6350 2220
 Postal Address:
 PO Box 666 LITHGOW NSW 2795

Long Bay Correctional Complex

Address: 1300 Anzac Parade Malabar
 Telephone: (02) 8304 2000
 Fax: (02) 9289 2121
 Postal Address:
 PO Box 13 MATRAVILLE NSW 2036

Long Bay Hospital & Metropolitan Medical Transient Centre

Address: 1300 Anzac Parade Malabar
 Telephone: (02) 9289 2900
 (02) 9289 2401
 Fax: (02) 9311 3364
 Postal Address:
 Locked Bag 24, MATRAVILLE NSW 2036

Mannus Correctional Centre

Address: Linden
 Roth Drive Mannus via Tumbarumba 2653
 Telephone: (02) 6941 0333
 Fax: (02) 6948 5291

Metropolitan Remand & Reception Centre (Mrrc)

Address: Holker Street Silverwater 2128
 Telephone: (02) 9289 5600
 Fax: (02) 9289 5929

Postal Address:
 Private Bag 144 SILVERWATER NSW 1811

Metropolitan Special Programs Centre

Address: 1300 Anzac Parade Malabar
 Telephone: (02) 9289 2300
 Fax: (02) 9289 2103

Postal Address:

Locked Bag 21 MATRAVILLE NSW 2036

Mid-west Correctional Centre

Address: Mudgee Road Wellington

Information Office:

24-28 Swift Street Wellington

Telephone/Fax:

(02) 6845 3730

Postal Address:

PO Box 368 WELLINGTON NSW 2820

Mulawa Correctional Centre

Address: Holker Street Silverwater 2128

Telephone: (02) 9289 5399

Fax: (02) 9647 1409

Postal Address:

Locked Bag 130 Australian Business Post,
SILVERWATER NSW 1811**Oberon Young Offenders****Correctional Centre**

Address: Gurnang

Road Shooters Hill via OBERON 2787

Telephone: (02) 6335 5248

Fax: (02) 6335 5220

Postal Address:

Locked Bag 2, OBERON NSW 2787

Parklea Correctional Centre

Address: 66 Sentry Drive Parklea 2768

Telephone: (02) 9626 7122

Fax: (02) 9626 5657

Postal Address:

Box 6148 BLACKTOWN NSW 2148

Parramatta Correctional Centre

Address:

Cnr O'Connell and Dunlop Streets North

Parramatta 2151

Telephone: (02) 9683 0300

Fax: (02) 9630 3763

Postal Address:

Locked Bag 2 NORTH PARRAMATTA NSW
2151**Parramatta Transitional Centre**

Address:

124 O'Connell Street Parramatta 2151

Telephone: (02) 9890 1389

Fax: (02) 9890 1455

Silverwater Correctional Centre

Address: Holker Street Silverwater 2128

Telephone: (02) 9289 5100

Fax: (02) 9289 5209

Postal Address:

Locked Bag 115 Australian Post Business
Centre, SILVERWATER NSW 1811**St Heliers Correctional Centre**

Address:

McCullys Gap Road Muswellbrook 2333

Telephone: (02) 6543 1166

Fax: (02) 6543 1944

Postal Address:

PO Box 597 MUSWELLBROOK NSW 2333

Tamworth Correctional Centre

Address:

Cnr Dean & Johnson Streets Tamworth
2340

Telephone: (02) 6766 4977

Fax: (02) 6766 4851

APPENDIX 47 PROBATION AND PAROLE ADDRESSES**DISTRICT OFFICES****Albury District Office**

556 David Street

ALBURY. 2640

P.O. Box 809

Telephone (02) 6041 2933

Fax: (02) 6041 1353

Armidaale District Office

State Government Office Block

Cnr Dumaresq and Faulkner Streets

ARMIDALE. 2350

P.O. Box 633

Telephone (02) 6772 2073

Fax (02) 6771 2107

Bankstown District Office

Level 2 (1st Floor)

41-45 Rickard Road

BANKSTOWN. 2200

P.O. Box 470, Bankstown 1885

Telephone (02) 9707 2144

Fax (02) 9707 2521

Batemans Bay District Office

Suite 21, Citi Centre

10 Orient Street

BATEMANS BAY. 2536

P.O. Box 331

Telephone (02) 4472 4987

Fax (02) 4472 8452

Bathurst District Office

NSW Government Offices

Suite 3, 140 William Street

BATHURST. 2795

P.O. Box 143

Telephone (02) 6332 2737

Fax (02) 6332 2782

Bega District Office

Suite 9, 1st Floor

106 Auckland Street

BEGA. 2550

P.O. Box 267

Telephone (02) 6492 3144

Fax (02) 6492 4286

Blacktown District Office

9 Second Avenue

BLACKTOWN. 2148

P.O. Box 473

Telephone (02) 9671 4266

Fax (02) 9831 7189

Bourke District Office

22 Richard Street

BOURKE. 2840

P.O. Box 91

Telephone (02) 6872 2455

Fax (02) 6872 2592

Bowral District Office

Suites 1 & 2, 2a Walker Street

BOWRAL. 2576

P.O. Box 477

Telephone (02) 4861 3777

Fax (02) 4862 2102

Broken Hill District Office

State Government Office Black

32 Sulphide Street

BROKEN HILL. 2880

P.O. Box 459

Telephone (08) 8087 9155

Fax (08) 8087 1062

Burwood District Office

Level 1, 27-29 Burwood Road

BURWOOD. 2134

P.O. Box 118

Telephone (02) 9745 2211

Fax (02) 9745 3494

Campbelltown District Office

Level 7, 138 Queen Street

CAMPBELLTOWN. 2560

P.O. Box 332

Telephone (02) 4625 9922

Fax (02) 4625 3052

Casino District Office

117 Barker Street

CASINO. 2470

P.O. Box 667

Telephone (02) 6662 4311

Fax (02) 6662 6979

Cessnock Parole Unit

Cessnock Correctional Centre

Off Lindsay Street

CESSNOCK. 2325

P.O. Box 173

Telephone (02) 4991 1702

Fax (02) 4990 2315

Chatswood District Office

1st Floor, 2 Help Street

CHATSWOOD. 2067

P.O. Box 5372, Chatswood West 2057

Telephone (02) 9413 1822

Fax (02) 9413 4746

City District Office

Ground Floor

13-15 Wentworth Avenue

DARLINGHURST. 2010

P.O. Box 370, Darlinghurst, 1300

Telephone (02) 9265 7500

Fax (02) 9264 2576

Coffs Harbour District Office

60 Moonee Street,

COFFS HARBOUR. 2450

P.O. Box 24

Telephone (02) 6652 6933

Fax (02) 6652 1123

Cooma District Office

NSW Government Office Block

39 Bombala Street

COOMA. 2630

P.O. Box 708

Telephone (02) 6452 1903

Fax (02) 6452 5481

Coonamble District Office

Shop 2, Kookaburra Arcade

Tooloon Street

COONAMBLE. 2829

P.O. Box 56

Telephone (02) 6822 1988

Fax (02) 6822 1163

Dee Why District Office

1st Floor, Pittwater Place

651-653 Pittwater Road

DEE WHY. 2099

P.O. Box 44, Brookvale. 2100

Telephone (02) 9982 7266

Fax (02) 9971 4359

Deniliquin District Office

Suite 2, 286 George Street

DENILIKUIN. 2710

P.O. Box 967

Telephone (03) 5881 4408

Fax (03) 5881 5325

Dubbo District Office

Unit 4, 34-36 Bultje Street

DUBBO. 2830

P.O. Box 1831

Telephone (02) 6882 9744

Fax (02) 6884 4918

Fairfield District Office

2nd Floor, 119 The Crescent

FAIRFIELD. 2165

P.O. Box 372, Fairfield 1860

Telephone (02) 9728 0111

Fax (02) 9754 1287

Forbes District Office

137 Lachlan Street

FORBES. 2871

P.O. Box 390

Telephone (02) 6852 2219

Fax (02) 6851 1434

Glen Innes District Office

Ground Floor 251 Grey Street

GLEN INNES. 2370

P.O. Box 468

Telephone (02) 6732 2644

Fax (02) 6732 4532

Gosford District Office

1st Floor, 125 Donnison Street

GOSFORD. 2250

P.O. Box 1024, Gosford

Telephone (02) 4324 3744

Fax (02) 4323 2913

Goulburn District Office

1st Floor, Newo House

23-25 Montague Street

GOULBURN. 2580

P.O. Box 481

Telephone (02) 4821 5800

Fax (02) 4821 5746

Grafton District Office

NSW Government Offices

49-51 Victoria Street

GRAFTON. 2460

P.O. Box 479

Telephone (02) 6643 2585

Fax (02) 6643 2674

Griffith District Office

NSW Government Offices

104-110 Banna Avenue

GRIFFITH. 2680

P.O. Box 2322

Telephone (02) 6964 2242

Fax (02) 6964 2375

Gunnedah District Office

Government Office Building

35-37 Abbott Street

GUNNEDAH. 2380

P.O. Box 579

Telephone (02) 6742 5220

Fax (02) 6742 4854

Hurstville District Office

Level 2, 2 Woodville Street

HURSTVILLE. 2220

P.O. Box 405

Telephone (02) 9579 6200

Fax (02) 9580 3374

Inverell District Office

NSW Government Offices

127 Otho Street

INVERELL. 2360

P.O. Box 555

Telephone (02) 6721 0309

Fax (02) 6722 5890

Junee Parole Unit**Junee Correctional Centre**

Park Lane

JUNEE. 2663

P.O. Box 197

Telephone (02) 6930 5560/61/62

Fax (02) 6924 3729

Katoomba District Office

3 Civic Place

KATOOMBA. 2780

P.O. Box 338

Telephone (02) 4782 2944

Fax (02) 4782 3802

Kempsey District Office

26 Clyde Street

KEMPSEY. 2440

P.O. Box 405

Telephone (02) 6562 7622

Fax (02) 6563 1514

Lake Macquarie District Office

2nd Floor, 7-9 Kelton Street

CARDIFF. 2285

P.O. Box 325

Telephone (02) 4956 5533

Fax (02) 4956 6701

Lismore District Office

Suite 14B, Conway Plaza

21 Conway Street

LISMORE. 2480

P.O. Box 1090

Telephone (02) 6622 1277

Fax (02) 6622 0339

Lithgow District Office

100 Main Street

LITHGOW. 2790

P.O. Box 349

Telephone (02) 6352 1555

Fax (02) 6352 1940

Liverpool District Office

171 Bigge Street,

LIVERPOOL. 2170

P.O. Box 3395, Westfield 2170

Telephone (02) 9602 2266

Fax (02) 9602 2600

Long Bay Parole Unit**Long Bay Correctional Complex**

Anzac Parade

MATRAVILLE. 2036

P.O. Box 13

Telephone (02) 9289 2172

Fax (02) 9289 2169

Maitland District Office

32 St Andrews Street

MAITLAND. 2320

P.O. Box 227

Telephone (02) 4933 4333

Fax (02) 4934 3106

Moree District Office

25 Auburn Street

MOREE. 2400

P.O. Box 809

Telephone (02) 6752 4088

Fax (02) 6752 3786

Mt. DrUITT District Office

Suites 5-7, 270 Beames Avenue

MT. DRUITT. 2770

P.O. Box V21, Mt. DrUITT Village

Telephone (02) 9625 7777

Fax (02) 9832 4615

Murwillumbah District Office

NSW Government Office Block

135 Murwillumbah Street

MURWILLUMBAH. 2484

P.O. Box 258

Telephone (02) 6672 5499

Fax (02) 6672 5926

Muswellbrook District Office

Level 3, 160 Bridge Street

MUSWELLBROOK. 2333

P.O. Box 340

Telephone (02) 6543 2255

Fax (02) 6543 2868

Narrabri District Office

NSW Government Offices

53 Maitland Street

NARRABRI. 2390

P.O. Box 65

Telephone (02) 6792 4457

Fax (02) 6792 1963

Newcastle District Office

3rd Floor, Eagle Building

25 Watt Street

NEWCASTLE. 2300

P.O. Box 439

Telephone (02) 4929 3921

Fax (02) 4929 4683

Newtown District Office

93-99 King Street

NEWTOWN. 2042

P.O. Box 223

Telephone (02) 9550 4056

Fax (02) 9550 4068

Nowra District Office

Housing Commission Building
Level 1, 24 Berry Street
NOWRA. 2451
P.O. Box 694

Telephone (02) 4422 1599

Fax (02) 4421 8186

Orange District Office

NSW Government Offices
CNR. Kite and Anson Streets
ORANGE. 2800
P.O. Box 53

Telephone (02) 6361 4666

Fax (02) 6362 0454

Parramatta District Office

Level 1, Enterprise House
1 Fitzwilliam Street
PARRAMATTA. 2150
P.O. Box 666, Parramatta 2124

Telephone (02) 9685 2666

Fax (02) 9685 2600

Penrith District Office

Suite 8, Ground Floor
Danallam House
311 High Street
PENRITH. 2750
P.O. Box 436, Penrith 2751

Telephone (02) 4731 1511

Fax (02) 4721 1020

Port Macquarie District Office

1st Floor, Marena House
17 Short Street
PORT MACQUARIE. 2444
P.O. Box 783

Telephone (02) 6583 6677

Fax (02) 6584 1917

Queanbeyan District Office

Suite 1, Level 1,
7-9 Morriset Street
QUEANBEYAN. 2620
P.O. Box 823

Telephone (02) 6298 0000

Fax (02) 6297 4775

Silverwater Parole Unit

MRRRC, Holker Street,
SILVERWATER. 2141
Private Bag 144,
Australian Business Centre

Telephone (02) 9289 5945

Fax (02) 9289 5954

Sutherland District Office

Suite 5A, 1st Floor,
49 Eton Street,
SUTHERLAND. 2232
P.O. Box 521

Telephone (02) 9521 3544

Fax (02) 9545 3587

Tamworth District Office

143 Marius Street
TAMWORTH. 2340
P.O. Box 1013

Telephone (02) 6766 7444

Fax (02) 6766 7348

Taree District Office

1st Floor, Clarence Building
Cnr. Wynter and Wonga Streets
TAREE. 2430
P.O. Box 92

Telephone (02) 6552 7599

Fax (02) 6551 2648

Tumut District Office

76 Capper Street
TUMUT. 2720
P.O. Box 488

Telephone (02) 6947 4104

Fax (02) 6947 4116

Wagga Wagga District Office

NSW Government Offices
57 Gurwood Street
WAGGA WAGGA. 2650
P.O. Box 791

Telephone (02) 6921 2950

Fax (02) 6921 2862

Windsor District Office

1st Floor
494 George Street
SOUTH WINDSOR. 2756
P.O. Box 625

Telephone (02) 4577 4250

Fax (02) 4577 4744

Wollongong District Office

Block H
State Government Office Block
84 Crown Street
WOLLONGONG. 2500
P.O. Box 340, Wollongong East 2520

Telephone (02) 4226 1928

Fax (02) 4226 9567

Young District Office

3 Junction Street
YOUNG. 2594
P.O. Box 611

Telephone (02) 6382 3599

Fax (02) 6382 4789

Home Detention Program

Bankstown

Level 2 (First Floor)
41-45 Rickard Road
BANKSTOWN. 2200

Telephone (02) 9707 2144

Fax (02) 9707 2521

Campbelltown

Level 7, 138 Queen Street
CAMPBELLTOWN. 2560

Telephone (02) 4625 9765

Fax (02) 4625 3052

City

Ground Floor
13-15 Wentworth Avenue
DARLINGHURST. 2010

Telephone (02) 9265 7535

Fax (02) 9264 2576

LONG JETTY. 2261

Telephone (02) 4333 1344

Fax (02) 4934 7905

Maitland

32 St. Andrews Street
MAITLAND. 2320

Telephone (02) 4933 8124

Fax (02) 4933 9401

Parramatta

Level 1, Enterprise House
1 Fitzwilliam Street
PARRAMATTA. 2150

Telephone (02) 9685 2670

Fax (02) 9685 2688

Wollongong

State Government Office Block
84 Crown Street
WOLLONGONG. 2500

Telephone (02) 4226 8358

Fax (02) 4226 8326