



**ANNUAL REPORT 2006/07**



**NEW SOUTH WALES DEPARTMENT OF CORRECTIVE SERVICES**

## mission

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MANAGE OFFENDERS IN A SAFE, SECURE AND HUMANE MANNER AND REDUCE RISKS OF RE-OFFENDING

## vision

CONTRIBUTE TO A SAFER COMMUNITY THROUGH QUALITY CORRECTIONAL SERVICES.

## principles

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THE NEW SOUTH WALES DEPARTMENT OF CORRECTIVE SERVICES IS COMMITTED TO THE FOLLOWING PRINCIPLES IN DEALING WITH OFFENDERS, STAFF AND THE COMMUNITY:

SAFETY AND WELL-BEING OF STAFF IN AN ENVIRONMENT OF CONTINUOUS LEARNING AND PROFESSIONAL DEVELOPMENT

SAFETY, WELFARE AND POSITIVE DEVELOPMENT OF OFFENDERS

HUMAN DIGNITY AND THE WORTH OF THE INDIVIDUAL

PROFESSIONALISM AND QUALITY IN SERVICE DELIVERY

CONTINUOUS ORGANISATIONAL IMPROVEMENT

EQUITABLE, CULTURALLY DIVERSE AND FAMILY-FRIENDLY POLICIES

INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY IN THE LAWFUL CONDUCT OF DEPARTMENTAL BUSINESS

ETHICAL USE OF PUBLIC ASSETS AND RESOURCES

OPEN ENGAGEMENT WITH THE COMMUNITY

REGARD FOR COMMUNITY SAFETY AND PUBLIC INTEREST.

Photography by **Sue Paull** except video conferencing photographs by **Stephen Thomson**

### HEAD OFFICE

Department of Corrective Services  
Henry Deane Building  
20 Lee Street Sydney NSW 2000

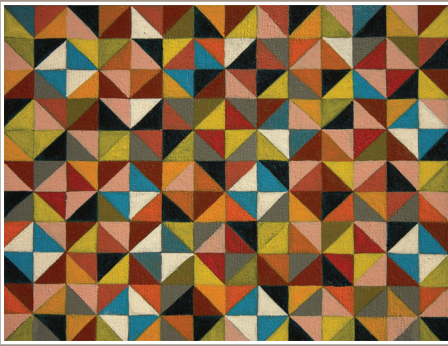
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Cover: **Nelson Awere** *Untitled*  
Acrylic on Canvas 2005 (detail)

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2	LETTER OF SUBMISSION
3	BOARD OF MANAGEMENT
7	ORGANISATION CHART
8	COMMISSIONER'S FOREWORD
12	FINANCIAL SUMMARY
13	OFFENDER MANAGEMENT AND OPERATIONS
25	OFFENDER MANAGEMENT IN CUSTODY
38	OFFENDER MANAGEMENT IN THE COMMUNITY
46	ORGANISATIONAL CAPABILITY, GOVERNANCE AND STAFF SUPPORT
58	TARGETS
61	DEPARTMENT OF CORRECTIVE SERVICES FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2007
89	APPENDICES
135	ADDRESSES
141	INDEX

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## 1.1

## Letter of Submission



## NSW Department of Corrective Services

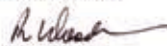
The Hon John Hatzistergos MLC  
Attorney General  
Minister for Justice  
Level 33  
Governor Macquarie Tower  
1 Farrer Place  
SYDNEY NSW 2000

Dear Minister

It is my pleasure to present the Annual Report of the Department of Corrective Services, for the year ended 30 June 2007, for presentation to Parliament.

The Report has been prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1985*, the *Public Finance and Audit Act 1983*, the *Crimes (Administration of Sentences) Act 1999*, the *Freedom of Information Act 1989*, the *Disability Services Act 1993* and the relevant Treasurer's Directions, Premier's, Treasurer's and Ministerial Memoranda and Treasury Circulars.

Yours sincerely

  
RON WOODHAM  
Commissioner  
27 October 2007

# 2.1

## Board of Management

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### Commissioner

#### Ron Woodham PSM

Ron Woodham was appointed Commissioner of Corrective Services in January 2002. Commissioner Woodham has been with corrective services since 1966. He is responsible to the Minister for all of the Department's activities.

Under Commissioner Woodham's leadership, the Department has undergone significant changes regarding the management of offenders in custody and the community which strengthen community safety as well as reduce risks of re-offending.

Commissioner Woodham has directed a capital works program which resulted in modern correctional facilities at Silverwater, Kempsey, Windsor and Wellington. The integration of the Department's custodial and community-based operations is one of Commissioner Woodham's significant achievements.

Commissioner Woodham has been directly involved in establishing the Special Purpose Centre and the highly regarded therapeutic programs for specific offender groups at the Long Bay Correctional Complex. He has improved mental health facilities and services, and initiated full-time education in the Young Adult Offenders Program. He has established an effective system for internal investigations into allegations of corrupt conduct.

Commissioner Woodham has improved and expanded programs and services to Aboriginal offenders particularly in rural and remote areas.

#### Deputy Commissioner, Offender Management and Operations

##### Ian McLean MBA

Ian McLean was appointed Deputy Commissioner, Offender Management and

Operations in January 2006. Prior to this, Mr McLean was Senior Assistant Commissioner, Inmate and Custodial Services since 28 June 2002. Mr McLean has been with the NSW Department of Corrective Services for over 30 years and has been employed in a variety of correctional centres. Mr McLean has a Masters in Business Administration and has held various senior management positions for the past 14 years. As Deputy Commissioner, Offender Management and Operations, he is responsible for the management of the custodial and community corrections of the Department.

#### Deputy Commissioner, Corporate Services

##### Gerry Schipp MBA, MNIA

Gerry Schipp was appointed Deputy Commissioner, Corporate Services in January 2006. Prior to this, Mr Schipp had been Executive Director Finance and Asset Management since January 1998. He has over 27 years experience in the finance, economics and corporate support functions in the public sector. Prior to joining the Department of Corrective Services, Mr Schipp was Assistant Director General, Corporate Services in the NSW Department of Training and Education Co-ordination. In his current role, he is responsible for the overseeing of all corporate services including Finance and Asset Management, Human Resources, ICT and Legal Services.

#### Assistant Commissioner, Office of the Commissioner and Human Resources

##### Peter Peters

Peter Peters was appointed Assistant Commissioner, Office of the Commissioner in November 2006. Previously he was the Executive Director, Office of the Commissioner, a position he held since June 2002. Mr Peters has extensive senior management experience in operations, strategic planning, human resources and financial management, administration and

# 2.2

## Board of Management

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work place reform. He is responsible for planning, policy co-ordination, legislation and parliamentary support, FOI and privacy, media and community relations, research, evaluation and statistics, strategic development, sentence compliance administration and executive services, and other major Department-wide initiatives. As of October 2007, Mr Peters is also responsible for the Department's Human Resources Division.

### Assistant Commissioner, Inner and Outer Metropolitan Regions

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#### Brian Kelly

Brian Kelly was appointed Assistant Commissioner, Inner Metropolitan Region on 1 June 2006, and assumed command of the Outer Metropolitan Region in April 2007. Mr Kelly had been acting Assistant Commissioner, Security and Intelligence since 12 August 2005. He has 29 years experience with the Department of Corrective Services and has held a variety of positions including Commander Security and Investigations, Commander South West, Superintendent Operations, and Superintendent Metropolitan Remand and Reception Centre. He has extensive experience in specialist security related fields.

Mr Kelly is responsible for all correctional centres and Community Offender Services District Offices in his regions.

### Assistant Commissioner, South West Region

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#### John Dunthorne

John Dunthorne was appointed Assistant Commissioner, South West Region in June 2006. He has 29 years experience in corrections including appointments in South Australia, Queensland and New South Wales in both the private and public sector. He has managed the Goulburn Correctional Complex, Metropolitan Remand and Reception Centre, Townsville Correctional Centre, Junee Correctional Centre, Adelaide Remand Centre and Port Augusta Correctional Centre.

### Assistant Commissioner, North West Region

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#### Colin Kelaher

Col Kelaher was appointed Assistant Commissioner, North West Region in June 2006. Prior to this appointment, Mr Kelaher held the position of Executive General Manager Operations for the GEO Group Australia Pty Ltd, the largest provider of outsourced correctional management in Australia. In this role, Mr Kelaher was responsible for the operational management of correctional facilities in NSW, Queensland and Victoria.

He brings to the NSW Department of Corrective Services over 24 years of experience in government and private sector correctional management.

### Assistant Commissioner, Outer Metropolitan Region

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#### Ken Middlebrook

Ken Middlebrook was appointed Assistant Commissioner, Outer Metropolitan Region in June 2006. Prior to this appointment, he was Chief Superintendent in the Office of the Commissioner and previously held positions as Commander Security and Investigations, and Commander North West Region. He has 29 years experience with the Department of Corrective Service and has held a variety of positions in the custodial service. In 2003, he acted in the position of Senior Assistant Commissioner Community Offender Services for a 10 month period. In March 2007, Mr Middlebrook took up a temporary appointment for 12 months as Director of Operations with Corrections in the Northern Territory.

### Assistant Commissioner, Security

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#### Don Rodgers

Don Rodgers was appointed Assistant Commissioner, Security in June 2006. Previously he had been temporarily appointed Senior Assistant Commissioner, Inmate and Custodial Services in January 2005. Mr Rodgers has been with the Department of Corrective Services for over 29 years and has held all custodial ranks. He gained extensive senior executive experience when he was appointed in 2000 as Commander Metropolitan Remand Facilities and then as Commander, North West Region in 2002. During that time he relieved in the position of Commander, Security and Investigations Branch in 2003.

Mr Rodgers is responsible for Security, Intelligence and Court Escorts and associated areas, such as the state-wide Emergency Unit comprising: state-wide K9Units; Security Units; AWARES Wildlife Centre; Armoury and Corrections Intelligence Group including Tactical Intelligence Group, Urinalysis and DNA Forensic Testing Team, Support Unit, Corrective Services Investigation Unit, Taskforce SKY, Fire Control Unit, Inmate Transfers Co-ordination Unit, Special Purpose Centre, Dawn Deloas Correctional Centre, Kariiong Juvenile Correctional Centre and Security Operations.

### Assistant Commissioner, Offender Services and Programs

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#### Luke Grant MSc

Luke Grant was appointed Assistant Commissioner, Offender Services and Programs in June 2006. Before he was Assistant Commissioner Offender Management since December 2000. Mr Grant has held a number of positions in the Department in the areas of inmate classification, programs and education and comes from a background in tertiary education. The Assistant Commissioner Offender Services and Programs is responsible for offender services and programs in

# 2.3

## Board of Management

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custody and in the community including Corrective Services Industries and inmate classification and case management.

### Assistant Commissioner, Probity and Staff Development

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#### Michael Woodhouse LLB (Hons)

Michael Woodhouse joined the Department of Corrective Services in March 2001 and was appointed to the position of Executive Director, Probity and Performance Management Division in July of the same year. In November 2006, Mr Woodhouse was appointed as Assistant Commissioner, Probity and Staff Development.

Mr Woodhouse has had a wide investigative background in the UK Police Service, achieving the rank of Detective Chief Superintendent. On retirement from the UK Police he took up an appointment as head of Investigation and Intelligence Training at the NSW Police Academy, Goulburn before moving to take up a position with the ICAC in 2000 as Director of Investigations.

Mr Woodhouse is responsible for the co-ordination of the activities of the Branches forming the Probity and Staff Development Division. He chairs the Professional Conduct Management Committee and Risk Assessment Committee, a member of the Audit Committee and various other Departmental committees.

In his capacity as Chief Ethical Strategist, Mr Woodhouse is responsible for the management of professional conduct within the Department and for the Department's Guide to Conduct and Ethics and Protected Disclosures Policy.

### Executive Director, Human Resources/Assistant Commissioner Probity and Staff Development

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#### Paul Irving AM, RFD, B Com, B Leg Stud, Grad Dip Strat Stud, Dip Lab Rels & Law

Paul Irving was appointed Executive Director, Human Resources Division, of the Department in October 2003. Mr Irving has extensive senior management experience for over 30 years in human resources and related areas in the NSW public sector, including statutory authorities, central agencies and departments. Prior to his appointment, Mr Irving was the General Manager of Personnel for the Department of Education and Training. Mr Irving is responsible for all human resources and associated functions, including OHS, Workplace Relations and Staff Health Services for the Department. As of October 2007, Mr Irving has been appointed to the position of Assistant Commissioner Probity and Staff Development.

### Executive Director, Legal Services and Corporate Counsel

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#### Paul Nash Dip Law

Paul Nash was Executive Director, Legal Services and Corporate Counsel for the Department of Corrective Services until July 2007 having joined the Department in December 1990 as Acting Executive Director, Legal Services and then being appointed as Director, Legal Services in May 1992 and Corporate Counsel in February 1998. He was admitted to the Bar of New South Wales in 1977 and was admitted as a Solicitor of the Supreme Court of New South Wales in 1988. He has extensive public sector senior legal management experience with the Forestry Commission of NSW, the Public Service Board of NSW and the NSW Department of Industrial Relations as well as with the Department of Corrective Services.

### Executive Director Legal Services and Corporate Counsel

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#### Murray McPherson Dip Law

Murray McPherson has 41 years experience in the NSW public sector including 30 years experience working in the criminal justice system. In his 23 years employment with the Department of Corrective Services, Mr McPherson occupied a number of positions in the community offender and legal services areas of the Department before being appointed as Director, Legal Services. Mr McPherson was appointed to the Board of Management when he commenced acting as Executive Director, Legal Services and Corporate Counsel in July 2007.

### Executive Director, Information Communication and Technology

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#### Wayne Ruckley

Wayne Ruckley was appointed Executive Director, Information Management and Technology in 2004. In 2007 he was appointed Executive Director, Information, Communication and Technology (Chief Information Officer). He is responsible for developing an Information Communications Technology (ICT) environment which fulfils the contemporary needs of the Department.

Previously, Mr Ruckley was the Executive Director, Corrective Services Industries (CSI) for over a decade, bringing about a transformation of the performance of CSI that enabled CSI to be recognised as a world leader in correctional industry development. He has occupied a range of senior management positions within the Department, and in each has been required to significantly improve the traditional performance of those areas. His original appointment to the Department was as the Chief Accountant in 1982.

# 2.4

## Board of Management

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### Executive Director, Learning and Staff Development

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#### **Jo Quigley B.Soc Stud, Grad. Cert T&D**

Jo Quigley has worked in the Department of Corrective Services and in the former Department of Courts Administration for 20 Years. She has substantial experience in Community Offender Services and in a variety of management roles, and has worked at the Brush Farm Corrective Services Academy for the past 5 years. She was appointed to the position of Executive Director in March 2007. Ms Quigley is responsible for the delivery of staff learning and development programs across the Department, the provision of library services and the Spokeswomen's Program.

### Director General, Department of Juvenile Justice

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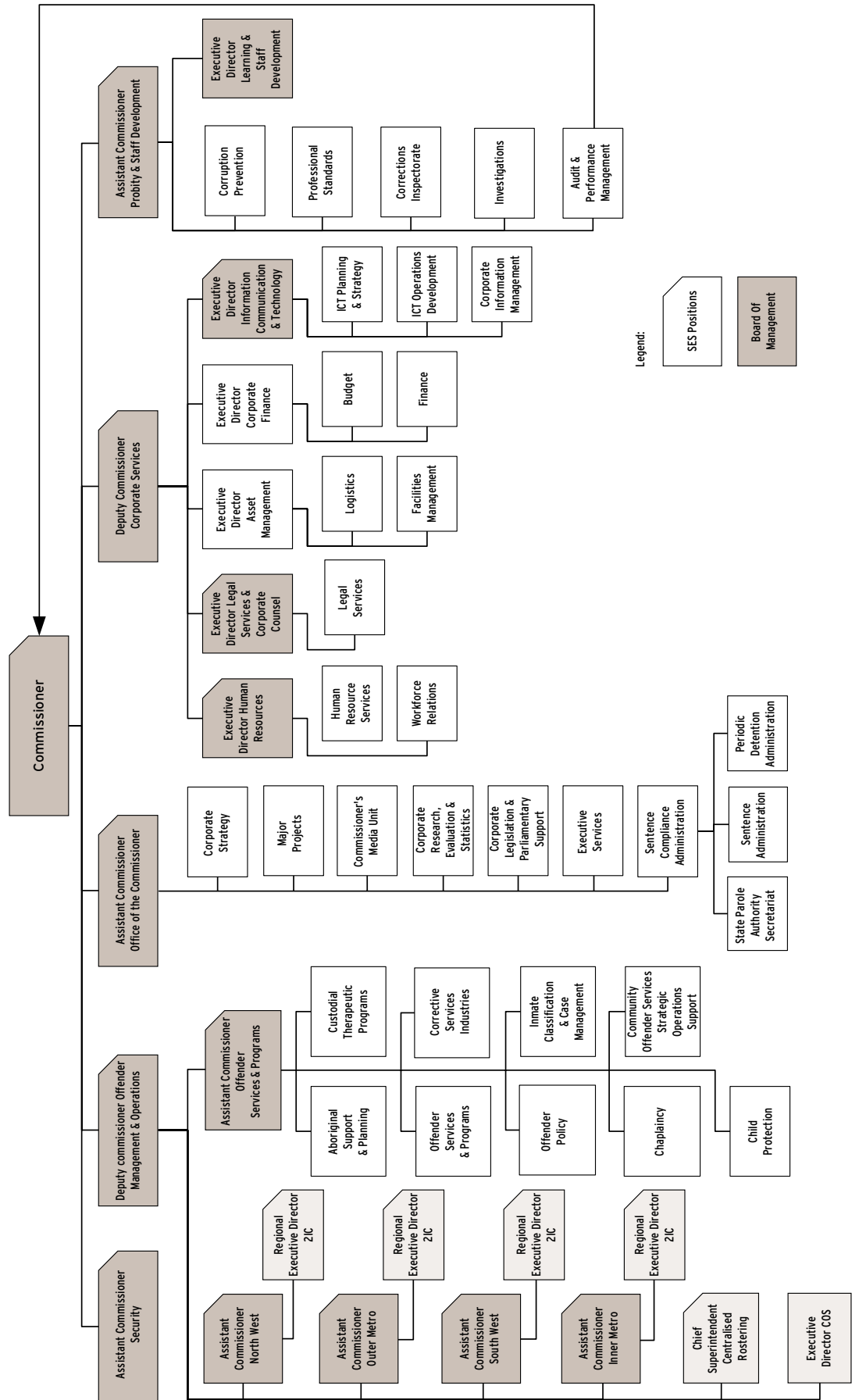
#### **Jennifer Mason**

Jennifer Mason was appointed Director General of the Department of Juvenile Justice in October 2005. She worked for a decade for the Attorney General of NSW and the former Minister of Corrective Services, and previously held positions in the Office of the Ombudsman and the Legal Aid Commission. Ms Mason is responsible for the management of juvenile facilities across the State and the community and conferencing functions of the Department of Juvenile Justice.



# 3.1

## Organisation Chart



## 4.1

## Commissioner's Foreword



The Department of Corrective Services is an integral part of the criminal justice system, working with other government and non-government agencies towards the goals of both keeping New South Wales safe and building harmonious communities.

In 2006/07, the Department's key role in this process was recognised in our appointment as lead agency responsible for delivering the State Plan's priority of reduced re-offending. This builds on our strong track record of partnering effectively with other agencies to support offenders in the community.

The Department takes a risk-based approach to offender management, where resources are allocated to address factors that increase the risk of re-offending, such as drug and alcohol abuse or homelessness. To this end, we use: What Works programs, where there is evidence that proves these programs reduce re-offending; and a whole-of-sentence approach to rehabilitating and re-settling offenders.

In the previous financial year, we began to formalise this Throughcare approach in a new integrated structure. In 2006/07, we largely completed this integration, by co-locating Executive Directors and Assistant Commissioners to provide integration in the regions and giving Regional Executive Directors oversight of E-case Management and Throughcare in their respective regions to ensure a continuum of programs from custody to community and community to custody.

We also continued to deliver savings from The Way Forward workplace reform program. In fact, the cost effective model demonstrated at the Mid North Coast Correctional Centre was recognised with a Gold Premier's Award for Business Management and Financial Performance. This helped us achieve a solid performance against budget.

During the year, we were supported in all our endeavours by the former Justice Minister, Tony Kelly MLC, and the Hon John Hatzistergos MLC, the current Minister for Justice and Attorney General.

### Increasing our focus on community supervision

While many people think of Corrective Services as being only about prisons, we in fact have twice as many clients in the community as in correctional facilities. During the year, we began the process of re-allocating Departmental resources to better supervise offenders in the community and extend programs to where they can be more effective.

For example, currently 59 percent of offenders serve six months or less and therefore do not have time to complete custodial programs. To address this issue, the Department moved program resources into the community where offenders can participate in programs longer. These community programs will be for parolees as well as for offenders who are serving their whole sentence in the community, allowing Community Service Orders and Section 12 Bonds to become more program focused. What Works programs will continue in correctional centres as outlined in the Program Compendium of approved and accredited programs.

In addition, 34 psychologists' positions were moved from correctional centres into the community. This means that, for the first time, Community Offender Services managers will have access to psychology services for offenders. These psychologists will not only be involved with the supervised offenders but also with their families, whose support can play an important role in reducing re-offending.

To bring new rigour and strength to community supervision, I also formed two new units reporting directly to me:

# 4.2

## Commissioner's Foreword

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- **Special Visitation Group**

To improve community supervision, in 2006/07 the Department formed the Special Visitation Group (SVG) to make unannounced home visits on high risk offenders in the community. This strategy, which is an Australian first, was rolled out in Campbelltown during the year and will be extended state-wide in 2007/08 starting with Dubbo and Goulburn.

- **Offender Compliance and Monitoring Unit**

In September 2006, the Department introduced a centralised Offender Compliance and Monitoring Unit (OCMU) to monitor all electronically supervised offenders, whether on home detention or external leave programs while in custody. The OCMU is supported by special legislation for compliance monitoring officers to enhance supervision. Officers in these units will be a new classification of officers, with more power than Probation and Parole Officers.

During the year, we made progress in diverting offenders from custodial sentences into community-based supervision. This included developing strategies for a pilot scheme for young offenders sentenced to full-time custody to be released to structured supervised community detention with emphasis on employment and education.

We also made substantial progress with the new facility at Tabulam which will provide an alternative to full-time custody for both Indigenous and non-Indigenous offenders who are failing to comply with their community orders. Tabulam will allow Probation and Parole Officers to work with participants and their families before, during and after the program. The same service providers will then continue programs in the community when participants leave – providing Throughcare in the truest sense of the word. If Tabulam performs well, we hope magistrates will recognise it as a suitable place for offenders to be diverted from custody.

### Compulsory Drug Treatment Correctional Centre

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In another Australian first, on 23 August 2006, the Department opened the Compulsory Drug Treatment Correctional Centre (CDTCC). The CDTCC provides a comprehensive abstinence-based treatment and rehabilitation to 100 repeat drug-dependent offenders, as a collaborative project between the Department, Justice Health and the Attorney-General's Department. Participants are now in the third stage of this program, which includes work release to assist their chances of effective community re-settlement.

### Award for Dillwynia

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Another excellent facility, Dillwynia Correctional Centre in North Western Sydney, won a Silver Award in the Social Justice category of

the Premier's Awards for its design, which reflects the need for female offenders to maintain contact with families and friends. Women at Dillwynia live in small residential units, encouraging the development of community groups in which female inmates learn life and work skills.

### Key performance indicators

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During the year, the Department upheld its core commitments to reducing re-offending and to maintaining the effective security, safety and welfare of offenders and our staff.

In 2006/07, the proportion of community-based offenders returning to corrective services (with a new custodial or community-based sentence) within two years of completion of their supervision fell from 29.6 percent to 29.0 percent, below the previous year's national average of 29.1 percent.

The Department's effective security classifications resulted in a record low in the scape rate, with no escapes from secure custody – better than the previous year's national average. There were only 10 escapes from open custody – all of whom were recaptured – as compared with 101 escapes in 1997/98.

In recognition of the success of co-ordinated strategies to reduce the incidence of suicide in custody, the Metropolitan Remand and Reception Centre (MRRC) received a Living is For Everyone (LiFE) Award from Suicide Prevention Australia to mark World Suicide Prevention Day.

In addition, the Department continued to keep its assault rates low, with serious inmate on officer and inmate on inmate assaults below the national average for the previous year.

### Strategic planning

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In 2006/07, the inmate population, which has doubled in the last nine years, reached 9,729 at its highest point. The Department continued to manage this rising population via capital works and innovative new programs, with an emphasis on community safety.

During the year, key capital works included the new correctional centre at Wellington, which is well on track and will be handed over in October 2007; and the progressive redevelopment of Silverwater Women's Correctional Centre. - including the Women's Mental Health Screening Unit and clinic.

# 4.3

## Commissioner's Foreword

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The Department will continue to increase its correctional centre capacity, with 100 additional beds planned for Kempsey, 250 for Cessnock and 500 beds at the new South Coast site.

### Post-release centres

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Given that the lack of stable accommodation is a strong predictor of the risk of re-offending, during the year, the Department opened new Post-Release Centres at Campbelltown and Malabar and completed a centre at Penrith. These centres are for offenders with inadequate post-release accommodation options who are housed safely post-release until stable in the community. With a view to making 500 of these beds available by the end of 2007/08, the Department plans to add post-release beds at Windsor, Kempsey, Wellington, Wollongong, Newcastle and Bathurst.

### Mental health

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2006/07 saw a major investment in facilities for inmates with mental health issues. For example, a \$14 million, 10 bed mental health screening unit and nine bed clinic for women were completed at the Silverwater Women's Correctional Centre.

The Department also worked with Justice Health to build two new facilities at Long Bay Correctional Complex: a \$53 million 85 bed prison hospital, which includes 40 beds for acute mental health cases; and a \$64 million 135 bed forensic hospital that will be funded and operated by NSW Health.

### Young adult offenders

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During the year, the Department introduced a new strategic framework for Young Adult Offenders with an even stronger focus on educating and training these young people for participation in the workforce post-release. As a result, we increased the number of correctional centres offering traineeships for young offenders from six to eleven. We also expanded John Morony Correctional Centre's Young Adult Offender Program, which was the first where offenders were paid a wage to participate in full-time education. In 2006/07, satellite programs increased the reach of this highly successful program, allowing young offenders to be released to structured supervised community detention with work release and education as an integral part of that progression. Families are now involved in the program, being present at graduation ceremonies.

### Corrective Services Industries

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In 2006/07, Corrective Services Industries (CSI) continued to support the Department's key result areas of reducing re-offending, through

providing work programs in 32 correctional centres. By world standards, CSI engages a high proportion of inmates in work programs, providing employment to over 82 percent of the total available inmate population in 2006/07. By contrast, the Australian national benchmark for inmate employment is 65 percent. In the UK and US, prison industries only employ 30 percent and 10 percent of the inmate population respectively.

Work gives inmates a sense of purpose and achievement and increases their chances of employment upon release. During the year, CSI also delivered excellent commercial results, contributing \$18.7 million to the Department.

### Mission-critical technology

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With the Department increasingly relying on technology to fulfil its corporate mission, Information Communication and Technology continued to play a vital role in the Department's success. In 2006/07, we moved to Phase 2 of the Throughcare E-case Management - Offender Integrated Management System (OIMS) Renewal Program, which will provide integrated case management of offenders in custody and in the community.

In electronic monitoring, we began matching the risk profile of offenders to the monitoring technology, using Radio Frequency monitoring for passive supervision and Global Positioning Satellite technology for high risk offenders with extended detention orders.

During the year, we also introduced computer tablets for Probation and Parole Officers in the field, creating a mobile office that can link securely into OIMS from anywhere, without a land line. This has delivered substantial benefits in the bush, including incidents where officers have been able to revoke a Parole Order on the spot. In 2007/08, we will roll out a new generation of tablets state-wide.

### Environment

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In 2006/07, the Department developed a comprehensive Environment Management Policy. During the year, our key environmental focus was on climate change issues. In drought-impacted areas, water management was a major priority, particularly at Goulburn Correctional Complex, where the Department has installed bore water facilities and implemented a program of water saving measures. In response to entirely different weather conditions, work release camps were involved in emergency work to repair flood damage.

# 4.4

## Commissioner's Foreword

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### Internal excellence

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During the year, to help keep our organisational focus on the environment, we added a new environmental management category to our internal staff recognition awards for next year.

In 2006/07, we celebrated the DCS Corporate Excellence Awards for the second time. These awards encourage, identify, recognise and reward organisational and individual excellence. I congratulate both our internal winners and the many people who contributed to the Department winning the Corruption Prevention Network Award for Excellence in the State Public Sector category for its work to promote an ethical workplace culture.

Finally, my thanks go to all our staff for their commitment during a highly productive year. Innovation, modernisation and ongoing change are essential for Corrective Services to achieve its goal of reducing re-offending. I am grateful for a professional team who understands this and embraces the challenges.

# 5.1

## Financial Summary

### Budget and financial results

During the 2006/07 year, the Department received \$700.9 million recurrent funding and \$114.1 million for capital works.

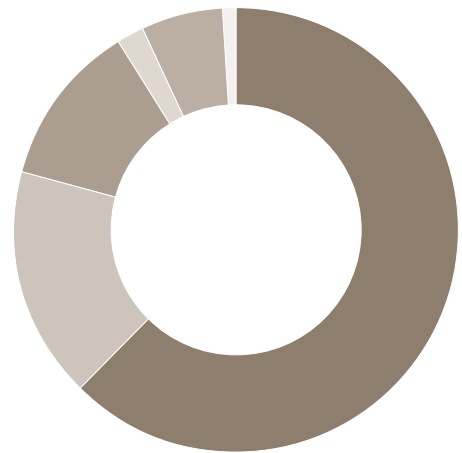
The recurrent funding allocation for 2006/07 which was initially \$679.8 million, was increased during the year with supplementary funding for the reform of the management of offenders under supervision in the community (\$6.1 million), for Drug Court (\$1.9 million), for growth in inmate numbers (\$13.7 million) and reduced for other Treasury adjustments (\$0.6 million), resulting in a revised allocation of \$700.9 million.

The capital allocation for 2006/07 of \$128.1 million provided for continuation of major works in progress including the 1000 beds (\$15.0 million), Community Offender Services Program accommodation (\$3.0 million) and the 500-bed Western Region Correctional Centre (\$57.1 million)

The Department's expenditure (recurrent and capital) for 2006/07 was \$970.3 million. Employee related expenditure was 63%, maintenance and depreciation of assets 8%, other operating expenditure 17% and capital 12%.

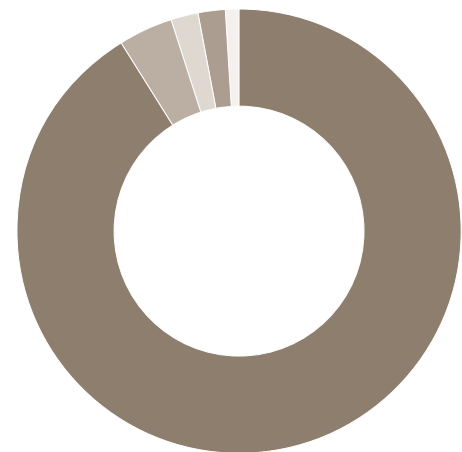
### Sources of Funding

In addition to the Government contributions (appropriations and contributions 95%), was earnings from Sales to ACT Government 1%, Corrective Services Industries 2% and Other Income 2%, totalling \$889.2 million.



### Details of expenditure

- Employee related
- Other operating expenses
- Capital works
- Maintenance
- Depreciation
- Grants and subsidies



### Source of funds

- Government appropriations
- Other Government contributions
- Other income
- Corrective Services Industries
- Sale of services to ACT

# 6.1

## Offender Management and Operations

### Result priorities

- Integrated offender management
- Timely and accurate information to sentencing and releasing authorities
- Reduction in re-offending risks
- Strategic partnerships with external organisations and community support agencies
- Post-sentence and re-settlement support.

### Services provided

- Whole-of-sentence case management
- Offender risk and needs assessments
- Program development and delivery
- Programs for offenders with identified specific service needs
- Re-settlement support.

### Strategic objectives

**Assess and manage the risk of re-offending and establish whole of-sentence planning for target groups of offenders bridging community, custody and post-sentence re-settlement needs**

#### Risk/needs assessment

The Level of Service Inventory-Revised (LSI-R) is a vital component of case planning and informs the efficient allocation of resources to high risk/needs offenders. The instrument adds a level of consistency and credibility to decision making about offenders, allows evaluation strategies to be developed and improves the targeting of resources in accordance with departmental priorities.

In 2006/07, the Department completed 33,290 LSI-Rs to assess 26,743 offenders in the community. This meant 84 percent of all offenders who had a new community supervision order registered in 2006/07 had an LSI-R completed within the reporting year.

The Department uses the LSI-R to establish priorities for program provision and the intensity of supervision. For example, once offenders are identified as medium to high risk, the level of intervention is more intensive and they are required to participate in targeted group work programs and interventions. In addition, their supervision and monitoring will be closer, including more home visits and employment checks if their supervision is in the community.

The LSI-R is first completed when a pre-sentence report is requested. For those offenders who subsequently receive a custodial sentence, the LSI-R is used to formulate an initial case plan and assists in whole of sentence planning. In 2006/07, 89 percent of inmates released to supervised parole were reported to have undergone an LSI-R by the time of their custodial sentence. Seventy percent of inmates on fixed term sentences who were released during this period had an LSI-R. For those released to unsupervised parole 67 percent had an LSI-R completed.

# 6.2

## Offender Management and Operations



### Education profile interview and literacy/numeracy assessment

The Department uses an Education Profile Interview (EPI) to provide information about inmate education and employment histories, aptitudes, learning styles and career aspirations. The EPI indicates when a diagnostic literacy/numeracy assessment is required, and informs decisions about individual education plans leading to training for employment. In 2006/07, the Department completed 3,500 EPIs and 2,000 literacy/numeracy assessments.

### Accredited and approved program modules successfully completed by offenders- in custody

Programs Related to Aggression and Violence	102
Alcohol, Drugs and Addictions	756
Programs for Cognitive Skills	35
Programs for Community Engagement	74
Programs for Health Promotion	68
Readiness Programs	109
Women Specific	27
Other	179
<b>TOTAL</b>	<b>1350</b>

### Rates of offenders returning to corrective services with a new correctional sanction within two years

In 2006/07, the Department continued to reduce its overall rate of offenders returning to corrective services from 29.6 percent to 29.0 percent, below the national average of 29.1 percent in the previous year. This was due to a marked reduction in offenders returning to community corrections, which offset small increases in prisoners\* returning to prison\* and prisoners\* returning to corrective services.

	2002/03	2003/04	2004/05	2005/06	National Average 2005/06	2006/07
Prisoners returning to prison	44.1	42.9	43.5	43.3	38.3	<b>43.8</b>
Prisoners returning to corrective services	47.9	47.0	46.7	46.1	45.2	<b>46.3</b>
Offenders returning to community corrections	na	na	na	17.1	16.9	<b>16.7</b>
Offenders returning to corrective services	na	na	na	29.6	29.1	<b>29.0</b>

\* Terminology of the Report on Government Services. The Department's standard terminology is inmates, offenders and correctional centres.

### Establish and make available a suite of evidence-based accredited programs designed to reduce re offending risks

In 2006/07, offenders were offered group-based interventions addressing behaviours linked to re-offending such as alcohol and other drug addiction, relapse prevention and domestic abuse. These group work programs are evidence-based and targeted at medium to high risk offenders.



## 6.3

Offender Management  
and Operations

All group work programs delivered in custody and in the community go through the Department's accreditation process.

#### Drug and Alcohol Addiction Program and Relapse Prevention Program

In 2006/07, the Department improved its ability to deliver drug and alcohol programs by providing additional training to 38 Probation and Parole Officers, one external facilitator, and three Offender Services and Programs staff. As a result, the Department was able to conduct 14 Drug and Alcohol Addiction Programs involving 189 offenders and 10 Relapse Prevention Programs involving 107 offenders.

#### Adult Education and Vocational Training Institute (AEVTI)

The Department's registered training organisation, AEVTI, provides accredited courses and nationally recognised qualifications. During the year, it worked to improve the literacy, language and numeracy skills of all inmates to a level equivalent to Year 10 standard, and to provide further education and vocational training for inmates who need to improve their skills and qualifications for post-release employment. It also contributed to inmate readiness and motivation to participate in offence-related programs such as the Violent Offenders Therapeutic Program (VOTP) and Custody-Based Intensive Treatment (CUBIT) Sex Offender Program through providing opportunities to develop functional literacy and effective communication skills.

#### Outcomes

As part of their case management plan, 35 percent of inmates participated in education courses, with a monthly average of 2,928 individual enrolments. Total enrolments in all education programs increased slightly in 2006/07, with 4,718 enrolments compared to 4,677 in the previous year.

Overall participation rates in education programs were reduced by more stringent WorkCover personal identification requirements for issuing licences to operate forklift and other load shifting equipment. This resulted in 600 fewer offenders training to attain these licences. In response, new procedures for offenders in custody were developed in consultation with WorkCover. These procedures will be implemented in 2007/08.

#### Enrolments

Level*	2002/03	2003/04	2004/05	2005/06	2006/07
Pre-certificate Level 1	231	236	296	286	273
AQF Secondary Schools Sector	2,423	1,694	1,579	1,409	1,386
AQF Vocational Education and Training Sector	1,882	2,180	2,461	2,627	2,649
AQF Higher Education Sector	96	108	131	119	117

\*Inmates may be enrolled in more than one course

	2002/03	2003/04	2004/05	2005/06	2006/07
TOTAL individual inmates enrolled	2,980	2,888	3,286	3,173	3,057

## 6.4

Offender Management  
and Operations**Statement of attainments (module completions)**

AEVTI	5,579
Traineeships	604
Library Training	66
Distance Education	63
Total	6,312

**Completed certificates**

AEVTI	134
Traineeships	28
Library Training	8
Distance Education	46
Total	216

**Pre-tertiary/tertiary distance education programs completed**

Tertiary preparation courses	7
Diploma/Associate Degree/Advanced Diploma	2
Bachelors degree	3
Masters degree	1
Total	13

**Average monthly participation figures**

Aboriginal and Torres Strait Islanders (ATSI)	764
Non-English Speaking Background	808
Young Adult Offender (YAO)	639
Women	394
Disability	171

**Awards**

	2005/06	2006/07
Statements of Attainment (module completions)	5,472	5,579
Completed Certificates	124	134

**Traineeships**

Traineeships, under the auspices of the NSW Department of Education and Training as part of the Commonwealth Australian Apprenticeship Program for selected inmates in correctional centres, expanded from six centres in 2005/06 to 11 in 2006/07. Many of these traineeships integrated with work opportunities across a range of Corrective Services Industries, as shown in the table below.

## 6.5

Offender Management  
and Operations

Correctional Centres	Traineeship Qualifications	Corrective Services Industries
Cessnock	Cert II in General Construction	Demountables (Service Industry)
John Morony	Cert II in Engineering Cert III in Engineering Production (Systems)	Engineering (Business Unit)
Silverwater	Cert II in Hospitality (Kitchen Operations) Cert II in Hospitality (Operations)	Food Services (Business Unit)
Emu Plains	Cert II in Hospitality (Operations) Cert II in Food Processing Cert III in Food Processing Cert II in Transport and Distribution (Warehousing and Storage) Cert III in Transport and Distribution (Warehousing and Storage) Cert III in Agriculture (Dairy Production) Cert IV in Business Administration	Kitchen (Service Industry) Milk Processing (Service Industry) Pack and Assembly (Service Industry) Agriculture (Business Unit) Clerical
Kirkconnell	Cert II in Furnishing (Furniture Making)	Furniture (Business Unit)
Dillwynia	Cert II in Asset Maintenance (Cleaning Operations) Cert II in Hospitality (Operations) Cert III in Business Administration	Hygiene (Service Industry) Food Services (Business Unit) Clerical
Silverwater Women's	Cert II in Transport and Distribution (Warehousing and Storage)	Package and Assembly (Service Industry)
Mannus	Cert IV in Rural Skills (Agriculture)	Agriculture (Business Unit)
Goulburn	Cert III in Furnishing (Furniture Making)	Furniture (Business Unit)
Parklea	Cert II in Printing and Graphic Arts (General)	Print (Business Unit)
Metropolitan Special Programs Centre Area 3	Cert II in Health Support Services (Laundry Support)	Laundry (Service Industry)

Correctional Centre	Trainees Commenced	Trainees Completed	Trainees Yet to Complete	Trainees Cancelled
Cessnock	15	6	8	1
John Morony	23	13	10	0
Silverwater	8	1	2	5
Emu Plains	11	2	7	2
Kirkconnell	9	2	7	0
Dillwynia	5	0	5	0
Silverwater Women's	2	2	0	0
Mannus	3	2	1	0
Goulburn	11	0	11	0
Parklea	4	0	4	0
Metropolitan Special Programs Centre Area 3	5	0	4	1
<b>TOTAL</b>	<b>96</b>	<b>28</b>	<b>59</b>	<b>9</b>

The majority of inmates who commenced traineeships in early 2007 are due to complete them in late 2007 or early 2008.

# 6.6

## Offender Management and Operations



### Vocational training for inmate library clerks

During 2006/07, 16 inmate library clerks were enrolled in the Certificate III in Library/Information Services (CUL30104) and successfully completed a total of 66 modules. Of these inmates, eight have completed the full Certificate III in Library Services, one has withdrawn from study and a further seven are continuing to study.

### Access Employment Education and Training Framework

In the first half of 2007, the Department negotiated with TAFE NSW to deliver certificates from its newly developed Access Employment Education and Training Framework, which structures competency units into three qualification pathways. The Department is now licensed to deliver qualifications from the pathway that prepares learners to participate effectively in the community and access employment opportunities. The units of competency have been packaged into customised courses for particular learner groups. This capacity to deliver courses and issue qualifications from Access Employment Education and Training Framework will strengthen the pathway for post-release offenders at TAFE NSW completing nationally recognised qualifications.

### Corrective Services Industries (CSI)

In 2006/07, CSI continued to support the Department's key result areas of reducing re-offending, through providing work programs in 80 commercial business units and 58 service industries across 32 correctional centres (see table below). Employment gives inmates a sense of purpose and achievement and increases their chances of employment upon release.

By world standards, CSI engages a high proportion of inmates in work programs, providing employment to 82.2 percent of the total available inmate population in 2006/07, up from 76.3 percent in 2005/06. By contrast, the Australian national benchmark for inmate employment is 65 percent, while in the UK and US prison industries only employ 30 percent and 10 percent of the inmate population respectively.

### Offender employment positions

	2005/06	2006/07
Commercial and service industries	5,187	5,281
Commercial business units	2,815	2,910

During the year, CSI also finished rolling out the Work Readiness Program, which measures and corrects deficits in employability skills of offenders.

### Offender management

In 2006/07, CSI continued to support custodial services by providing:

- Food Services
- Laundry operations
- Maintenance activities
- Offender Buy-Up requirements

# 6.7

## Offender Management and Operations

### A planned break in the criminal life cycle

In the NSW State Plan launched in November 2006, the chapter on Rights, Respect and Responsibility refers to the complementary goals of keeping people safe and building harmonious communities. In working to achieve these goals, the State Plan acknowledges that a relatively small number of repeat offenders are responsible for a disproportionate amount of criminal activity. For example, in 2005, 40 percent of court appearances in NSW were accounted for by the 17 percent of offenders with three or more prior appearances.

With this in mind, the State Plan has made reducing re-offending a priority, with a target of a 10 percent reduction in 10 years (2006-2016). The measure for this target is the percentage of offenders who re-offend within two years of a previous conviction, as reported by the NSW Bureau of Crime Statistics and Research (BOCSAR).

During the year, as the 'lead agency' for achieving this target, the Department developed a Priority Delivery Plan (PDP) in consultation with the Attorney General's Department (AGD), the Department of Juvenile Justice (DJJ), NSW Police and NSW Health, particularly Justice Health.

The PDP is founded on the idea that, to deal effectively with the known risk factors predictive of re-offending, co-operation between the justice agencies and the human services sector is crucial.

To this end, the Department has strategic partnerships with the Department of Education and Training, Department of Community Services, Department of Ageing Disabilities and Home Care, Department of Housing, Department of Employment and Workplace Relations, and a range of non-government agencies. These partnerships aim to ensure offenders in the community have access to stable accommodation, education, training and employment, mental health and intellectual disabilities services and support in managing money and debt.

By working with the more serious offenders in custody, in the community, and through the courts, the Department, AGD, DJJ, and Justice Health have successfully contributed to reducing re-offending over several years – a trend expected to continue.

Data courtesy of BOCSAR

In providing these services, CSI meets all health and safety regulations and addresses the dietary, nutritional and cultural needs of offenders.

### Inmate employment

Year	Inmate Actual	Inmate population available for work	NPI*
2002/03	4,601	6,190	74.3%
2003/04	4,685	6,584	71.1%
2004/05	4,885	7,280	67.1%
2005/06	5,187	6,946	76.25%
2006/07	5,281	6,430	82.14%

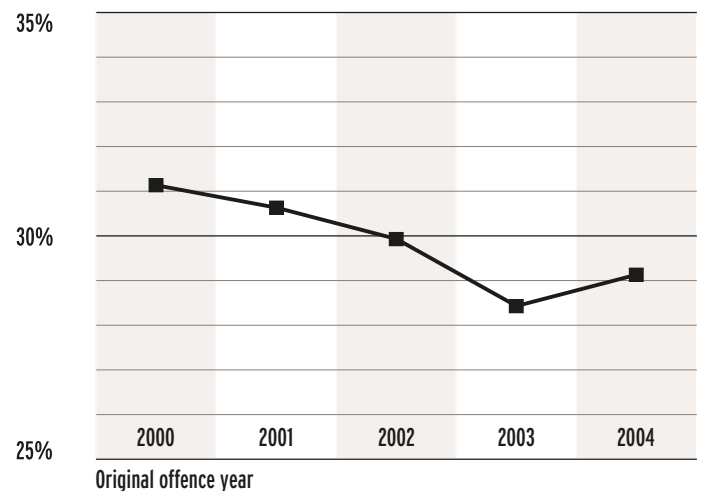
\* National Performance Indicator

### Commercial performance

In 2006/07, the commercial results for CSI provided sales of \$51 million compared to the previous year's \$49.6 million, with a gross return to the Department of \$18.7 million.

Year	Sales	Gross Contribution (Trading profit)
2002/03	\$36.0m	\$12.8m
2003/04	\$40.1m	\$15.1m
2004/05	\$42.7m	\$15.9m
2005/06	\$49.6m	\$18.6m
2006/07	\$51.0m	\$18.7m

### Percentage of all offenders convicted by a court that were convicted of another offence by a court within 24 months



\* National Performance Indicator

# 6.8

## Offender Management and Operations



### Ensure the integrity and quality of program and service delivery through the application and maintenance of appropriate standards

The Department ensures program quality through several mechanisms including regular visits to program sites, video recording and regular consultation with program facilitators. During the year, the Department also offered 729 program training places to sustain the quality of service delivery.

#### Sober Driver Program

In 2006/07, the Department rolled out new quality assurance initiatives for the Sober Driver Program, including reviewing facilitator skills on an on-going basis, and requiring those who have not facilitated a program for over 12 months to attend a new one-day Facilitator Refresher Training session. It also introduced a building block package that provides a structure for facilitators to update offenders who have missed a session.

#### Accredited Training and Education

The Department's registered training organisation, the Adult Education and Vocational Training Institute (AEVTI), holds a five year registration through NSW Vocational Education and Training Accreditation Board (VETAB). To maintain registration, AEVTI is audited by NSW VETAB against national standards identified in the Australian Quality Training Framework (AQTF) 2007. AEVTI also conducts its own internal audits to ensure quality and consistency of training delivery and assessment. In 2006/07, full internal audits were undertaken at eight correctional centres.

### Establish and maintain partnerships with other government and non-government agencies to ensure community support for offenders and to meet their re-settlement needs

The Department has a long and successful history of establishing and maintaining partnerships with other government and non-government agencies within a Throughcare Framework. During the year, and with the introduction of the NSW State Plan, these partnerships have received even greater importance as part of a bigger picture and whole-of-government approach.

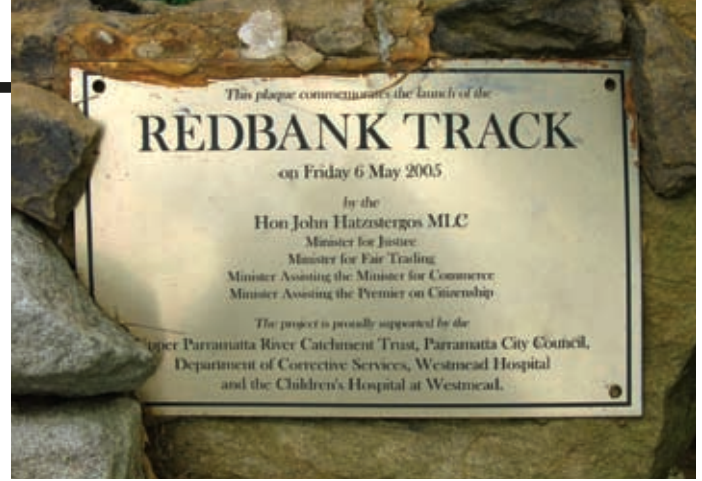
In developing an implementation plan to achieve the State Plan target of reducing re-offending, the Department has put forward initiatives which span the whole spectrum of effective interventions around issues such as mental health, alcohol and other drugs addiction, and access to stable housing, employment and education.

During the year, in collaboration with the other justice and human services agencies, the Department proposed that those at the highest risk of re-offending receive specific targeted program interventions. These interventions should be applied at the earliest possible stage in the criminal life cycle.

Once in custody or under a community supervision order, offenders continued to be provided by the Department with programs and services that are proven to be effective in reducing re-offending. It also continued to use referral and linkages to appropriate community support services as strategies to address offenders' re-settlement needs. The strategic partnerships with

## 6.9

## Offender Management and Operations



### Strong benefits from cross-agency partnerships

During the year, the collaboration between the Department (DCS) and the Department of Housing (DoH) resulted in several tangible outcomes. For example, under the umbrella of the Partnership Against Homelessness, the Area West DCS/Housing Liaison Committee pursued its concerted efforts to provide people released from custody with sustainable housing. This work is not only crucial in reducing homelessness, but also in reducing re-offending.

The work of the Committee is guided by social and economic facts: appropriate and affordable housing in the private rental market is increasingly unavailable for people involved with the criminal justice system. At the same time, lack of access to sustainable housing increases the risk of re-offending.

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The Committee has worked towards developing an effective housing model which includes an innovative way of assessing complex housing needs and matching these with support services. The committee brought together front-line staff from both departments to develop a new Complex Housing Needs Assessment Tool for use across the State. The benefits to the community are substantial when ex-offenders are supported to become 'successful' tenants – tenants who pay their rent, keep the place tidy and get along with the neighbours.

One of the schemes of this collaboration between the Department and DoH is the Mount Druitt Homelessness Project. Its formal evaluation shows reduced homelessness and reduced rates of re-offending among more than 30 high risk/complex needs parolees and ex-offenders in 2006/07. Providing intensive, integrated case management and access to support services has paid off. This complex/high need group could sustain long-term tenancies and reduce their offending. The Mount Druitt Project highlights the benefits of joint working agreements, 'pooled' funding and shared resources for cross-agency partnerships.

other government and non-government agencies remained of crucial importance, since offenders continue to need support after they have completed their legal orders if they are to avoid re-offending.

### NSW TAFE Commission

Under the Department's Memorandum of Understanding (MOU) with TAFE NSW, approximately 18,000 hours of TAFE NSW courses were delivered to inmates at all correctional centres in NSW, excluding Junee Correctional Centre where services are provided by TAFE Victoria. The following hours were allocated to specific offender groups:

Offender Group	TAFE service delivery (hours)
Aboriginal inmates	6,000
Young Adult Offenders	2,000
Female inmates	2,000
Inmates with an intellectual disability	600
Juvenile offenders (Kariong Juvenile Correctional Centre)	120

The MOU ensures that the standard of service TAFE NSW provides to inmates is equal to that found in TAFE NSW Institutes. It also commits both organisations to work together to develop a post-release strategy to strengthen pathways for inmates to continued study with TAFE NSW. Thus it creates throughcare linkages between the pre-release educational and training opportunities accessible in correctional centres to those available post-release in the wider community.

### NSW Department of Education and Training

During the year, the NSW Department of Education and Training Strategic Skills Program provided approximately 2,000 hours of course delivery targeting the vocational skills development needs of, primarily, Aboriginal offenders at Mannus, Brewarrina (Yetta Dhinnakkal), Broken Hill, Ivanhoe (Warakirri), Dillwynia and St Heliers Correctional Centres.

### Victims programs

Each year, a percentage from Corrective Services Industries (CSI) annual generated income is allocated to two funding programs: the Victims of Violent Crime Grants Program; and Victim Awareness Project.

In 2006/07, the Department was granted approval from the Minister to fund a project to help address the incidence of child sexual assault in Aboriginal communities.

## 6.10

## Offender Management and Operations

As part of this project, the Department will work in consultation with Aboriginal communities in priority locations to develop and produce an Information Package to increase the awareness and understanding of the effects child sexual assault has on the victims and the community.

Under the Victim Awareness Project, \$99,376 (plus \$9,937.60 GST) funding was provided to Enough is Enough, compared with \$82,400 (plus \$8,240 GST) in the previous year. The Enough is Enough Anti-Violence Movement offers its 'R' Program throughout NSW correctional centres, exploring the three themes of responsibility, rehabilitation and reintegration with offenders. During the year, 28 presentations were made in NSW correctional centres to 550 inmates.

### Writing therapy for child abuse victims

The Violent Crime Grants Program supports writing workshops provided by the Advocates for Survivors of Child Abuse (ASCA) Illawarra. During the year, these workshops produced a published book called *Once Were Children*.

### Victims Register

The Victims Register is co-ordinated in line with requirements articulated in the Crimes (Administration of Sentences Act) 1999 and the Victims Rights Act 1996. In the 11 years since its establishment, the Victims Register has provided a service to over 2,200 victims of crime. During the year, the Victims Register continued to grow, with 800 registered victims of crime and 250 new registrations.

### Restorative Justice

The Restorative Justice Unit provides programs and services which address the needs of victims of crime and also encourages offenders to accept responsibility and face up to the consequence of their offences. Offenders assessed as suitable for involvement and the victims of their offences can voluntarily participate in a dialogue to discuss ways of repairing some of the harm resulting from those offences.

In 2006/07, Restorative Justice conferences involved 46 people impacted by murder, manslaughter, aggravated indecent assault and serious sexual assault.

As at 30 June 2006, a total of 395 victims of crime, offenders, family and community members had participated in the Restorative Justice Program, including:

- 154 in relation to murder or manslaughter;
- 71 in relation to dangerous driving causing death;



- 87 in relation to armed robbery and break, enter and steal.

During the year, the Restorative Justice Unit also facilitated victim empathy sessions in the Violent Offenders Therapeutic Program (VOTP). These sessions are designed to increase the empathy of offenders for the victims of their crime by outlining the range of psychological, physical, emotional and financial harm experienced by victims of crime.

### Study shows Restorative Justice conferences reduce trauma from crime

Dr Caroline M. Angel studied the impact of restorative conferencing on post-traumatic stress symptoms in victims of crime. Her findings were unequivocal: conferences reduce the psychologically traumatic effects of crime. This is supported by a recent participant in a Restorative Justice conference:

#### Before the conference . . .

A victim of crime had suffered a partial nervous breakdown and was unable to work for some months due to the stress of the offence.

#### After the conference . . .

Since the conference, the victim has reported that he is "doing really well" and that he is "glad he did it" and that he has "moved on".

The victim's wife reports that she feels a "big relief" after meeting the offender and that she sleeps better at night.

The victim's daughter is not as worried as she used to be about her father going to work.

### Domestic Violence Intervention Court Model Pilot (DVICM)

The DVICM aims to improve safety for victims of domestic violence offences in Wagga Wagga and Campbelltown in contact with the criminal justice system and to ensure perpetrators of domestic violence offences in Wagga Wagga and Campbelltown are held to account for their actions.

As a member of the DVICM cross-agency working group, of which the Attorney General's Department is the lead agency, the Department supported the introduction of a new domestic violence intervention program, based on cognitive and behavioural change principles. This program will be evaluated in partnership with the University of NSW to assess whether it affects long-term recidivism.



# 6.11

## Offender Management and Operations

### An offender's lessons from a Restorative Justice conference

"At the time (of the crime) I was addicted to heroin, and I didn't really care. I was after a fix and it didn't really matter who it was. The victim - she was pretty stressed about it obviously. She said one of the children was stressed about it - I've got children of my own, just to hear there was a child involved, that didn't sit properly.

I was trying to imagine how it was going to go - I was scared out of my wits. I expected a really good ear bashing... but it didn't happen. I explained to the mother about my drug habit, that bit of my life, and that I hadn't 'cased' her place - that was a big factor for her.

The following week when she brought her daughter in, she was pretty scared, but after a while we were talking, and she sort of calmed down. It was good. Afterwards when I came back here, I put my name down for AA, 12 steps to recovery - I'll do my drug and alcohol here.

Would I recommend it to others? Yeah, to make them realise the effect it has on people, I mean if it hadn't been for the conference I'd be sitting back doing my time not worrying about any of it."

### Community Conferencing for Young Adults (CCYA) program pilot

As a member of the CCYA program pilot cross-agency working group, of which the Attorney General's Department is the lead agency, the Department supported the CCYA pilot in two Local Court circuits.

The program is designed for young adult offenders, aged between 18 and 24. Any victim of the offence or a victim's chosen representative is entitled to attend a conference. Consideration is currently being given to expanding the CCYA to other Local Court circuits in NSW, following its evaluation by the Bureau of Crime Statistics and Research.

**Provide gender-specific programs and services which take into account the increasing complexity of needs of female offenders with regard to mental health and drug use**

### Challenging Behaviour Management Team

During the year, the Department formed the Challenging Behaviour Management Team (CBMT) to help effectively manage offenders who persistently engage in severely disruptive and difficult behaviours. The CBMT will assist professional development and compile specialist

resources on evidence-based, best-practice when managing challenging behaviours/personality disorders.

The CBMT has already developed a training program for the Intensive Management Unit at Silverwater Women's Correctional Centre to support the management of female offenders with personality disorders and other mental health issues. It has also reviewed a range of psychometric instruments to guide CBMT interventions and evaluate outcomes and investigated rating scales such as measures of "therapeutic climate".

### Female sex offender program

About 2.75 percent of sex offenders in NSW are female, a figure consistent with international trends. Although little is known about the female sex offender risk of recidivism, available evidence suggests this offender group needs high levels of resources and treatment. During the year, the Department developed plans to implement treatment programs specific to women sex offenders. This program is proposed to be implemented in 2007/08.

**Progress workplace reform initiatives designed to achieve more efficient and cost effective custodial and community operations**

In 2006/07, the management of Community Offender Services (COS) District Offices was changed by clustering a number of small district offices around the larger offices. A new position of Area Manager was created responsible for their own office as well as a cluster of smaller District Offices. This approach has encouraged greater co-operation and sharing of resources across offices.

In 2007, the Intensive Supervision Units which had been attached to a number of COS District Offices were disbanded, and the responsibility for home detention assessment, supervision, alcohol testing, urinalysis and case management transferred to the Offender Compliance and Monitoring Unit (OCMU). This unit operates 24 hours per day, seven days per week. Centralisation of these functions has achieved more efficient and cost effective operation, as well as providing greater consistency in the management of offenders.

Recruitment of base-grade Probation and Parole Officers changed to include the condition of acceptance of the position in the knowledge that it is the Department's intention to introduce extended work hours.

Extensive consultations were conducted with the Public Service Association and the Probation and Parole Officers' Executive

# 6.12

## Offender Management and Operations

Committee in relation to the proposed restructure of COS, and the introduction of evening and weekend work to Probation and Parole Officers.

This new model was trialled at Blacktown COS District Office, where during the Transformation, Resettlement and Community Safety (TRACS) Pilot, shift and weekend work were introduced. During the trial, Probation and Parole Officers delivered core business seven days a week, and extended hours on three week nights.

The consultations also included an extensive tour of the State with the Commissioner and senior officers presenting information sessions to Probation and Parole Officers in each cluster of COS District Offices.

As part of the information-sharing process, a COS Restructure Webpage was established on the Department's Intranet. This webpage included the presentation delivered by the Commissioner at each information session, the questions and answers arising from each information session, organisation charts, position descriptions and articles on other models of community supervision in other jurisdictions. A COS restructure email address was also established so that staff members could ask questions at any time relating to the restructure. The questions and their answers were published on the webpage.

Consultations also commenced with the Public Service Association (PSA) regarding the transfer of psychologists from correctional centres to COS. As part of this consultation the Commissioner took the psychologists to the site of the new facility at Tabulam to discuss the role psychologists could play working in COS District Offices.

### Implement and maintain standards and performance reporting for correctional centres and community operations.

#### Performance reporting

In 2006/07, the Department conducted 48 performance audits, in the process identifying improvement opportunities for internal control, risk management, work practices and standard operating procedures. The recommendations of these audits were widely accepted, with the Audit and Performance Branch also advising on performance standards for Business Systems and Operations such as: BIMS, Ellipse, TRIM, Corporate Server Upgrade, Central Accounts Payable, Security and Operational Programs, Risk Management and Exhibit Management.

#### Audit projects planned and completed

Scheduled audits for 2006/07	Completed audit projects		PSALB* completed	Work in progress	
	Scheduled	Unscheduled		Scheduled	Unscheduled
29	17	31	13	2	10
Total	48		13	12	

\* Professional Standards and Administrative Law Branch

## 7.1

## Offender Management in Custody



### Result priorities

- Effective security for and management of correctional centres, court custody and escorts
- Safe and humane custody
- Offender participation in programs designed to reduce re-offending.

### Services provided

- Custodial correctional centre management
- Offence-specific programs
- Therapeutic programs
- Programs for offenders with identified specific needs
- Escorts and court security.

### Strategic objectives

**Develop and maintain security systems and procedures to adequately meet the challenges presented by offenders in custody**

#### Rates of escapes from custody

In 2006/07, there were no escapes from secure custody and an escape rate of just 0.17 from open custody, substantially below the national average from the previous year of 1.14.

#### Escape Rate (per 100 inmates)\*

SECURITY	2002/03	2003/04	2004/05	2005/06	2005/06 National Average	2006/07
Open	0.47	0.21	0.58	0.37	1.14	0.17
Secure	0.00	0.00	0.06	0.07	0.02	0.00

\* National Correctional Indicators counting rules

#### Number of escapes\*

SECURITY	2002/03	2003/04	2004/05	2005/06	2006/07
Open	17	8	24	13	6
Secure	0	0	3	4	0

\* National Correctional Indicators counting rules

#### Application of security risk management tools

During the year, inmates entering custody were assessed as to their security rating and then classified to a specific security category. Assessments also identified risks to the inmate, and risks posed by the inmate to others in the centre and to those in the community. The Department then used a security evaluation/objective rating scale, in conjunction with an initial case plan, to classify and place the inmate in a centre appropriate to that classification. As part of ongoing

# 7.2

## Offender Management in Custody

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case management, inmates' case plans were reviewed at six monthly intervals.

In 2006/07, as these processes were altered to reflect legislation and policy changes, staff were kept informed via updates to the Inmate Classification and Placement Policy and Procedures Manual.

### Reception, screening and induction

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In 2006/07, newly remanded and sentenced inmates had Inmate Identification and Observation Forms completed by receiving officers at Court Cell locations. Information gathered at the courts was forwarded to Inmate Placements where it was prioritised dependent on any Special Needs/Alerts.

At the Department's reception centres, inmates were screened for immediate risks or needs such as self-harm, substance abuse/detoxification and medical issues, including mental health. This process identified young adult offenders and their specified needs; inmates with disabilities; inmates with severe mental illness; and frail and aged inmates. It also secured information to help preserve supportive links between the inmate and community to enable positive reintegration upon release.

During the year, the Department supported staff in meeting their duty of care in reception, screening and induction, through bi-monthly meetings for screening staff to update or re-affirm procedures and training workshops. The Brush Farm Corrective Services Academy's Safe Custody Course continued to include a reception, screening and induction component. Following staff requests, field visits to the Coroner's Court were offered to custodial, non-custodial and Justice Health staff. Participant feedback sheets validated the positive impact of these visits.

Between August and December 2006, a state-wide file audit was conducted on the Reception, Screening and Induction Program. The primary aim of the audit was to revise the admission documentation, since the Department is moving towards an expanded electronic system of inmate case management. As a result of the audit, a Reception, Screening and Induction Steering Committee was formed to oversee the direction of any changes to current screening tools and to ensure the integrity of the Reception, Screening and Induction Program remains intact.

### New high-security gatehouses

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The Department opened new, high-security gatehouses at Silverwater Women's Correctional Centre, in January 2007, and Kariong Juvenile Correctional Centre, in September 2006.

The new control room at Silverwater improves the ability of correctional officers to monitor and manage inmate and visitor movements within the centre. The security upgrade includes improvements to the closed-circuit television, motion detection and a personal duress system to locate staff anywhere within the centre if urgent assistance is required.

At Kariong, the state-of-the-art gatehouse includes an x-ray machine to screen all parcels and deliveries to the centre and a metal detector through which visitors and staff must pass before entering the centre.

### Dog Unit

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The Department's Dog Unit has grown from a small team of handlers with police-trained German Shepherds at Long Bay in 1980, to a large program with 40 staff and 30 dogs spread across the State.

The Unit has three types of dog teams: passive alert drug dog teams; security dog teams; and explosive search dog teams. There are teams in Sydney, Cessnock, Kempsey, Grafton, Goulburn, Lithgow and Wellington. All staff are trained in emergency response including chemical munitions. The Unit as a whole is a mobile squad and can be dispatched at short notice either for dog handling duties and/or critical incidents.

External duties included assisting NSW Police and Juvenile Justice Centres. In 2006/07 the Unit carried out ongoing training with NSW Police, NSW Fire Brigade, Federal Police, Federal Customs, Federal Quarantine, the Royal Australian Air Force and the Australian Army.

At the John Morony Correctional Complex in Sydney's west, a new specialised training facility for staff and dogs was completed and officially opened in early 2007.

### Critical response testing

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In 2006/07, the Department continued to provide emergency response scenario-based training to assist correctional staff in responding to critical incidents promptly, prior to security unit staff and external resources intervention.

In September 2006, this training was put to the test at the Long Bay Correctional Complex, where a multiple-incident scenario was conducted to test the staff of the entire complex and their working relationships with the Police, Fire Brigade, Ambulance Service and Justice Health.

## 7.3

## Offender Management in Custody

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### De-radicalisation

In July 2006, the Department participated in a cross-agency conference to address the issue of inmates holding extremist views. The conference examined strategies developed in other parts of the world to 'de-radicalise' people serving custodial sentences for terrorism offences.

### Technical Support Unit (TSU)

During the year, the TSU audited and maintained the Department's electronic security systems, cell call alarm systems and staff radios and tested and calibrated metal detectors state-wide. It also trained Community Offender Services staff in systems set up and in the use of radios and alcometers.

In 2006/07, the Department introduced GPS tracking of high risk offenders. Other new technical security enhancements during the year included: a secure encrypted radio channel for the Extreme High Security Unit to conduct 'AA' security classification escorts; a remote shut-down facility for custodial radios; and installing new security equipment at Junee Correctional Centre. The Department is assessing new perimeter security technologies at Berrima Correctional Centre.

**Apply security classification risk management tools and pro-active intelligence gathering and analysis to achieve improved risk management outcomes**

### Task Force Sky

Task Force Sky identifies, records and investigates corrupt practices and serious misconduct committed by employees of the Department and any other person with links to employees and offenders. Task Force Sky disseminates intelligence for investigations within the Department or to appropriate outside agencies. The Task Force has established close working relationships with the Australian Federal Police and the Australian Customs Service.

During the year, Task Force Sky received 117 referrals from internal and external sources. Of these, 100 were completed, 14 are in progress and three have been retained as a watching brief. All matters are routinely referred to the Independent Commission Against Corruption (ICAC).

### Task Force Con-Targ

Task Force Con-Targ commenced operation in 2004, to detect and prevent contraband in the correctional centres. Con-Targ uses intelligence analysis, metal detection and physical search procedures to prevent unauthorised property and contraband items from entering or exiting correctional facilities. During the year, this included 194 search operations.

To help track and target visitors who may be attempting to bring contraband into correctional centres, all centres will implement a visits booking system through the Offender Integrated Management System in 2007/08.

## 7.4

## Offender Management in Custody



### Tactical Intelligence Group (TIG)

The TIG is part of the Corrections Intelligence Group, providing tactical support to the strategic needs of the Department. The TIG investigates all incidents which constitute a security threat to the Department.

During the year, the TIG maintained networks with external agencies, including the Australian Federal Police, Department of Juvenile Justice, Department of Immigration and Citizenship, NSW Police, Australian Customs Service and the Australian Crime Commission. This included enhancing its partnership with the Middle Eastern Organised Crime Squad.

To address joint issues around detecting targets, TIG and NSW Police representatives presented regularly at training sessions across both agencies. These training sessions strengthened existing relationships and promoted information exchange.

### Serious Offenders Review Council (SORC)

During the year, 677 inmates were under the auspices of the Serious Offenders Review Council (SORC), which submitted 145 reports to the State Parole Authority. The Council met at least twice a month to consider the reports from its assessment committees and reviewed case management plans every six months for serious offenders as part of the throughcare process. SORC also managed the Pre-Release Leave Committee and the Escape Review Committee for public interest inmates and inmates classified as escapees.

### Violent Protection-Status Offender Intervention Program (VPOIP)

The VPOIP was implemented in 2006 to reduce threats inmates pose to other inmates. An independent review is planned in 2007/08.

### Urinalysis

The final phase of the OIMS urinalysis module was rolled out in November 2006.

### Rate of assaults

During the year, the Department kept its assault rates low, with serious inmate on officer and serious inmate on inmate assaults below the national average for the previous year.

### Prisoner on Officer Assault Rate

	2002/03	2003/04	2004/05	2005/06	2005/06 National Average	2006/07
Serious	0.00	0.00	0.00	0.00	0.06	0.01*
Assaults	1.19	1.16	1.13	0.69	0.74	0.71*

## 7.5

## Offender Management in Custody



## Prisoner on Prisoner Assault Rate

	2002/03	2003/04	2004/05	2005/06	2005/06 National Average	2006/07
Serious	0.63	0.76	0.75	0.36	0.56	0.49*
Assaults	16.59	13.74	11.87	14.97	9.01	13.26*

\*This data is not strictly comparable with the national average, which includes data from other States where assaults are defined differently than in NSW.

**Identify and respond to risks and needs of offenders in custody with particular attention to mental illness, cognitive disorders, age, sensory and physical disabilities and risk of suicide or self-harm**

## Reducing the risk of suicide

In 2006/07, the Department continued to reduce the incidence of suicide through a whole-of-correctional-environment approach, including integrated reception, screening and induction processes, staff training initiatives and the Mental Health Screening Units.

To continually build on this approach, the Department held a joint workshop in August 2006 with Justice Health to structure risk assessment in response to a coronial recommendation. This was followed by a pilot evaluation study on Offender Suicidal Behaviour Assessment by three forensic Psychology Masters students.

## 'At Risk' training

During the year, 'At Risk' training included a two day 'At Risk' training at Long Bay Correctional Complex in June 2007, with 20 correctional officers from the Long Bay Hospital and Metropolitan Special Programs Centre trained in Acute Crisis Management Unit protocols, suicide prevention, mental health and managing personality disorders. The Department also delivered Risk Intervention Team training for staff at Kariiong Juvenile Correctional Centre and as part of the inaugural training for staff for the new Mental Health Screening Unit at Silverwater Women's Correctional Centre. Finally, in December 2006, 15 senior multi-disciplinary staff received special training to support the reduction of suicides in custody.

## Kevin Waller Therapeutic Unit

In 2006/07, 23 men were admitted to the Kevin Waller Therapeutic Program, with 14 referred to the program but not accepted. Of those accepted, 11 completed Stage 1 and 11 completed Stage 2. Four were discharged early from the program due to behavioural issues and eight were discharged early due to the closure of the Unit.

The Kevin Waller Therapeutic Unit at the Long Bay Correctional Complex was closed as a residential intensive psychological treatment program for male inmates in May/June 2007. The Mum Shirl Unit at Silverwater Women's Correctional Centre was also closed at this time for reconfiguration. Those women who were not transferred from the Mum Shirl Unit to the new Mental Health Screening Unit at Silverwater and had non-acute mental health issues were transferred to the Kevin Waller Unit.

# 7.6

## Offender Management in Custody

### Acute Crisis Management Unit at Bathurst Correctional Centre

During the year, the Acute Crisis Management Unit (ACMU) at Bathurst received 314 admissions, including 10 women. Approximately a third were Aboriginal, over a third were on protection and over half were on remand. The Unit recorded low levels of self-harm or attempted suicide, with no violent episodes.

### Metropolitan Special Programs Centre Acute Crisis Management Unit

The Metropolitan Special Programs Centre Acute Crisis Management Unit admitted 60 male offenders during the year, about a fifth of which were Aboriginal offenders and a fifth were Justice Health mental health stream identified. Approximately one third were on protection and a third on remand. The Unit recorded few instances of self-harm or attempted suicide, with no violent episodes.

#### LiFE Awards

In recognition of the success of the Department's co-ordinated strategies to reduce the incidence of suicide in custody, the Metropolitan Remand and Reception Centre (MRRRC) received a Living is For Everyone (LiFE) Award from Suicide Prevention Australia to mark World Suicide Prevention Day.

This award recognises the achievements of the MRRRC in significantly reducing the rates of self-harm and suicide. As a remand centre, the MRRRC inducts about 13,000 new receptions each year, in the process assessing them for vulnerability to acts of self-harm or suicide. The screening process takes into account psychological, emotional, social-environmental and health factors, including mental illness, intellectual disability, drug and alcohol addiction, anxiety and poor coping skills.

### Young adult offenders

#### Young adult offender strategic framework

Young adult offenders are defined as inmates under 25 years of age. On 29 May 2007, the Department launched the Young Adult Offender Strategic Framework 2007-2009, including three inter-related programs: the development of a young adult female program; a new research program; and a handbook for young adult offenders.

#### Specialised young adult offender program

Since 1991, the three stage Specialised Program has been the cornerstone for managing young adult male offenders. Stage 1 takes place at metropolitan remand centres where young offenders

are identified and assessed as to their suitability for the Specialised Program. Stage 2 is held at John Morony 1 Correctional Centre, which offers traineeships and the Intensive Learning Centre for offenders requiring assistance with literacy and numeracy skills. Stage 3 is held at Oberon Correctional Centre, which delivers the 16-week Gurnang Life Challenge. This intensive program includes self-responsibility, vocational education, work readiness, personal development.

On successfully completing Stage 3, young adult offenders are placed into Pre-Release Centres to prepare for, and participate in, external leave programs such as Work Release, Education and Day Leave. Finally, under the supervision of Community Offender Services, young offenders receive appropriate assistance in overcoming addictions, accommodation, budgeting/finance, work/education and family relationships.

### Young Adult Satellite Program

In 2006/07, the Department introduced a Young Adult Satellite Program at Parklea Correctional Centre, for offenders who cannot access the highly successful specialised Young Adult Offender Program at Oberon or John Morony Correctional Centres. Twelve young adult offenders completed the program, which has a series of interventions aimed at reducing the recidivism rates and offences in custody of young adult offenders. The program has been modified for offenders who are on remand and have restrictions on their placement. Satellite programs will operate at John Morony, Lithgow and Kariang Correctional Centres in 2007/08.

### Rate of apparent unnatural deaths in custody

In 2006/07, the unnatural death rate for inmates remained steady at a record low, with five apparent unnatural deaths in custody, two of them Indigenous inmates. The death rate was slightly above the national average for the previous year.

### Apparent Unnatural Deaths in Correctional Custody

	2002/03	2003/04	2004/05	2005/06	2006/07
Apparent unnatural causes (non-Indigenous)	8	8	5	5	3
Apparent unnatural causes (Indigenous)	1	0	3	0	2
<b>TOTAL</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>5</b>	<b>5</b>



## 7.7

## Offender Management in Custody



## Death rate per 100 inmates; apparent unnatural causes

	2002/03	2003/04	2004/05	2005/06	2005/06 National Average	2006/07
Indigenous	0.07	0.00	0.17	0.00	0.00	0.10
non-Indigenous	0.13	0.12	0.07	0.07	0.05	0.04
TOTAL	0.11	0.10	0.09	0.05	0.04	0.05

## Average out-of cell hours

In 2006/07, the total average number of out-of-cell hours increased by three percent from 9.24 to 9.51, reflecting increases in out-of-cell hours in both open and secure custody. This was made possible by The Way Forward reforms, which increase out-of-cell hours in accordance with a hierarchy of privileges.

## Time Out of Cells (hours per day)

SECURITY	2002/03	2003/04	2004/05	2005/06	2005/06 National Average	2006/07
Open	12.27	12.00	11.10	11.86	13.10	12.64
Secure	9.15	7.65	8.66	7.56	9.30	7.58
Total	10.58	9.68	9.81	9.24	11.2	9.51

**Provide correctional centre environments and routines which are humane and conducive to rehabilitative program goals**

## Sex offenders

## Preparatory program/ pre-treatment program

In 2006/07, 43 sex offenders commenced pre-treatment readiness programs, with 20 completing the program, six dropping out and 17 remaining in the program.

## Understanding Sexual Offending (USO) pre-treatment educational program

During the year, 48 sex offenders were referred to, and completed the USO readiness program at the Metropolitan Special Programs Centre.

## Referrals to programs

In 2006/07, 206 sexual offenders were referred to custody-based and community-based programs (CUBIT/CORE), a 40 percent increase from 2005/06. Of these, 18 were deemed ineligible and 45 declined offers of treatment, an eight percent reduction from the previous year. The remaining 143 offenders, many of whom have several years left to serve, were placed on a waiting list.

## CUBIT program participation (moderate and high risk sex offenders)

During the year, 70 offenders were offered a place in the Custody Based Intensive Treatment (CUBIT) program. Of these, 23 refused to take up the offer of a place and 47 commenced treatment, with 40 completing the program.

## 7.8

## Offender Management in Custody

**CORE program participation (low/moderate risk sex offenders)**

Late in the year, the Department expanded CORE, the outreach program for CUBIT, offering 47 offenders a place – four times more than in the previous year. Of these, 22 refused to take up the offer of a place and 25 commenced the CORE program. In 2006/07, eight offenders completed the CORE program, with the remainder still in treatment.

**Custody-based maintenance programs**

During the year, 43 sex offenders were involved in custodial maintenance programs at the Metropolitan Special Programs Centre. Of these, 17 completed maintenance and were released and one was discharged for misconduct. By the end of June 2007, 23 sex offenders were participating in the maintenance program. Similarly, 18 offenders were involved in custodial maintenance at Kirkconnell Correctional Centre, with five completing it.

In 2006/07, an additional maintenance program was implemented at Goulburn Correctional Centre for three sex offenders previously discharged from the CUBIT program.

**Cost per inmate per day**

In 2006/07, the average recurrent expenditure per inmate per day was \$195.76, an increase of \$6.07 from the previous year. While this represents a slowdown in the trend of increasing costs, it is still above the national average of \$184.47 for the previous year. This is partly a data comparability issue, and partly due to specific factors in NSW such as land values.

Regardless, the Department is currently addressing the issue of cost via the The Way Forward reforms to increase operational efficiencies by:

- reducing staff overtime costs;
- utilising modern correctional centre technology;
- cluster rostering; and
- utilising resources more efficiently.

Despite these efforts, with the continuing increase in the general inmate population in NSW, it is anticipated that keeping the recurrent cost per inmate per day in check will remain a challenge. A rising inmate population necessitates increases in staff numbers and facilities to reduce the risk of re-offending.

SECURITY	2002/03	2003/04	2004/05	2005/06	2005/06 National Average	2006/07
Open	\$171.10	\$169.60	\$168.50	\$182.96	\$173.32	\$186.59
Secure	\$202.30	\$205.80	\$195.60	\$194.18	\$189.05	\$201.70
Average	\$187.70	\$188.60	\$182.70	\$189.69	\$184.47	\$195.76

**Offender program participation**

The number of program enrolments of offenders in custody for the period was 12,600, with many offenders participating in a number of programs and approximately 5,000, or 40 percent, completing a program within the reporting period.

## 7.9

## Offender Management in Custody



During the year, 9,500 staff hours were spent facilitating programs, with 73,000 hours of offender participation.

These figures do not include the Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) programs, which are held in correctional centres on an ongoing basis. Approximately 34 NA and 126 AA meetings were held during the year.

**Promote the health and well-being of offenders in custody by encouraging healthy lifestyles, applying zero tolerance to the use of illegal drugs and reducing the harm caused by drug use**

In 2006/07, all correctional centres provided inmates with access to courses, information and services that promote the benefits of healthy life style choices. The programs and services offered included:

- HIV/Hep C Health promotion
- Drug Awareness
- Relapse Prevention
- OHS courses relating to blood spills and body fluid clean-up
- POISE – an intensive program for women offered at Emu Plains Correctional Centre which encourages abstinence and lifestyle change
- Drug-free house at Dillwynia Correctional Centre
- Individual counselling
- 12 Step Program

### New healthy lifestyles programs

In 2006/07, the Department launched a revised Harm Reduction Education Program, including the Health Survival Program and the Peer Supporters Program. The Health Survival Program targets all offenders shortly after reception, providing information regarding reducing the risk of blood borne virus infections and reducing the harm caused by alcohol and other drug use. The Peer Supporter Program trains selected long-term offenders to provide harm reduction information, advice and support to other offenders.

### Compulsory Drug Treatment Correctional Centre (CDTCC)

On 23 August 2006, the Department opened the CDTCC, the first in Australia. The CDTCC provides comprehensive abstinence-based treatment and rehabilitation to 100 repeat drug-dependent offenders, as a collaborative project between Corrective Services, Justice Health and the Attorney-General's Department.

Referrals to the CDTCC come from sentencing courts in the metropolitan area via the Drug Court at Parramatta. Participants are accommodated separately from the mainstream inmate population so they can focus on the three-stage program.

- In **Stage 1**, the program focuses on abstinence, with no contact visits and increased fencing and perimeter lighting to keep drugs from being introduced to inmates. Inmates are drug tested up to three times a week and receive cognitive-behavioural therapy programs and

## 7.10

## Offender Management in Custody

life skills education. During the year, no positive drug tests were recorded.

- In **Stage 2**, the focus shifts to community re-integration, including re-integration with family members, and allowing inmates to participate in work release and other pre-release programs.
- On release, **Stage 3** will involve intensive Community Offender Services supervision and support for up to 12 months. To support this, the Department began in 2006/07 establishing a community integration stage of the program by developing community partnerships with non-government agencies.

Consistent with the NSW Government's evidence-based approach to drug policy, the program is being evaluated by the NSW Bureau of Crime Statistics and Research (BOCSAR). It will be reviewed in two years, with a view to extending it to female offenders.

### Reducing the harm caused by drug use

During the year, women whose substance misuse caused them to serve frequent sentences were accommodated at Bolwara House at Emu Plains. This transitional centre assists inmates to develop skills that will help them to remain substance free and re-settle in the community. It offers intensive cognitive skills-based programs designed to address offending behaviour and underlying issues relating to addiction.

On 14 February 2007, the \$9 million Mental Health Screening Unit was opened at the Silverwater Women's Correctional Centre. This ten bed facility is a collaborative venture with Justice Health, complementing a similar facility at the Metropolitan Remand and Reception Centre. These two units will ensure that offenders are assessed, appropriate treatment regimes are established and that accurate information can be provided to the courts.

**Engage positively with the local communities where correctional centres are located and provide opportunities for offenders to make reparation through contributing to local community projects**

During the year, most correctional centres established Community Consultative Committees to strengthen their community reparation activities. As a result, inmates assisted community organisations in 2006/07 through: mowing, weeding and general maintenance of sites such as schools, churches, cemeteries, community halls, parks, gardens, and scout halls. They were also involved in: maintaining dunes and clearing brush; post-flood clean-ups; setting up and dismantling facilities for show days; rubbish removal; tree planting; noxious weed removal; bush care and fence repairs.



### Highlights of the projects during the year included:

- Extending the Kirconnell Pups in Prison Program to the Junee Correctional Centre. The dogs are trained by inmates to either become helper animals for Assistance Dogs Australia or donated to the Pets as Therapy Program;
- The Community Project Team from Broken Hill Correctional Centre assisting with repair work after a fierce storm hit the inland city;
- Minimum security offenders from the Yetta Dhinnakkal Mobile Outreach Program working in tree planting, fire break construction and general landscaping programs at the Western Plains Zoo;
- Inmates at the Mid North Coast Correctional Centre refurbishing tables for the Sherwood Community Hall;
- Cessnock Correctional Centre refurbishing demountable buildings for schools;
- Inmates at Ivanhoe (Warakirri) Centre preparing meals for the local Meals on Wheels Program;
- Inmates at Silverwater Women's Correctional Centre assisting the Smith Family in packaging 30,000 Christmas cards;
- Fund-raising activities with proceeds donated to local charities such as St Vincent de Paul, Salvation Army, Youth off the Streets, Westmead Children's Hospital and Angel Flight;
- Inmates at Glen Innes Correctional Centre manufacturing padded wheeled trolleys for use as motor skills aids for the Children's Occupational Therapy Service at Glen Innes Hospital.

**Facilitate visits with families and friends and other contact services, and programs to enhance re-integration after release from custody**

### Heightened security

International events have contributed to heightened security demands, resulting in improved detection and visitor identification programs and accommodation for special interest detainees. As part of this, the Department during the year completed new visitor processing facilities at Long Bay and Goulburn Correctional Centres.

### Facilitating visits with families and friends

In 2006/07, all centres participated in facilitating inmate visits with families and friends. In addition, all women's correctional centres provided compassionate leave for inmates where appropriate and also provided audio-visual links for families in remote locations. At Silverwater Women's Correctional Centre, video visits allow some women inmates to assist children with schoolwork, read to them and keep up to date with issues arising from their separation.

## 7.11

## Offender Management in Custody

During the year, Dillwynia Correctional Centre won a Silver Award in the Social Justice category of the Premier's Awards, in light of its design, which reflects the need for female offenders to maintain contact with families and friends. Women at Dillwynia live in small residential units, encouraging the development of community groups in which female inmates learn life and work skills. Dillwynia has improved service access for female offenders, demonstrated consultation with disadvantaged groups and improved services for women in custody.

To support children whose parents are incarcerated, the Department liaised with SHINE for Kids, a community agency funded by the Department, which facilitated parent/children activity days in correctional centres to help maintain the bond between an incarcerated parent and his/her child. To this end, Bolwara House encouraged family visits on weekends, offering all day visits to families travelling from a distance. In addition, the Hey Dad Group ran programs to teach inmates about child development and how to re-establish relationships with children.

At St Heliers Correctional Centre, the floor of the children's section of the visits area was laid with playground rubber tiles, paid for from funds raised in the visits canteen. Similarly, fundraising by inmates at Mannus Correctional Centre provided toys and DVDs for the Visits Centre.

In addition, the Parramatta Correctional Centre visits area was extensively refurbished, enhancing the visits environment and improving efficiency in visitor processing.

### The Child Protection Co-ordination and Support Unit

Between 30 April 2006 and 30 April 2007, the Department received over 90,000 visits from over 19,000 registered child visitors. To ensure the safety of these vulnerable visitors, the Department's Child Protection Co-ordination and Support Unit (CPCSU) prepared over 180 risk assessment reports on offenders who have child protection issues. The Unit also provided responses to 336 requests for information from the Department of Community Services as well as answering over 3,000 internal requests for advice. It also provided on-going training for departmental staff on how to register child-related offenders, notify about risk of harm or neglect and apply for child contact visits.

### Number of visits from family/friends

	2002/03	2003/04	2004/05	2005/06	2006/07
Visits <sup>1</sup>	200,582	209,797	218,878	213,119	212,533
Rate per 100 prisoner years <sup>1</sup>	25.13	25.07	24.52	23.41	22.45

1. Figures revised since previous publication; some legal and professional visits had been recorded as 'contact' visits rather than 'legal/professional'

Note: The Department is strengthening the integrity of all its statistics through a rigorous process of checking and reviewing by the Department's Corporate Research Evaluation and Statistics Unit. This quality assurance by a unit, which is responsible for providing the Department's contribution to the Report on Government Services, draws on the counting rules specifically developed for that report. This results in more reliable and meaningful comparisons across jurisdictions.

### Programs to enhance re-integration upon release

#### Agency links

In 2006/07, the Department provided pre-release information and re-settlement expos, with government and non-government agencies, to provide a wide range of information from a number of community organisations, to assist inmates in their transition back into the community.

Dillwynia Correctional Centre partnered with Wesley United Employment, which is funding a case worker to support female inmates in the Inside Out Program for one month prior to release and five months post-release. Similarly, Housing Services Outer Western Sydney area is providing housing for up to eight women in the outer western Sydney area. Dillwynia also partnered with Penrith Women's Refuge and Jessie Street Domestic Violence Services to provide social support, education, early intervention and prevention opportunities both pre- and post-release.

The Long Bay Hospital worked closely with Justice Health and the Mental Health Review Tribunal to enable inmate re-integration to society. The hospital also liaised with Centrelink, the Office of the Protective Commissioner and mental health facilities for the transfer of mentally ill patients.

#### Job-seeking support

The Department introduced the Job Network Provider scheme to promote job-seeking opportunities for inmates prior to release

# 7.12

## Offender Management in Custody

through the Work Release Program. During the year, Wesley Uniting Employment trialled a job seeking program with inmates at Cessnock Correctional Centre, offering assistance three months prior and three months post-release.

Additionally, WISE Employment started the Straight for Work program at Dillwynia Correctional Centre. Straight for Work is targeted at high needs, at risk offenders who have functional limitations as a result of disability, mental illness and drug addiction, and would be likely to re-offend without targeted assistance. It helps participants three months prior to release and nine months post-release.

### Internal on-the-job training

In March 2007, a newly-furnished kitchen opened at Bathurst Correctional Centre, with the capacity to train 25 inmates in catering skills. The in-house production of inmate meals keeps the total cost of feeding inmates down to around \$8 per day.

Aboriginal inmates working at Girrawaa Creative Work Centre at Bathurst Correctional Centre received vocational and business management training while they developed their creative art skills.

Aboriginal offenders at Kariong Juvenile Correctional Centre constructed an aviary to house Australian native parrots as part of their study for TAFE Certificate IV in Conservation and Land Management. Building the aviary has allowed the students to develop skills in construction and landscape design.

For inmates nearing completion of their sentences, the Metropolitan Special Programs Centre conducted a pre-release course which provides information on résumé writing, forklift driving, and computer studies. To provide further job skills training, the centre has recently begun a traineeship for the Long Bay Café.

### External on-the-job training

In 2006/07, five minimum security inmates from St Heliers Correctional Centre at Muswellbrook began working at the Primo Abattoir at Scone as part of the Work Release Program. The program has expanded to 14 offenders, with the potential to increase to 24. Employment opportunities are available to offenders at the finish of their sentences.

During the past year, ten inmates at Cessnock Correctional Centre completed their training in Building Construction, with ten more trainees enrolled for the coming year.

### Transitional centres

Bolwara House assisted women inmates to make the transition from custody to the community through linking them with relevant community agencies prior to their release. Similarly, the Community

Restorative Centre at Newcastle assisted inmates with support for housing, job seeking, and family issues, as well as providing assistance with agencies.

During 2006/07, a total of 35 female offenders spent part of their custodial sentence at the Parramatta Transitional Centre (PTC). Whilst at the Centre, they participated in: Day and Weekend Leave; External Education Leave; External Works Release; and voluntary work.

Some residents also participated in the full-time or occasional residency components of the Mothers and Children's Program.

The PTC Program aims to assist residents to accept responsibility for their lives, seek suitable support networks in the community and make the transition from full-time custody back into the community as law abiding citizens.

**Improve the cost efficiency of court security and escort services and in particular maximise savings and security improvements through the use of video conferencing.**

### Escort Services

During the year, the Court Escort Security Unit took responsibility for the Extreme High Security Unit, responsible for escorting inmates classified as either AA or Extreme High Security. This will increase the number of officers trained in high security escorts.

The new \$1.3 million Kirkconnell Correctional Centre clinic eased the pressure on correctional staff previously required to escort inmate patients to Bathurst Hospital or Long Bay Correctional Complex.

To give greater flexibility in transporting different categories of inmates, the escort fleet was enhanced with four new 16-seater vehicles with six individual cells. Previously, escort vehicles only had capacity for a maximum of eight inmates in a cell.

### Cross Justice Video Conferencing System

The Department uses video conferencing to reduce the costs and security risks associated with inmates moving to and from court. In 2006/07, the annual escort costs avoided through using video conferencing were estimated at \$5.34 million, an increase of 24 percent on the 2005/06 figures.

During the year, a \$571,000 video conferencing facility was installed at the High Risk Management Unit (HRMU) at Goulburn Correctional

# 7.13

## Offender Management in Custody



Centre, removing the need for high risk inmates to be taken under escort from the HRMU to the video link facility in the mainstream correctional centre.

Video conferencing was also expanded to Lithgow and Broken Hill Correctional Centres, allowing inmates on protection to participate in Parole Authority review hearings without the disruption of relocation.

### Number of court appearances facilitated by video conferencing

	2002/03	2003/04	2004/05	2005/06	2006/07
	8,605	13,471	16,170	17,214	19,125

### Number of inmate movements

Category	202/03	2003/04	2004/05	2005/06	2006/07
Prison to prison*	40,190	39,217	42,305	42,655	40,105
Prison to hospital*	332	264	397	365	393
Prison to court*	101,009	102,570	85,227	90,945	101,746
Prison to other*	2,777	6,831	4,180	4,891	4,936
Total	144,308	148,882	132,109	138,856	147,180

\*National Correctional Indicators categories

# 8.1 Offender Management in the Community



## Result priorities

- Effective supervision and support of offenders in the community
- Timely and accurate information to courts, the State Parole Authority and other releasing authorities
- Strategic partnerships for the provision of effective offender programs.

## Services provided

- Supervision of offenders and program delivery
- Referral to appropriate and relevant community-based services
- Advice to courts and releasing authorities
- Program provision for offenders with identified specific needs.

## Strategic objectives

**Assess and manage the risk of re-offending and risks associated with the safety and well-being of offenders, staff and the community**

During the year, the Department managed all offenders within the Throughcare Strategic Framework, based on a whole-of-sentence case plan that links custodial and community corrections. This plan is based on an assessment process which provides:

- complete profile of the inmate's criminal and social history;
- rating of the risk of criminal re-offending;
- list of dynamic factors related to the risk of re-offending;
- list of strengths, assets and protective factors;
- set of whole-of-sentence, prioritised case plan strategies.

In 2006/07, the Throughcare E-case Management Project – OIMS Renewal Program continued the roll-out of the renewed Offender Integrated Management System which enabled the implementation of whole-of-sentence planning, allowing both custodial and community arms of the Department to access E-case notes and other electronic data regarding the offender.

The Department uses a two-tiered level of recommendation/decision-making to review an inmate's progress toward achieving case plan goals every six months. The case management process is regularly audited to maintain a clear link between classification, placement and case management.

## Assessing risk

During 2006/07, all offenders supervised by Community Offender Services underwent LSI-R risk/need assessment, with LSI-Rs conducted on 77 percent of offenders by the time of sentencing.

In early 2007, the Department established a new Offender Assessment Unit to direct and support staff conducting risk/needs assessments and to maximise the LSI-R's predictive



# 8.2

## Offender Management in the Community

**TINWARE**

Item No.	Article	Dimensions	Material
1	Basket, wash-hand	6 1/2 in. x 15 in.	I.X. tin, No. 8 wire
2	Bowen, oval	To sample	I.X. tin, No. 12 wire
3	Billy case	To sizes ordered	I.X. tin, No. 12, 10, 8 and 6 wire
11	Cans, tin	To sample	I.X. tin, No. 10 wire
12	Chamber-lid	To sample	I.X. tin, No. 12 wire
13	Chamber-lid	To sample	I.X. tin, No. 12 wire
14 to 21	Dishes, round	Depth from tin, to tin, as ordered	I.X. tin, No. 12 to No. 6 wire
22 to 27	Dishes, oval	Depth from tin, to 5 in., as ordered	I.X. tin, No. 12 to No. 6 wire
28	Dippers	To sample	I.X. tin, No. 12 wire
29	Hot press, call	10 in. x 9 in.	I.X. tin, No. 14 wire
30	Hot press, call	10 in. x 9 in.	I.X. tin, No. 12 wire
31	Hot press, call	10 in. x 9 in.	I.X. tin, No. 12 wire
32	Hot press, call	10 in. x 9 in.	I.X. tin, No. 12 wire
33	Hot press, call	10 in. x 9 in.	I.X. tin, No. 12 wire
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96	Hot press, call	10 in. x 9 in.	I.X. tin, No. 12 wire
97	Hot press, call	10 in. x 9 in.	I.X. tin, No. 12 wire
98	Hot press, call	10 in. x 9 in.	I.X. tin, No. 12 wire
99	Hot press, call	10 in. x 9 in.	I.X. tin, No. 12 wire
100	Hot press, call	10 in. x 9 in.	I.X. tin, No. 12 wire

\* In price list see Galvanized Ironware.  
† Tin wire, 4 1/2 galvanized, body 2 1/2 in. x 1 1/2 in., inside measurement.



accuracy through quality assurance processes such as policy development, training, monitoring and audit.

### Sex offender risk assessments

During the year, the Department's psychologists conducted 140 risk management assessments for Community Offender Services and wrote 66 pre-sentence reports for the courts. Following the introduction of the Crimes (Serious Sex Offender) Act 2006 in May 2006, psychologists also completed in 2006/07 eight risk assessments for matters relating to this legislation.

### Number of community-based orders (National Correctional Indicator categories)

	2002/03	2003/04	2004/05	2005/06	2006/07
Restricted movement	228	199	190	208	213
Reparation	4,438	4,429	4,674	4,759	4,318
Supervision <sup>1</sup>	13,901	13,157	13,556	13,974	14,265
Total number of orders <sup>1</sup>	17,442	16,786	17,498	18,037	17,970

<sup>1</sup> Figures revised since previous publication

### Home Detention

	2002/03	2003/04	2004/05	2005/06	2006/07
Monthly average supervised	228	199	190	208	213
Percent change		-12.9	-4.3	+9.3	+2.2
Annual caseload intake	510	425	449	443	446
Percent change		-16.7	+5.6	-1.3	+0.7

### Community Service Orders

	2002/03	2003/04	2004/05	2005/06	2006/07
Monthly average supervised	4,438	4,429	4,674	4,759	4,318
Percent change		-0.2	+5.5	+1.8	-9.3%
Annual caseload intake	5,533	5,354	5,930	5,783	5,568
Percent change		-3.2	+10.8	-2.5	-3.7%

### Parole Orders

	2002/03	2003/04	2004/05	2005/06	2006/07
Monthly average supervised	3,432	3,515	3,787	3,967	3,983
Percent change		+2.4	+7.7	+4.7	+0.4%
Annual caseload intake	3,566	3,844	4,588	5,115	5,184
Percent change		+7.8	+19.4	+11.5	+1.3%

# 8.3

## Offender Management in the Community



### Probation Orders

	2002/03	2003/04	2004/05	2005/06	2006/07
Percent change		-7.8	+1.6	+2.3	+2.7
Caseload intake	14,811	14,635	14,628	14,606	14,690
Percent change		-1.2	0.0	-0.2	+0.6

**Ensure successful completion rates of community-based orders through enhanced monitoring and supervision for the duration of the order**

In 2006/07, the Department again intensified monitoring and supervision of offenders by increasing the number of frontline officers. The Department also established the Offender Compliance and Monitoring Unit (OCMU) to undertake random checks of offenders on Community Service Orders and electronic monitoring of home detainees as well as other offenders in the community on an electronic monitoring regime. The role of the OCMU was subsequently expanded to include full responsibility for the home detention program.

Another new initiative, the Special Visitation Group (SVG) was established in 2007. A highly mobile unit, the SVG conducts surveillance on, and undertakes unannounced home visits to, high risk, extreme high risk and high profile offenders in the community. Compliance and Monitoring Officers in the SVG are supported by a dedicated psychologist and intelligence officers to assist with profiling of offenders.

As officers in the SVG work shift work seven days per week, home visits can take place on any day at any time. In selected cases, the SVG will also assume case management responsibility for high risk offenders.

The SVG model provides another layer of supervision, additional, random home visits and more random drug and alcohol testing for high risk and high profile offenders.

### Successful completion of community-based orders

	2002/03	2003/04	2004/05	2005/06	2005/06 National Average	2006/07
Reparation*	77.40	76.71	79.31	78.06	70.4	80.13
Supervision	82.22	84.72	80.06	82.22	72.6	81.34
Total rate of completion	83.02	80.44	81.26	80.54	72.0	80.98

\*Discharge codes have been revised to exclude "no fault revocations" from being counted as a "breach of CSO"

**Maximise opportunities for offenders in certain circumstances to be diverted from custody by providing appropriate advice to courts and releasing authorities**

## 8.4

Offender Management  
in the Community

During the year, the Department prepared almost 27,000 pre-sentence reports on the suitability of offenders for a variety of custodial and/or community-based sentencing options. These reports provide a corroborated summary of the background of an offender, current attitudes and circumstances, risk the offender poses to the community and major issues surrounding the offence.

A further 900 post-sentence assessments were sought by the courts after sentencing, to ascertain the suitability of an offender for entry into programs such as Home Detention and Drug Court supervision.

Over 3,300 pre-release reports were sought by the NSW State Parole Authority to help assess an offender's risk of re-offending, including information on:

- what programs and services the offender can access to reduce that risk;
- the offender's behaviour and program attendance in custody;
- the post-release plan to support the offender to adjust to life in the community.

**Pre-sentence reports**

	2002/03	2003/04	2004/05	2005/06	2006/07
Number of reports	27,126	26,135	27,605	27,198	27,280
Percent change		-3.7	+5.6	-1.5	+0.3

**Post-sentence assessments**

	2002/03	2003/04	2004/05	2005/06	2006/07
Number of reports (Home Detention)	794	637	692	696	813
Number of reports (Drug Court)			26	52	79
Percent change		-19.8	+12.7	+4.2	+19.3

**Pre-release reports\***

	2002/03	2003/04	2004/05	2005/06	2006/07
Number of reports	3,572	3,257	3,913	3,677	3,352
Percent change		-8.8	+20.1	-6.0	-8.8

\*Data revised following identification of an error in the coding of certain pre-release report types that affected figures between 2002 and 2004.

**Extend to offenders in regional and remote locations the availability of diversionary programs currently provided in metropolitan areas**

The transfer to the Offender Compliance and Monitoring Unit (OCMU) of all responsibility for home detention has facilitated the extension of the home detention program on a trial basis to Nowra and Tamworth. The regionalisation of the Special Visitation Group (SVG) will enable the further extension of home detention to remote and rural areas.

## 8.5

## Offender Management in the Community

The provision of Community Service Order (CSO) Field Officers to offices in locations such as Broken Hill, Bourke, Coonamble, Dubbo and Gunnedah has expanded the capacity of Community Offender Services to deliver the CSO program in remote and rural areas.

**Address the specific needs of Aboriginal offenders and Aboriginal communities through diversionary program availability, and culturally and linguistically appropriate program and service delivery**

### Aboriginal specialist officers

During the year, the Department employed 13 Aboriginal Client Service Officers (ACSOs) to advise and support Probation and Parole Officers in the case management of Aboriginal offenders and to meet their needs in a culturally sensitive manner. Two ACSO positions funded through Drug Summit money provided advice and assistance to courts to identify appropriate residential drug and alcohol rehabilitation programs and assist offenders to access these resources.

The Department also consolidated the Aboriginal Assessment Support Officer positions at Goulburn, Grafton, Bathurst and Dillwynia Correctional Centres, assisting in whole-of-sentence planning and case management processes for Aboriginal offenders.

During the year, regional Aboriginal Staff Network meetings were conducted to create a supportive working environment and professional development for these staff.

### Addressing the needs of Aboriginal offenders in custody

During the year, the number of both Aboriginal male and female offenders increased slightly. In June 2007, 1,764 Aboriginal male offenders were in custody, comprising 20 percent of the total male offender population. The 203 Aboriginal female offenders in custody comprised 31.3 percent of the total female offender population.

To take into account the needs of these offenders, the Department continued to offer a range of dedicated Aboriginal programs, and to ensure key policies, procedures and resources, regarding Aboriginal offenders and services are appropriate. This included reviewing and updating the Aboriginal Inmate Handbook and providing Aboriginal cultural awareness training sessions for new departmental staff and those who work with the children of inmates and their families.

In 2006/07, the Department's Aboriginal Taskforce met quarterly and the Aboriginal Support and Planning Unit assisted in developing the Aboriginal Employment Strategy Committee for the new Wellington Correctional Centre. This Unit also developed Teacher and Student

Resources for delivering the Certificate 1 in Learning Pathways for Aboriginal and Torres Strait Islander offenders.

### Aboriginal programs in the community

The Department has developed a number of programs to meet the needs of Aboriginal offenders in their communities in partnership with other government and non-government community organisations and with local Aboriginal communities.

#### Two Ways Together initiative

Two Ways Together is the NSW Government's Aboriginal Affairs Policy for 2003-2012. It responds to the findings of the Productivity Commission's Overcoming Indigenous Disadvantage – Key Indicators 2003 Report and establishes a new framework for a wide range of government agencies to work with each other and with Aboriginal communities to improve the lives of Aboriginal people.

Under Two Ways Together, the Department received \$3.8 million from July 2004 to June 2008 to support the Collaborative Approaches to Indigenous Family Violence and Child Abuse, and the Reducing Incarceration initiative. This funding is administered across the following locations:

#### 1. Lismore and Tabulam – Rekindling the Spirit

Developed in 1998, Rekindling the Spirit targets Aboriginal males and Aboriginal females and their families to address the underlying causes of offending behaviour thereby reducing family violence and re-offending. It includes a range of support services to address the cultural needs of Aboriginal families, with specific attention to family violence, drug and alcohol abuse and child abuse and neglect within the family.

In 2006/07, 53 male and 14 female Community Offender Services clients started the program and the Department forged community partnerships to extend the program to Tabulam.

#### 2. Dubbo – Yindyama La (Family Violence Project)

This project focuses on developing an inter-agency approach to male perpetrators of violence by working closely with services for victims and children in collaboration with the community. During the year, the Department continued community consultation for a victims' support program and referred 30 supervised Aboriginal male offenders to the program.

#### 3. Newtown/Redfern – Walking Together Project

In 2006/07, the Department reviewed, refined and extended the original Walking Together program, which addresses the problems



# 8.6

## Offender Management in the Community



of loss and lack of cultural identity that affect many urban Aboriginal offenders. The revised Walking Together program more specifically targets family violence.

The Department also developed a parallel program for Aboriginal female offenders to address family violence, emphasising the need to protect children and speaking out against violence towards women and children in the family and in the community.

During the year, 56 men and 28 women were referred to the programs.

While both Walking Together programs are to be based on empirical evidence of the What Works literature, the programs are being re-developed in consultation with the local Aboriginal community and will incorporate a culturally appropriate framework of knowledge and Aboriginal social values. The local Aboriginal community will be involved in both the development and delivery of the program strategy.

The Department is now working on a further program to meet the needs of Aboriginal male and female offenders in the Newtown area who also have offending issues relating to alcohol abuse. The Walking Together - Controlling Alcohol Abuse program will explore the damage to individuals, family and community caused by alcohol abuse and will teach the specific skills and self-management techniques required to control drinking to safe levels.

### Aboriginal Strategic Plan

All the above activities were underpinned by the development of a draft five-year Aboriginal Strategic Plan 2007 – 2012. The new Plan is strategically aligned with the whole-of-government approach to addressing Aboriginal affairs.

### Tabulam

During the year, the Department progressed construction of its correctional facility at Tabulam. The Tabulam program will give Aboriginal offenders an opportunity to participate in innovative programs, learn new work skills and find out about their culture from local Aboriginal elders. Tabulam is modelled on the Brewarrina (Yetta Dhinnakkal) program and conforms with Aboriginal cultural practices.

**Take into account the gender-specific needs in maintaining connection with family and children when assessing female offenders for community-based sentencing options**

Maintaining relationships with family, community and kinship is well-known in contemporary corrective services management as being of utmost importance in supporting offenders in addressing their offending behaviour and leading crime-free lives.

Community Offender Services staff are required to take into account family relationships and responsibilities when providing pre-sentence advice to courts.

In 2006/07, the Department began reviewing all policies and procedures relating to the Mothers and Children's Program that supports meaningful contact between mothers and their

# 8.7

## Offender Management in the Community



children, including giving mothers in custody access to parenting skills programs.

During the year, the Department used modern video conferencing technology to allow 'visits' between mothers and their children, particularly with those who live in the more remote areas of the State or where regular visits to a correctional centre are difficult to arrange.

**Ensure integrity and quality of program and service delivery through the application and maintenance of appropriate standards**

### Forensic Psychology Services

In 2006/07, 20 additional sex offenders started a community-based 'maintenance' program designed as relapse prevention. Of these, 14 completed this program and 21 are yet to complete it. Three sex offenders were returned to custody and therefore did not complete the program.

Where offenders are located too remotely to access metropolitan-based programs, 47 sex offenders were seen individually by a supervising psychologist.

**Establish and maintain partnerships with other government and non-government agencies to ensure community support for offenders and to meet their re-settlement needs.**

### Housing and Human Services Accord

During the year, the Department supervised three Shared Access trial programs for offenders under the Housing and Human Services Accord. The Department is helping to oversee the evaluation of the trials, as documented in the story "Strong benefits from cross-agency partnerships".

### Accommodation for medium/high risk parolees

NSW Drug Summit funding provides emergency short-term accommodation for medium to high-risk parolees shortly after their release from custody. Assistance may be for up to 14 days enabling more permanent accommodation to be established. In 2006/07, approximately 70 percent of offenders assisted by this program remained in the community under supervision, three months after the assistance was rendered.

# 8.8

## Offender Management in the Community

### Dual diagnosis inter-agency case co-ordination

NSW Drug Summit funding also supports offenders in the community who have both mental health and drug and alcohol disorders. This offender group is regarded as being at the most difficult end of the treatment spectrum. During the year, four part-time and two full-time positions of Project Co-ordinator Co-existing Disorders were established to identify suitable, dual-diagnosed offenders and develop and implement an inter-agency case management model. A framework for evaluation was also established.

### The Child Protection Watch Team trial

During the year, the Department continued to support the Child Protection Watch Team, a multi-agency body, led by NSW Police, created to case manage those registered child sex offenders who present an ongoing grave risk to children. Following an initial evaluation by the Police, a cost benefit analysis and an independent evaluation will be undertaken.

### Community Funding Program

In 2006/07, the Department's Community Funding Program (CFP) assisted offenders, ex-offenders and their families following a 3.3 percent budget increase on the previous year's funding.

This assistance came through a number of CFP-funded community-based non-profit organisations, which form a key part of the delivery of the Department's Throughcare strategy. These agencies are often involved in case management processes throughout an offender's sentence period, from entry point into the correctional system to reintegration into the community following release and/or completion of the order.

They assist offenders to maximise post-release opportunities by offering short-term supported accommodation, linking offenders to specialist community services and supporting families to maintain relationships.

### Agencies receiving CFP funding in 2006/07

- **Glebe House** and **Judge Rainbow Memorial Fund** – supported accommodation services for recently released male offenders
- **Guthrie House** – supported accommodation services for women
- **Prisoners Aid Association** – personal property storage and financial services to inmates
- **CRC Justice Support** – support services for offenders, ex-offenders and their families

- **Yulawirri Nurai Aboriginal Corporation** – post-release services for Indigenous women
- **Link-Up (NSW) Aboriginal Corporation** – services to help Aboriginal and Torres Strait Islander offenders establish and strengthen their family links
- **SHINE for Kids** – services to support children of offenders
- **Bundjalung Tribal Society Ltd** (Namatjira Haven) – residential rehabilitation project for male Indigenous offenders with alcohol and other drug dependence
- **New Horizons Enterprises Limited** – supported accommodation for male offenders with a mental illness

During the year, approximately 10,000 offenders, ex-inmates and their families were assisted by the above services. The Department will call for Expressions of Interest to operate priority projects for the 2008/2011 CFP triennium.

### Offender program participation

#### NSW Sober Driver Program (SDP)

The SDP is jointly funded by the Roads and Traffic Authority and the Motor Accidents Authority and is delivered by Community Offenders Services throughout New South Wales. This court-based, post-conviction, mandated program targets adult offenders convicted of a repeat drink driving offence within the previous five years. It addresses issues such as the: consequences of drink driving; effects of alcohol on driving; management of drinking situations; and alternatives to drinking and driving. It also deals with relapse prevention and stress management.

During the year, the Department delivered 77 standard (nine-week) versions of the course and 18 condensed versions in rural and remote locations. In all, 1,303 offenders were enrolled with 964, or 74 percent, successfully completing the program. Additionally, 45 new people were trained to deliver the program.

#### Pathways to Employment, Education and Training (PEET)

PEET was developed in partnership with NSW TAFE to provide offenders with the skills to either enter the workforce or to enter the adult education system. It enables medium to high risk, community-based offenders with educational and/or vocational deficits to access the NSW TAFE system in a supportive manner. Each course is co-facilitated by a TAFE teacher and a Probation and Parole Officer.

In 2006/07, the Department conducted 36 PEET courses. From June to December 2006, 184 offenders were enrolled in PEET programs, 101 completed the program and 72 progressed to employment or further study. From February to June 2007, 220 offenders were enrolled in PEET programs, 108 completed the program and 132 progressed to employment or further study.

# 9.1

## Organisational Capability, Governance and Staff Support



### Result priorities

- Corporate systems, policies and support services which enable the achievement of operational goals
- Efficient and effective asset and resource management
- Safe and healthy work environment
- Staff support in meeting workplace demands
- Staff performance management
- Corporate communications and information systems which enable the achievement of contemporary standards of performance and governance
- Ethical work environment free from grievance, harassment and misconduct
- Professional conduct

### Services provided

- Finance and asset management
- Administration and technology
- Human resources management
- Operational support
- Legal services
- Staff learning and development
- Reporting.

### Strategic objectives

**Build organisational capacity to deliver effective and efficient correctional services, and achieve co-ordinated and integrated whole-of-Department performance reporting**

During the financial year, the Board of Management Organisational Performance Committee, initiated by the then Acting Commissioner had its inaugural meeting. This resulted in the Corrections Inspectorate and the Corporate Strategy Unit being requested to form a working party to capture all departmental documents that report against established organisational objectives.

This scoping exercise contributes significantly to building a corporate 'dashboard', which will provide an on-line reporting function, and maintain consistent and effective reporting processes both within the Department and to external agencies.

During the year, the Department approved an Agency-Wide Risk Management Policy which forms the umbrella for all policies and procedures relating to all aspects of risk management. This went hand-in-hand with a restructure of the existing Risk Management Committee to: strengthen the Department's risk management processes; develop an integrated, systematic enterprise-wide approach which ensures consistency across the organisation; allows comprehensive consideration of all types of risk in a cost-effective way; integrates risk



## 9.2

## Organisational Capability, Governance and Staff Support

management strategies in all corporate planning; and allows for ongoing monitoring and evaluation.

These good risk management practices will not only ensure compliance with AS/NZS 4360:2004 but also further develop the Department's Business Continuity Plan in accordance with the Premier's Circular No 2003-02 including planning for managing the risk of a human influenza pandemic.

**Achieve the aims of workplace reforms to better align performance and cost efficiency with national best practice**

During the year, the custodial operations and Community Offender Services arms of the Department were brought together in a regionalised operation, with a view to generating increased effectiveness and efficiencies by sharing resources and services. This integrated structure also promotes the Throughcare management of offenders in custody and in the community, giving the regional director in each region oversight of E-case Management and Throughcare in their respective regions.

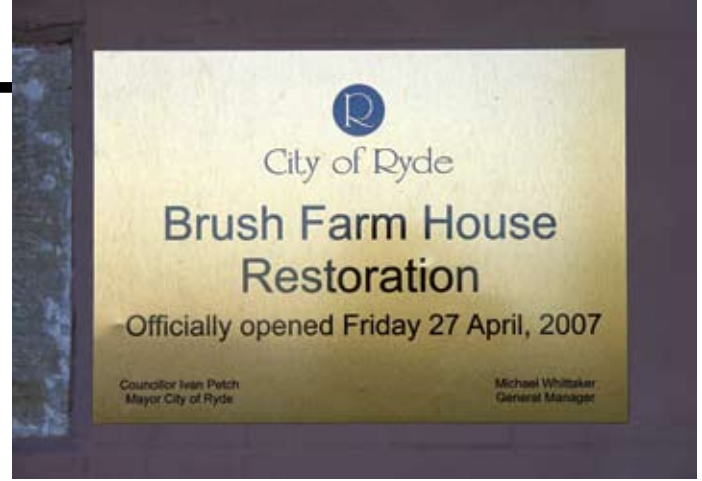
Additionally, in 2006/07, Community Offender Services was restructured to enhance supervision of offenders in the community and provide greater accountability for offender management, as required in the NSW State Plan.

### The Way Forward

During the year, the new consent award covering the Mid North Coast Correctional Centre and Dillwynia Correctional Centre continued to produce cost efficiencies. This award also covers Wellington Correctional Centre, which will be operational in 2007/08.

### Premier's Gold Award

In 2006/07, the Mid North Coast Correctional Centre (MNCCC) was a Gold award winner in the Business, Management and Financial Performance category of the Premier's Public Sector awards. The Gold award recognises the MNCCC's successful implementation of The Way Forward workplace reforms which aim to reduce the cost of service delivery. Through cost-effective management of resources and budgeting, the 500-bed centre has maintained the Department's high standards of inmate security and safety with a lower budget than other centres. The cost effective model includes the design and implementation of suitable monitoring processes to report on performance.



### Cost of custody services per inmate per day

With the continuing increase in the general inmate population in NSW, it is anticipated that keeping the recurrent cost per offender per day in check will remain a challenge. Increases in inmate population necessitate increases in staff numbers and facilities to effectively implement the sentences of the court and to reduce risks of re-offending.

2002/03	2003/04	2004/05	2005/06	2006/07 National Average	2006/07
\$187.70	\$188.60	\$182.70	\$189.69	\$184.47	\$195.76

### Cost of community-based correctional services per day

2002/03	2003/04	2004/05	2005/06	2006/07 National Average	2006/07
\$9.60	\$10.40	\$11.20	\$10.40	\$11.70	\$11.65

**Achieve the aims of the shared services reform initiatives to improve administrative and support service cost efficiency**

In 2006/07, the Department centralised entry level recruitment services for custodial, community offender services and industrial/overseer staff. Continued efficiencies in this area of recruitment are expected to continue in 2007/08.

During the year, the Department also began implementing the Government's Shared Services Strategy, by centralising the administrative support services of the John Morony and Long Bay Correctional Complexes. This initiative involved creating the Windsor Integrated Services Environment (WISE) and the Malabar Integrated Services Environment (MISE). This service integration model has centralised the records, accounts, purchasing and asset management functions. Future shared service arrangements will be implemented at Silverwater Correctional Complex in 2007/08, with further implementations planned for clusters of correctional centres.

To enhance efficiency in administrative services by removing paper-based personal files, the Department implemented document management solutions in 2006/07. In addition, enhancements to the Department's business information management system increased the use of self-service around reporting.

The final centralisation of payroll and personnel services also occurred in 2006/07, with the Community Offender Services payroll function transferred to the Payroll and Personnel Services Unit at Goulburn.

## 9.3

## Organisational Capability, Governance and Staff Support

### Achieve increased efficiencies within budget allocations

During the year, the Department put in place a number of strategies to achieve the efficiency requirements set within budget. These include ensuring purchasing and contract requirements adhere to best practice and reviewing opportunities for outsourcing.

### Contracting and market testing

The Department constantly reviews its opportunities for outsourcing. In 2006/07, some \$61.7 million was invested in outsourced services including:

- managing the Junee Correctional Centre;
- property maintenance;
- staff training;
- vehicle fleet maintenance;
- health and welfare services for offenders;
- health services for staff;
- specialised and some regional legal services.

Outsourcing considerations were based on service standards, reliability, cost comparison and strategic value/risk assessment.

### Electronic procurement

Having identified the Direct Enterprise Resource Planning (ERP) Integration model as most suitable for the Department's business needs, the Department investigated during the year using Smartbuy for electronic procurement, with implementation planned for 2007/08. The Department is already registered with the Department of Commerce for e-tendering.

### Asset management

#### Energy management

During the year, the Department's energy management program continued to realise substantial cost savings, while reducing greenhouse gas emissions. For example, the recommendations of last year's energy audits at Dillwynia Correctional Centre were implemented, with a resultant annual energy cost saving of \$35,000. The audit of Kariong Juvenile Correctional Centre identified incorrect metering and, once remedied, halved the metered electrical consumption.

Energy savings works were completed at Goulburn with estimated savings of 231 kilowatt hours per annum, reducing CO2 emissions by 212 tonnes, delivering annual savings of \$26,000.



#### Property management

In 2006/07, the Department managed 80 commercial leases to support Community Offender Services offices and other operational and administration areas with a total of approximately 35,500 square metres. The average space utilisation ratio for the office accommodation portfolio is 15 m2 per employee, in accordance with the Government's Accommodation Guidelines. During the year, four leases were renewed and 19 new leases were negotiated with four properties vacated and leases terminated.

#### Asset maintenance

During the year, the Department continued implementing the asset maintenance program, with a budget of \$24.8 million.

#### Water management

In 2006/07, severe water shortages in NSW placed an even higher emphasis on water management, particularly at Goulburn Correctional Centre. In response, the Department installed bore water facilities and implemented a program of water saving measures, including water monitoring devices, water tanks, grey water use, flow restrictors and timers to inmate accommodation.

In February 2007, the Department submitted a Water Savings Action Plan for its metropolitan correctional centres. Plans for Parramatta and Emu Plains Correctional Centres are being implemented, while water usage monitoring studies are underway at Silverwater, Long Bay, Parklea and John Morony Correctional Centres. The recommendations from these studies will be implemented in 2007/08.

During the year, works at John Morony and Parklea Correctional Centres began with a special grant under Sydney Water's pilot fund for water saving works. Estimated savings will be 176,000 litres per day, or some \$71,240 per annum.

#### Hazardous Materials Management Program

The Department's Hazardous Materials Management Program has continued, with the completion of the state-wide asbestos survey for leased premises. Hazardous material was removed from the Long Bay and John Morony Correctional Complexes and Brewarrina (Yetta Dhinnakkal) Centre where minimal risks were detected.

#### Heritage management

The Department's Section 170 Register was reviewed, pending submission of the updated register in 2007/08. Heritage works during the year included: Grafton Correctional Centre (\$6,000), Norma Parker Correctional Centre (\$35,000), Newington House (\$25,000), Bathurst Correctional Centre (\$22,000), Kirkconnell Correctional Centre (\$15,000), Grafton Correctional Centre (\$6,000), Cooma Correctional Centre (\$80,000) and Goulburn Correctional Complex (\$10,000).

# 9.4

## Organisational Capability, Governance and Staff Support

### (A list of heritage protected items is in the appendices of this report.)

Blaxland House, Australia's oldest country home and therefore under heritage protection, was restored during the reporting year. It is located adjacent to the Brush Farm Corrective Services Academy (BFCSA) and owned by Ryde City Council. The Department contributed to the restoration and in turn has acquired a ten-year lease on a portion of this historical building. It was officially opened in April 2007 and can be used as office and meeting space by BFCSA.

### Disability access

Two disabled access cells were constructed at the Metropolitan Remand and Reception Centre. Disabled access facilities, including lifts and toilets, are being included in all new leased Community Offender Services office premises where possible.

### Vehicle fleet maintenance

During the year, escort vehicle profiles were expanded to include an environmental performance score, allowing the Department to strategically reduce greenhouse gas emissions from the fleet. As suppliers are continually decreasing the amount of greenhouse gases emitted from their vehicles, the Department is continually reviewing the possibilities to reduce the carbon footprint of its vehicle fleet.

### Waste management

Waste avoidance and recycling practices used during the year included:

- double-sided printing;
- re-using single-sided paper;
- replacing printed material with email;
- intranet and electronic publishing;
- accurately estimating material quantities;
- ordering materials in standard sizes to minimise off-cuts and waste;
- recycling paper;
- collecting toner cartridges;
- recycling vegetation, construction and demolition materials.

Align information management and technology solutions with business needs within an environment of rigorous planning, review and service metrics

### Partnering with the business

With the Department increasingly relying on technology to fulfil its corporate mission, the Information Communication and Technology (ICT) Division is mindful about meeting the needs of all sections of the Department. ICT uses an engagement model that partners with the business. This model ensures that ICT staff fully understand the

business of Corrective Services and allows them to develop and offer technology solutions that align with the Department's business needs.

### Convergent technology

During the year, the renewal of the Department's ICT environment continued within the scope of the NSW ICT People First Plan, which puts forward a vision for the role of converged technology. To comply with this, the Department began in 2006/07 to converge its voice and data communications and to take up the Government Broadband Service. Broadband was installed to all major Departmental locations, improving access to internal and external systems by up to six-fold. The remaining locations are expected to be completed by 31 December 2007.

### OIMS renewal

The Department continued to align and refresh the Offender Integrated Management System (OIMS) against global functional, operational and technical capabilities to fulfil business security and offender management requirements. This project will create a seamless relationship between offender information in custody and in the community. This will introduce the capacity for 'single offender booking', supporting one of Throughcare's central tenets, that all information about an offender's management is recorded and accessible in a timely fashion at all stages of their legal order.

### Outsourcing

In compliance with whole-of-government shared services requirements, outsourcing of the data centre, database administration, OIMS and the Department's computing platform was finalised during the year.

### Supporting Throughcare

Significant progress was made on the Throughcare E-case Management project, with its functional requirement specifications completed and system implementation projected to take place during 2007/08.

### Electronic supervision

In 2006/07, the Department upgraded the incident reporting and intelligence capacity of OIMS and introduced a consistent approach to using it, according to a hierarchy of risk. This means that traditional radio frequency (RF) tracking will continue to be used for passive supervision, while Global Positioning Satellite (GPS) technology will be used to supervise high risk offenders.

### Mobility

During the year, wireless technology enabled the Department's workforce to become increasingly mobile, with a trial of computer tablets, allowing staff to have direct access to information and systems

# 9.5

## Organisational Capability, Governance and Staff Support

while in the field. For example, a Probation and Parole officer can potentially access and update an offender’s file while making a home visit. This is the first step in developing an access regime that ensures staff mobility whenever appropriate, with access subject to rigorous authentication and security.

### Information management

During the year, the Department reduced its physical records by 50 percent, in accordance with the authorised functional disposal authority. The roll-out of the Corporate Information Management System was also completed, with direct access to 1,200 users providing the basis for the next stage of information management reform which is the total conversion of paper to electronic records.

### Technology re-use

Rather than disposing of old computers, Corrective Services Industries began refurbishing obsolete machines and providing them to inmates as part of inmate education. As part of this process, inmate access to computers was strictly limited to learning the technology skills required to function in the workplace because inmates are not allowed access to the Internet.

### Service management culture

During the year, the Department introduced a quality-based approach to providing ICT services, maintained by information security certification AS7799, and by the progressive implementation of an Information technology Infrastructure Library (ITIL) Service Management Improvement Program. This project is expected to significantly improve the consistency of service to agreed metrics.

Additionally, the ICT Division continued to maintain policy standards and procedures to provide a consistent ICT environment throughout the Department. This in turn enabled the delivery of consistent support and services in accordance with service level agreements.

### Four year strategic plan

In 2006/07, the Department launched an ICT Strategic Plan for 2007/2011 that will push ICT investment towards frontline services, while creating significant savings in ICT expenditure. The Plan outlines strategies to deliver the business technology solutions that were identified at the ICT 2007 Planning and Development Forum in May 2007.

Align workforce planning and staff learning and development with emerging workplace requirements

In 2006/07, workforce planning was significant in supporting the Department to deliver best practice in correctional services.

During the year, the Department continued to implement a range of strategies to address emerging workplace requirements. These included the Australia and New Zealand Workforce Planning and Development Forum’s Action Plan, which targets four prioritised strategies including: a workforce planning framework; employer branding; recruitment; and learning and development.

### Recruitment

During the year, the Department recruited 285 Probationary Correctional Officers, 104 Community Offender Services Officers and 32 Overseers. The overall attrition rate was 6.31 percent, slightly higher than the 5.7 percent recorded in 2005/06.

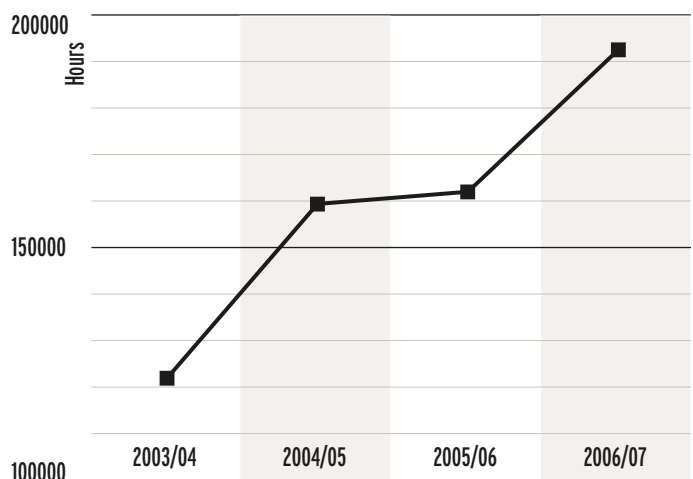
### Learning and development

In 2006/07, the Department conducted programs to prepare its future leaders for emerging challenges in the corrections and business environments. It also delivered one of three courses for Probationary Correctional Officers and Overseers who will staff the Wellington Correctional Centre.

### Brush Farm Corrective Services Academy (BFCSA)

During the year, the BFCSA delivered 93 learning and development programs, with training hours increasing by 18 percent and total participants by 5.5 percent.

### Total Training Hours

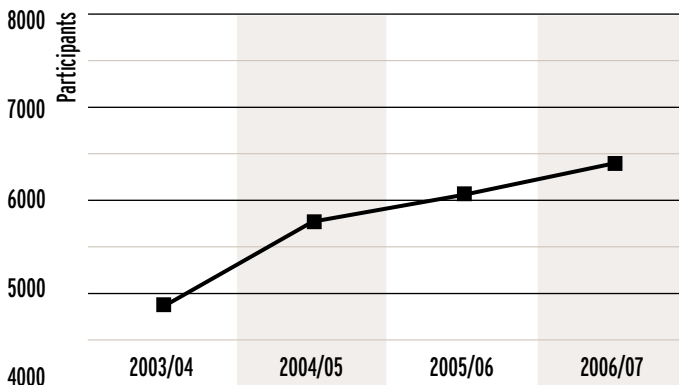


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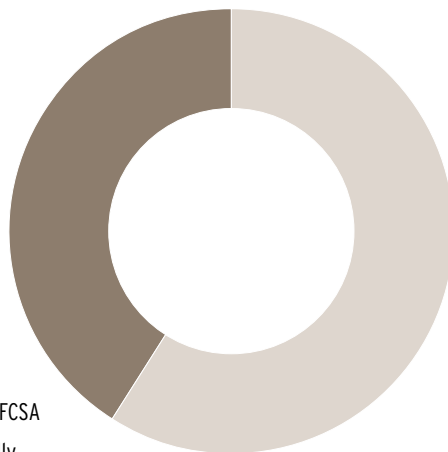


## Organisational Capability, Governance and Staff Support

### Total Participants



### Participation Location



### Brush Farm Corrective Services Academy (BFCSA) Accreditation

The BFCSA maintained certification under ISO 9001:2000 as a quality management system, as well as its status as a Registered Training Organisation (RTO).

### Integrated Induction

All new members of staff to the Department are required to undertake an integrated induction program, which has a special emphasis on policy, probity and security related issues.

Course Name	Attendance 2006/07
Integrated Induction	405

### Primary Training

Primary training was delivered at Dillwynia and Wellington Correctional Centres as well as at the BFCSA.

Course Name	2003/04	2004/05	2005/06	2006/07
Custodial Training Unit	172	236	261	330
Offender Programs Training Unit	65	71	74	126

### Professional Development

In 2006/07, in addition to the professional development programs listed in the table below, the Department provided 15 professional development grants of up to \$3,000 to employees seeking to engage in self-study or professional improvement activities.

Program/Qualification	Attendance 2006/07
Australasian Correctional Leadership Program	16 executives from Australasia
Executive Leadership Program	37 senior managers
Other leadership and management programs	85 managers
Advanced Diploma in Correctional Management	8 officers
Diploma in Correctional Administration	13 officers
Career Development Program	51 employees from 3 levels of management

### e-Learning

In 2006/07, the BFCSA ran its first e-Learning pilot course, Throughcare E-case Management, which is now being trialled at eight Community Offender Services district offices throughout the state.

### Site Improvements

During the year, BFCSA continued its water harvesting, landscaping and native garden program, including upgrading the memorial parade area, the conference room courtyard and replacing plants in the Bistro.

### Library

In 2006/07, seven inmates and four staff members enrolled in the Certificate III in Library/Information Services, with a further eight inmates graduating from the program.

### Sex Offender Programs staff training

During the year, 607 participants attended training in managing sex offenders, in 35 training sessions across 11 locations. Course highlights included:

## 9.7

## Organisational Capability, Governance and Staff Support

Program	Provider	Staff attending	Numbers attended
Sex Offender Programs Risk Assessment	Sex Offender Programs	Psychologists	43
Sex Offender Treatment	Bill and Liam Marshall (Canadian experts)	Psychologists	22
Deniers Program	Bill and Liam Marshall	Psychologists	26
Principles of Sex Offenders Management	Sex Offender Programs	COS staff	45
		Custodial staff	86
		New recruits	353

### Alcohol and Other Drugs Workforce Development Plan

In 2006/07, the Department's Drug and Alcohol Workforce Development Plan was included in the State Plan, Drug and Alcohol Issues: An Agenda for Workforce Development in NSW, which is overseen by the NSW Drug and Alcohol Workforce Development Council. During the year, education regarding alcohol and other drugs was incorporated into the initial training for custodial officers.

#### Align staff performance management to corporate goals and strategic targets

2006/07 is the second year custodial staff working in middle and senior management received performance reviews, following the inclusion of performance reporting in their industrial awards. During the year, the Department refined the qualitative and quantitative key performance indicators underpinning these reviews.

Moreover, the Board of Management has driven stronger integration of the Custodial, Offender Services and Programs and Community Offender Services branches via the Throughcare model and system changes to the Offender Integrated Management System (OIMS). This integration provides improved caseload information and outcomes-based information from which performance can be measured against the State Plan and the objectives of the Department's Corporate Plan.

#### Provide infrastructure to meet the asset requirements of the Department's services including the projected growth in custodial bed demand, and effectively manage the capital works program

In the 2007 State Budget, the Department was allocated \$97 million for capital works. It is expected that this will be fully expended.



### Tabulam

Construction is well underway at Tabulam, providing accommodation for male and female offenders serving community-based sentences, as well as a men's transitional centre. The facility will provide an alternative to full-time custody for offenders who fail to comply with their community orders. Set in 534 hectares of pasture and bushland, Tabulam will operate as a commercial enterprise, raising cattle for sale and food production for the correctional system.

### Silverwater Women's Correctional Centre

In January 2007, the Department completed the first stage of redevelopment at the Mulawa Correctional Centre. At the official opening of the new gatehouse, the Department announced the name of the centre to be changed to Silverwater Women's Correctional Centre. The redevelopment project also includes a central control room, armoury, vehicle lock, administration offices and visitor screening facilities.

### Wellington Correctional Centre

In February 2007, Wellington's first stage construction was officially handed over, with completed facilities including the \$8 million main gatehouse, kitchen, stores and laundry. The Wellington Correctional Centre is a 600 bed multi-classification centre for male and female offenders who have been sentenced in the region or who have family or community ties to the area. It is modelled on the successful regional concept now fully implemented at the Mid North Coast Correctional Centre. Wellington is scheduled to be completed and officially opened in September 2007.

### Kariong Juvenile Correctional Centre

The refurbishment and security upgrade of Kariong Juvenile Correctional Centre continued, enhancing current operations in managing high security juvenile offenders.

### Cooma Correctional Centre

In 2006/07, the Department continued to progress Cooma Correctional Centre's new minimum security annexe. Apart from plumbing and electrical contractors, most of the labour is being undertaken by inmates from the centre.

### Additional beds

Design planning for expanding other facilities to provide an additional 500 beds is also continuing, with construction anticipated to commence later in 2007. Locations being considered include Cessnock Correctional Centre and the John Morony Correctional Complex at Berkshire Park.

## 9.8

## Organisational Capability, Governance and Staff Support

### Offender numbers at a glance

The highest daily total number of inmates in NSW correctional centres in 2006/07 was 9,729. Even at its lowest point in 2006/07, the number of inmates in full-time custody was 9,183. This was still higher than the highest number of inmates (9,160) just two years ago.

Apart from managing increasing numbers of offenders in correctional centres, the Department also supervises about 18,000 offenders in the community and receives over 25,000 people into custody during a year.

The increase in inmate numbers is not associated with a rising crime rate. In fact, since 2001, crime rates and incarceration rates have been moving in opposite directions in New South Wales. Most of the growth in inmate numbers is a consequence of the increasing remand population, due partly to more people being remanded in custody, and partly to remandees staying in custody longer because of increasing delays between arrest and committal.

Remandees are less likely to receive bail because of changes to the Bail Act in 2002. It is also suggested that the increase in the sentenced inmate population is linked to the Police consistently improving their 'clean-up' rate as well as targeting repeat offenders.

The Department deals with the rising inmate population via a combination of strategies including:

- a significant capital works program to accommodate the increasing correctional centre populations and replacing outdated facilities;

- systematic integration of community-based and custodial operations to realise the range of benefits of Throughcare, and to improve offender compliance with orders as well as reducing risks of re-offending;

- concerted staff recruitment programs aimed at attracting employees from culturally diverse backgrounds with a range of skills, particularly with knowledge of issues associated with mental health, alcohol and other drugs.

### Rate of correctional centre utilisation

In 2006/07, the total rate of utilisation increased from 103.6 to 106.01, above the national average of 100.1 in 2005/06. This figure indicates a decrease in open custody utilisation and a sharp rise in secure custody utilisation. Both these figures remain substantially above the national average in 2005/06.

SECURITY	2002/03	2003/04	2004/05	2005/06	2005/06 National Average	2006/07
Open	105.0	110.2	110.4	107.3	101.1	105.3
Secure	98.9	101.5	100.7	101.4	99.7	106.6
<b>Total</b>	<b>102.0</b>	<b>105.4</b>	<b>104.8</b>	<b>103.6</b>	<b>100.1</b>	<b>106.1</b>

Develop and maintain strategic partnerships with other government and non-government agencies to improve operational efficiencies

### International and interstate programs

During the year, the Department hosted 14 international delegations involving 125 delegates from Belgium, China, Indonesia, Japan, Malaysia, South Korea, Thailand and Vietnam. It also participated in the China-Australia Human Rights Technical Co-operation Program in Nanjing China under the auspices of the Human Rights and Equal Opportunity Commission. Additionally, in July 2006, the Brush Farm Corrective Services Academy hosted the inaugural Australasian Correctional Leadership Conference in Sydney.

### Manage the workplace culture in accordance with best practice procedures to ensure safety and well-being of staff

A number of programs to enhance staff safety and wellbeing were implemented and/or continued in 2006/07, resulting in a positive impact on measures of staff safety and wellbeing. The Department's integration of a multi-faceted strategic health and wellbeing program demonstrates a best practice approach, as detailed below.

### Safe and healthy work environment

In 2006/07, Staff Health Services developed and delivered a HealthWise training program. This initiative was designed to meet the requirements of the WorkCover Working Together strategy, to train/inform supervisors and managers of their OHS and Injury Management legislative responsibilities. It was also used as a vehicle for marketing Staff Health Services programs across the Department.

### Injury prevention

During the year, new OHS training programs were initiated and delivered across the State for Corrective Services Industries overseers and Community Service Order supervisors. First Aid training was modified to reflect new national resuscitation guidelines. To encourage

## 9.9

## Organisational Capability, Governance and Staff Support

staff to pursue healthy lifestyles, new health promotion programs were developed and implemented in areas such as quitting smoking, staff gyms and canteens, walking and yoga groups. In addition, the Department facilitated an inspection program conducted by NSW WorkCover in metropolitan correctional centres.

### Injury management

In 2006/07, the Department further reduced its workers compensation premium, despite increasing staff numbers and increasing claim numbers. This is a positive result for the Department and represents a continual decreasing trend over the past six years. The inception of the Extended Case Management Team in August 2006 resulted in approximately 37 long-term claim finalisations and identifying \$97,801.65 owed to the Department from the Workers' Compensation insurer. In 2007/08, specific injury management strategies targeting long-term claims will be implemented, to ensure continuous improvement in performance and maximise rebates to the Department.

Claim costs	\$6,912,049
Claim numbers	1397
Staff numbers	6,400.27
Claims per 100	21.83
Costs per 100	\$107,996.20
Average costs per claim	\$4,947.78

### Staff support programs

During the year, training and information sessions were delivered in the areas of Peer Support, Alcohol and Other Drugs policy and education, Bullying and Harassment Prevention, Shift Work and Stress Management.

### Random alcohol and other drugs testing program 2006/2007

In 2006/07, 5,266 random alcohol and other drugs tests were completed at 237 work sites, with 15 positive test results recorded – a positive test rate of 0.3 percent. Since its commencement in 2005, the testing program has completed 9,953 tests and recorded 30 positive test results, with an overall positive test rate of 0.3 percent.

### Implement the Departmental Plan for Cultural Inclusion

#### Plan for Cultural Inclusion

In 2006/07, the Department made progress against all objectives in this Plan, including:

### Reducing re-offending by offenders from culturally diverse backgrounds

During the year, formal evaluation of a Mt Druitt community pilot program for parolees of Pacific Islander background found the program successful in addressing the cultural and criminogenic needs of offenders. As a result, the Department will continue to fund the program. Other culturally-appropriate programs to reduce re-offending currently being piloted in the community include an Anger Transformation program for Arabic speaking offenders at Parramatta and an Alcohol and Other Drugs program for offenders of Vietnamese background at Fairfield. This program is a co-operative approach between the Department and The Open Family Street Work Project.

### Reduce the additional negative impact of incarceration where this is a consequence of inmates coming from culturally diverse backgrounds

In 2006/07, the departmental Calendar of Religious and Cultural Events included 39 events and the Department continued to offer a menu of culturally appropriate meals, including Halal and Kosher. During the year, procedures and systems for providing cultural and religious items to offenders in correctional centres were substantially modified. As a result, the Department now has a mandatory policy to provide inmates with appropriate religious texts on request.

### Develop, improve and maintain practices which meet the needs of offenders from culturally diverse backgrounds, within Community Offender Services

To meet the needs of offenders from culturally diverse backgrounds, the Department employed during the year:

- Arabic Client Service Officers in Bankstown and Parramatta to provide specialised programs and services;
- A Vietnamese Client Service Officer and a designated Vietnamese Probation and Parole Officer in Fairfield;
- A Pacific-Islander Probation and Parole Officer in Mt Druitt.

In April 2007, the Department established a Pacific Island Offender Program Steering Committee to advise on and help engage the community with programs and services for Pacific Island offenders.

### Improve the skills and professionalism of staff and managers working with offenders from culturally and linguistically diverse backgrounds and their families

During the year, the Department's primary training for all custodial and community staff included a multicultural session. In addition, 167 staff attended a one-day Cultural Awareness course, four participated in Cultural Inclusiveness training, and resource material was disseminated via email and the Department's Intranet site.



## 9.10

## Organisational Capability, Governance and Staff Support

### Access and professionally utilise language assistance services where required

Procedures covering the full range of language assistance systems were further improved, including the Community Language Allowance Scheme (CLAS). CLAS covers 30 languages in 27 locations utilising the services of 75 staff. During the year, five more staff were nominated for the CLAS exam with languages including Hindi, Indonesian, Portuguese, Tamil, and Turkish. In addition, the Housing Resource Handbook and the Inmate Handbook were translated into Arabic, Chinese and Vietnamese.

In 2006/07, the Department spent \$79,901 on interpreter use, an 11 percent decrease on 2005/06. This decrease in expenditure was not due to reduced usage, but to cost savings derived from having a full year of discounts from the new Automated Telephone Interpreter Service (ATIS), which was introduced in the last half of 2005/06. With 90 percent of interpreter services accessed by telephone, the 10 percent discount afforded by using the ATIS makes the Department's interpreter services more cost-effective.

### 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

The Department's Corporate Research, Evaluation and Statistics (CRES) Unit provides an annual census on the offender population, including their cultural background. In addition, data compiled and extracted through the Offender Integrated Management System (OIMS) was the basis for strategic decisions and resource allocation concerning: translation priorities for the Inmate Handbook; chaplaincy priorities; accreditation of an additional Muslim Chaplain; and projecting demand for approved religious items.

**Promote a high standard of ethical behaviour and professional conduct**

### Excellent in corruption prevention

In September 2006, the Department won the Corruption Prevention Network Award for Excellence in the State Public Sector category for its work to promote an ethical workplace culture.



**“What impressed me most... was the quiet and effective way you have worked for the past five years to reduce the risk of corruption and to make an impact upon the culture of the workforce. On reading the range of initiatives undertaken by the Department, I am assured of the tremendous advances that have been made towards achieving this objective.”**

The former Minister for Justice, **Tony Kelly**, commenting on the Department's submission for the award

### Supporting ethical behaviour

During the year, Ethics Officers carried out 87 visits to correctional facilities, Community Offender Services District Offices, Court Escort Security Unit locations, regional and corporate offices, reaching 1,293 staff. They also ran 26 training sessions for 935 staff and addressed 315 staff at speaking engagements. In the process, 11,996 copies of the Guide to Conduct and Ethics were distributed.

They also handled 131 requests for advice from staff on professional conduct and assistance with ethical decision-making. In response to common questions, two new pamphlets were produced: Stop the Game Before it Begins, alerting staff to the dangers of inmate manipulation and providing advice; and Ethics and the Department of Corrective Services, giving general advice on ethical behaviour.

### Investigations Branch

The Investigations Branch is responsible for conducting assessments and investigations under the disciplinary provisions of the Public Sector Employment and Management Act and investigates deaths-in-custody and escapes. In 2006/07 the Investigations Branch carried out 17 death-in-custody investigations and 10 escape investigations. It also carried out 68 assessments, conducted 54 formal disciplinary investigations and co-ordinated two targeted drug tests.

### Professional Standards and Employment and Administrative Law Branch

In 2006/07, the Professional Standards and Employment and Administrative Law Branch (PSALB) began integrating the Department's Local Management Issue database into the CIMS electronic record management environment. This will enable greater access and functionality for local managers and provide business information to senior managers advising the Board of Management. During the year, the Branch's legal caseload increased by over seven percent, as indicated in the table below.

# 9.11

## Organisational Capability, Governance and Staff Support



### PSALB caseload

	2005/06	2006/07
Professional Conduct Management Committee	397	448
Legal cases	103	67
Risk Assessment Committee	69	94
Total	569	609
Increase in cases		40
Percentage increase		7.03percent

### Corrections Inspectorate

In 2006/07, the Department improved its core business reporting assurance with the following initiatives:

#### Daily Security Reporting System review

During the year, the Daily Security Reporting System (DSR), which assures custodial managers that security systems are operating effectively, was reviewed at 19 correctional centres. Additionally, DSR training modules were delivered to base grade recruits and better Standard Operating Procedures and 'ready reckoners' were developed to sustain best practice.

The Department continued to roll-out e-key data bases to correctional centres, ensuring reconciliation of all security keys prior to loading the data onto the data base.

#### Operating standards

The Department developed a suite of monitoring tools to assess correctional centre performance against operating standards. In future, these monitoring tools will be provided to correctional centre managers to enable them to conduct their own reviews.

#### Official Visitors' scheme

The Department utilised the feedback from its Official Visitors as a catalyst for early intervention. Reports from Official Visitors provide early warnings of possible problems at a facility, enabling the Department to intervene at an early stage to address the problem.

**Establish a system of structured analysis and reporting on key operational performance and governance data.**

The Department's Results and Services Plan (RSP) which accompanies the budget papers and provides financial and non-financial data to Treasury, was enhanced during the year. Finance Branch, Corporate Strategy Unit and Corporate Research Evaluation and Statistics Unit continued to further develop the measures that determine budgeting for the Department's Service Groups relating to offender management in custody and in the community.

# 9.12

## Organisational Capability, Governance and Staff Support

To be able to report on the performance measure of reducing re-offending as stipulated in the State Plan, the Department collaborated with the Bureau of Crime Statistics and Research (BOCSAR) to find a meaningful performance measure methodology. The target is to decrease re-offending by 10 percent by 2016. Progress cannot be measured against a 2006 base line. Therefore the Department has worked with BOCSAR to develop a predicted rate of re-offending, as the re-offending rate will be responsive to changes in the offender profile anticipated over time.

In the Offender Management and Operations (OMO) Division, regional action plans were developed, linked not only to the corporate aims and objectives of the Corporate Plan, but to the OMO Business Plan and the General Managers' performance agreements.

### Statutory/central agency reporting requirements

The annual Financial Statements to the Auditor General, the Report on Government Services data, the Annual Report to Treasury, the Minister and to Parliament, the Forward Estimates, the Legislative Program for the Budget Session of Parliament, and the agreed Results and Services Plan to Treasury were all submitted in accordance with the Department's corporate reporting and planning schedule.

The Priority Delivery Plan which outlines the Department's strategies relating to the NSW State Plan was developed as required in consultation with the other justice agencies and submitted to the Cabinet Subcommittee for the implementation of the State Plan.

**"The report has a strong focus on performance reporting with a coverage on a majority of the elements found within a best practice framework. ... The directions and strategic issues were well set out."**

### Regular reports of performance and governance data to the Board of Management

The Department's Corporate Plan has a life span of three years to achieve the strategic objective of providing regular reports and data to the Board of Management (BOM). Inroads towards achieving this objective have been made during 2006/07. The corporate performance reporting map, a scoping exercise of all internal and external reports undertaken by the different sections of the Department, commenced in the reporting year. This 'map' will not only inform the development of the corporate 'dashboard' but also determine the content and frequency of updates to the BOM. It is expected that in the coming financial year, the details of this performance reporting, linked also to standards specifically in the operational areas, will be further fine-tuned.



## 10.1

## Targets

## Targets 2006/07 - Outcomes

TARGET	OUTCOME
<b>Offending Management and Operations</b>	
Implement results of Program Protocol Agreement review and disseminate questionnaires with the revised/ expanded Centrelink Program Protocol Agreement and Implementation Packs to Community Offender Services (COS) and Offender Management staff.	Complete
Publish Planning Your Release; NSW Exit Checklist booklet second edition and Getting Out Handbook	In progress
Establish pilot program and liaison with Job Network providers	Complete
Produce and disseminate DCS/Department of Housing Frequently Asked Questions resource	Complete
Complete Phase 2 of the Throughcare E-case Management OIMS Renewal Project and start Phase 3	In progress
Further develop electronic data exchange protocols with justice sector agencies.	In progress
Open a Serious Offender Assessment Unit at Long Bay Correctional Complex	Complete
Develop a central co-ordination function for the violent offender therapeutic programs	Complete
Negotiate ongoing funding for externally funded programs currently being delivered in the community by COS district offices.	Complete
Establish Violent Offenders Therapeutic Program (VOTP) outreach in Kirkconnell, Bathurst and Lithgow Correctional Centres	In progress
Finalise the full accreditation of the Violent Offenders Therapeutic Program (VOTP)	In progress
Further develop and implement anger/ aggression control programs in conjunction with the Offender Programs Unit (OPU)	In progress
Implement motivation enhancement programs across the State in conjunction with Offender Programs Unit (OPU)	In progress
Develop performance indicators for all programs and link them to program quality monitoring	In progress
Establish Pathways (Criminal Conduct and Substance Abuse) Program in five sites.	Complete
Extend SMART Recovery Program to all correctional centres and selected COS district offices.	Complete
Continue roll-out of the Drug and Alcohol Addictions Program and Relapse Prevention Program to correctional centres and COS district offices	Complete
Roll-out Responsibilities and Rights Program to all correctional centres and selected COS district offices	In progress
Establish preparatory programs for sexual offenders in five sites	Complete
Roll-out Domestic Violence Program to selected correctional centres and COS district offices	In progress
<b>Offender Management in Custody</b>	
Finalise the Progression and Reintegration Strategy pre/post discharge from the High Risk Management Unit (HRMU), Security Threat Group Intervention Program (STG-IP) and Violent Protection-Status Offender Intervention Program (VPO-IP).	Complete
Implement various programs such as Motivation Enhancement, anger/aggression control and Managing Emotions Plus in STG-IP and VPO-IP.	In progress
Identify learning behaviour targets and their link to case management plans and further programming.	In progress
Conduct induction and orientation training for all services and programs staff commencing in 2006/07.	Complete

# 10.2

## Targets



TARGET	OUTCOME
<b>Offender Management in Custody</b>	
Establish video conferencing link for AA category offenders.	Complete
Complete internal review of the Aboriginal Offenders Strategic Plan 2003-2005.	Complete
Complete a new Phase Two, Aboriginal Offenders Strategic Plan 2006-2009 plan for effective management of Aboriginal offenders.	Complete
Update and revise the Department's Aboriginal Inmate Handbook	Complete

TARGET	OUTCOME
<b>Offender Management in the Community</b>	
Negotiate ongoing funding for externally funded programs currently being delivered in the community by COS district offices.	In progress
<b>Organisational Capability, Governance and Staff Support</b>	
Submit Total Asset Management Plan and Office Accommodation Strategy by the end of August 2006	Complete
Complete construction of new visitor processing facilities at Long Bay and Goulburn Correctional Complexes.	Complete
Continue to replace and update the Department's inmate vehicle transport fleet	Complete
Complete Silverwater Women's Correctional Centre's new reception and visits facilities	In progress
Complete the 500 bed ( <i>now 600 bed</i> ) Wellington Correctional Centre	Complete
Select a site for the new 500 bed correctional facility on the South Coast	Complete
Expand Cessnock and Lithgow facilities	In progress
Review motor vehicle fleet to comply with Cleaner NSW Government Fleet policy	Complete
Develop service level agreements for stationery, photocopiers, printers and facsimiles to standardise products	In progress
Participate in electronic procurement using Smartbuy	In progress
Commence e-tendering for distributing tender documentation and lodging tender responses	Complete

## Targets for 2007/08

### Offender Management and Operations

- Train 2,500 Classification and Case Management staff in E-case note documentation
- Extend court clustering with correctional centres

### Offender Management in Custody

- Ensure inmates within the new minimum security annexe at Cooma Correctional Centre participate in community projects including building maintenance, tree planting, bush regeneration, garden maintenance and fire hazard reduction
- Implement a visits booking system through the Offender Integrated Management System

## 10.3

## Targets




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**Custodial Programs**

- Implement and expand PREP - pre-treatment programs
- Redesign and increase CORE (CUBIT Outreach) sex offender treatment program

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**Community Offender Services**

- Complete recruitment for management positions in the COS restructure
- Implement Community Offender Services Support Program Centres
- Complete training program for new COS management positions
- Implement regionalisation of the Special Visitation Group (SVG)

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**Organisational Capability, Governance and Staff Support**
**Risk Management**

- Develop agency-wide risk management register
- Complete Business Continuity Plan including a Human Influenza Pandemic Strategy

**Efficiency**

- Implement shared corporate services units at the Long Bay and Silverwater Correctional Complexes
- Re-tender for electronic monitoring of inmates
- Re-tender for inmate escort vehicles

**Corruption prevention**

- Prepare Conflicts of Interest Policy and Procedures
- Review Guide to Conduct and Ethics
- Introduce revised procedures for video recording of use-of-force incidents

**Infrastructure**

- Complete the following areas at the Wellington Correctional Centre: visits/reception, men's minimum security accommodation, transport and response, chapel, gymnasium, programs, industries, the and women's minimum security annexe
- Complete Stage 2 of the Silverwater Women's Correctional Centre, including refurbishing the industries and education areas and constructing a new visiting area and kitchen
- Complete Cooma Correctional Centre minimum security annexe

# 11.1

## Department of Corrective Services Financial report for the year ended 30 June 2007

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### Statement by Department Head

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Pursuant to Section 45F of the Public Finance and Audit Act 1983, I state that:

(a) The accompanying financial statements have been prepared in accordance with applicable Australian Accounting Standards (which include Australian equivalents to International Financial Reporting Standard (AEIFRS)), the requirements of the Public Finance and Audit Act and Regulation, and the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

(b) The statements exhibit a true and fair view of the financial position and transactions of the Department.

(c) There are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



RON WOODHAM

Commissioner

8 October 2007

## 11.2

## Department of Corrective Services Financial Report for the year ended 30 June 2007



GPO BOX 12  
Sydney NSW 2001

### INDEPENDENT AUDITOR'S REPORT

#### Department of Corrective Services

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the Department of Corrective Services (the Department), which comprises the balance sheet as at 30 June 2007, and the operating statement, statement of recognised income and expense, cash flow statement, program statement - expenses and revenues, and summary of compliance with financial directives for the year then ended, and a summary of significant accounting policies and other explanatory notes.

#### *Auditor's Opinion*

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Department as of 30 June 2007, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005

#### *The Commissioner's Responsibility for the Financial Report*

The Commissioner is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the PF&A Act. This responsibility includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial report based on my audit. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Department's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commissioner, as well as evaluating the overall presentation of the financial report.



## 11.3

Department of Corrective Services  
Financial Report for the year ended 30 June 2007

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

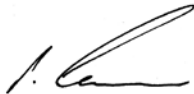
My opinion does *not* provide assurance:

- about the future viability of the Department,
- that it has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal controls or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

**Independence**

In conducting this audit, the Audit Office has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office are not compromised in their role by the possibility of losing clients or income.



Peter Carr  
Director, Financial Audit Services

8 October 2007  
SYDNEY

## 11.4

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Operating Statement for the year ended 30 June 2007

		Actual 2007	Budget 2007	Actual 2006
	Notes	\$'000	\$'000	\$'000
<b>Expenses excluding losses</b>				
Operating expenses				
Employee related	2(a)	607,665	564,638	553,140
Other operating expenses	2(b)	181,973	173,342	170,684
Operating expenses		789,638	737,980	723,824
Depreciation and amortisation	2(c)	61,297	54,148	61,269
Grants and subsidies	2(d)	4,921	3,900	4,586
Other expenses	2(e)	296	665	3,994
<b>Total Expenses excluding losses</b>		<b>856,152</b>	<b>796,693</b>	<b>793,673</b>
Less:				
<b>Revenue</b>				
Sale of goods and services	3(a)	29,465	26,497	28,263
Investment income	3(b)	746	1,003	1,259
Grants and contributions	3(c)	7,013	4,588	7,046
Other revenue	3(d)	4,066	551	978
<b>Total Revenue</b>		<b>41,290</b>	<b>32,639</b>	<b>37,546</b>
<b>Gain / (loss) on disposal of non current assets</b>	4	<b>(22)</b>	-	149
<b>Net Cost of Services</b>	21	<b>(814,884)</b>	<b>(764,054)</b>	<b>(755,978)</b>
<b>Government Contributions</b>				
Recurrent appropriations	6	700,945	679,793	645,792
Capital appropriations	6	114,104	128,095	123,246
Asset sale proceeds transferred to the Crown Entity	16	-	-	(962)
Acceptance by the Crown Entity of employee benefits and other liabilities	7	32,863	34,413	26,300
<b>Total Government Contributions</b>		<b>847,912</b>	<b>842,301</b>	<b>794,376</b>
<b>SURPLUS / (DEFICIT) FOR THE YEAR</b>		<b>33,028</b>	<b>78,247</b>	<b>38,398</b>

Please read in conjunction with the attached notes

## 11.5

Department of Corrective Services  
Financial Report for the year ended 30 June 2007

Statement of Recognised Income and Expenses for the year ended  
30 June 2007

		Actual 2007	Budget 2007	Actual 2006
	Notes	\$'000	\$'000	\$'000
Net increase/(decrease) in property, plant and equipment asset revaluation reserve	17	96,056	-	10,354
<b>TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY</b>		<b>96,056</b>	<b>-</b>	<b>10,354</b>
Surplus / (deficit) for the year	17	33,028	78,247	38,398
<b>TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR</b>		<b>129,084</b>	<b>78,247</b>	<b>48,752</b>

Please read in conjunction with the attached notes

## 11.6

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Balance Sheet as at 30 June 2007

		Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
	Notes			
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	9	10,664	31,543	24,311
Receivables	10	9,355	11,206	11,206
Inventories	11	6,940	6,869	6,869
<b>Total Current Assets</b>		<b>26,959</b>	49,618	42,386
<b>Non Current Assets</b>				
Property plant and equipment	12			
Land and buildings	12	1,235,051	1,524,809	1,169,632
Plant and equipment	12	73,434	68,179	68,355
Work in progress	12	276,201	-	195,308
Total property plant and equipment	12	1,584,686	1,592,988	1,433,295
Intangible assets	13	3,770	2,530	4,930
<b>Total Non Current Assets</b>		<b>1,588,456</b>	1,595,518	1,438,225
<b>Total Assets</b>		<b>1,615,415</b>	1,645,136	1,480,611
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	14	36,887	37,872	36,889
Provisions	15	85,956	79,631	77,682
Other	16	4,953	7,505	7,505
<b>Total Current Liabilities</b>		<b>127,796</b>	125,008	122,076
<b>Total Liabilities</b>		<b>127,796</b>	125,008	122,076
<b>Net Assets</b>		<b>1,487,619</b>	1,520,128	1,358,535
<b>EQUITY</b>				
Reserves	17	591,526	581,089	497,743
Accumulated funds	17	896,093	939,039	860,792
<b>Total Equity</b>		<b>1,487,619</b>	1,520,128	1,358,535

Please read in conjunction with the attached notes

## 11.7

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Cash Flow Statement for the year ended 30 June 2007

Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee related	(573,349)	(527,276)	(528,729)
Grants and subsidies	(4,921)	(3,900)	(4,586)
Other	(215,827)	(197,025)	(205,266)
<b>Total Payments</b>	<b>(794,097)</b>	<b>(728,201)</b>	<b>(738,581)</b>
<b>Receipts</b>			
Sale of goods and services	29,572	26,506	26,530
Interest received	942	1,003	1,192
Other	42,394	28,130	39,386
<b>Total Receipts</b>	<b>72,908</b>	<b>55,639</b>	<b>67,108</b>
<b>Cash Flows From Government</b>			
Recurrent appropriation	696,156	679,793	650,377
Capital appropriation	116,341	128,095	123,801
Cash reimbursements from the Crown Entity	9,812	-	8,399
<b>Net Cash Flows From Government</b>	<b>822,309</b>	<b>807,888</b>	<b>782,577</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>101,120</b>	<b>135,326</b>	<b>111,104</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Proceeds from sale of land and buildings, plant and equipment and infrastructure systems	-	-	1,934
Purchases of land and buildings, plant and equipment and Infrastructure systems	(114,768)	(128,095)	(124,927)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>(114,768)</b>	<b>(128,095)</b>	<b>(122,993)</b>
<b>NET INCREASE (DECREASE) IN CASH</b>	<b>(13,648)</b>	<b>7,231</b>	<b>(11,889)</b>
Opening cash and cash equivalents	24,312	24,312	36,201
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	<b>10,664</b>	<b>31,543</b>	<b>24,312</b>

Please read in conjunction with the attached notes

## 11.8

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Program Statement - Expenses and Revenues for the year ended 30 June 2007

	Program 32.1.1 Containment and Care of Inmates *		Program 32.2.1 Assessment, Classification and Development of Inmates *		Program 32.3.1 Alternatives to Custody*		Not Attributable		Total	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>AGENCY'S EXPENSES AND REVENUES</b>										
<b>Operating expenses</b>										
• Employee related	416,402	383,201	114,818	99,511	76,445	70,428	-	-	607,665	553,140
• Other operating expenses	141,901	136,879	21,225	17,338	18,847	16,467	-	-	181,973	170,684
Depreciation and amortisation expenses	54,339	56,752	3,387	2,127	3,571	2,390	-	-	61,297	61,269
Grants and subsidies	-	-	4,921	4,585	-	1	-	-	4,921	4,586
Other expenses	273	3,239	23	523	-	232	-	-	296	3,994
<b>Total expenses excluding losses</b>	<b>612,915</b>	<b>580,071</b>	<b>144,374</b>	<b>124,084</b>	<b>98,863</b>	<b>89,518</b>	<b>-</b>	<b>-</b>	<b>856,152</b>	<b>793,673</b>
<b>Revenue</b>										
Sale of goods and services	9,691	9,224	19,622	17,683	152	1,356	-	-	29,465	28,263
Investment income	504	877	157	225	85	157	-	-	746	1,259
Grants and contributions	4,052	2,135	1,675	3,885	1,286	1,026	-	-	7,013	7,046
Other revenue	2,674	681	886	175	506	122	-	-	4,066	978
<b>Total Revenue</b>	<b>16,921</b>	<b>12,917</b>	<b>22,340</b>	<b>21,968</b>	<b>2,029</b>	<b>2,661</b>	<b>-</b>	<b>-</b>	<b>41,290</b>	<b>37,546</b>
Gain / (loss) on disposal	(14)	104	(5)	27	(3)	18	-	-	(22)	149
<b>Net Cost of Services</b>	<b>596,008</b>	<b>567,050</b>	<b>122,039</b>	<b>102,089</b>	<b>96,837</b>	<b>86,839</b>	<b>-</b>	<b>-</b>	<b>814,884</b>	<b>755,978</b>
Government contributions **			847,912	794,376	847,912	794,376				
<b>NET EXPENDITURE / (REVENUE) FOR THE YEAR</b>	<b>596,008</b>	<b>567,050</b>	<b>122,039</b>	<b>102,089</b>	<b>96,837</b>	<b>86,839</b>	<b>(847,912)</b>	<b>(794,376)</b>	<b>(33,028)</b>	<b>(38,398)</b>

\* The name and purpose of each program is summarised in Note 8.

\*\* Appropriations are made on an agency basis and not to individual programs. Consequently, government contributions must be included in the 'Not Attributable' column.

## 11.9

Department of Corrective Services  
Financial Report for the year ended 30 June 2007

Summary of Compliance with Financial Directives for the year ended 30 June 2007

	2007				2006			
	Recurrent Appropriation	Expenditure / Net Claim on Consolidated Fund	Capital Appropriation	Expenditure / Net Claim on Consolidated Fund	Recurrent Appropriation	Expenditure / Net Claim on Consolidated Fund	Capital Appropriation	Expenditure / Net Claim on Consolidated Fund
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ORIGINAL BUDGET APPROPRIATION / EXPENDITURE</b>								
• Appropriation Act	679,793	679,793	128,095	114,104	651,783	645,792	164,500	123,246
	679,793	679,793	128,095	114,104	651,783	645,792	164,500	123,246
<b>OTHER APPROPRIATIONS / EXPENDITURE</b>								
* Transfers to / from another agency (s27 of the Appropriation Act)	21,152	21,152	(7,127)	-	-	-	-	-
	21,152	21,152	(7,127)	-	-	-	-	-
<b>Total Appropriations / Expenditure / Net Claim on Consolidated Fund (includes transfer payments)</b>	<b>700,945</b>	<b>700,945</b>	<b>120,968</b>	<b>114,104</b>	651,783	645,792	164,500	123,246
<b>Amount drawn down against Appropriation</b>		<b>700,945</b>		<b>118,095</b>		650,581		125,000
<b>Liability to Consolidated Fund*</b>		-		<b>(3,991)</b>		(4,789)		(1,754)

The Summary of Compliance is based on the assumption that Consolidated Fund monies are spent first (except where otherwise identified or prescribed).

\* The Liability to Consolidated Fund represents the difference between the "Amount drawn against Appropriation" and the "Total Expenditure / Net Claim on Consolidated Fund". Estimates received of actual capital expenditure to 30 June were not ultimately achieved.

## Notes to the financial statements for the year ended 30 June 2007

### 1. Summary of significant accounting policies

#### (a) Reporting Entity

The Department of Corrective Services, is a reporting entity and includes Corrective Services Industries. The Department is responsible for the protection of the community by managing offenders in a safe, secure, fair and humane environment and to actively encourage personal development of offenders through correctional programs in preparation for their return into the community as law abiding citizens.

The Department provides offenders with work experience and trade skills through Corrective Services Industries and also a range of community-based offender programs through Community Offenders Services.

In the process of preparing the amalgamated financial statements, all internal transactions and balances have been eliminated.

The Department of Corrective Services is a NSW government department. The Department is a not for profit entity and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

The financial report for the year ended 30 June 2007 has been authorised for issue by the Commissioner on 8 October 2007.

#### (b) Basis of Preparation

The Department's financial report is a general purpose financial report which has been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Equivalents to International Financial Reporting Standard (AEIFRS));
- the requirements of the Public Finance and Audit Act and Regulation; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

Property, plant and equipment, is measured at fair value. Other financial report items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial report.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

#### (c) Statement of Compliance

The Department's financial report and notes comply with Australian Accounting Standards, which include AEIFRS.

#### (d) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

#### (i) Parliamentary Appropriations and Contributions

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as income when the agency obtains control over the assets comprising the appropriations / contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

An exception to the above is when appropriations are unspent at year end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue.

The liability is disclosed in Note 16 as part of 'Other liabilities'. The amount will be repaid and the liability will be extinguished next financial year.

#### (ii) Sale of Goods

Revenue from the sale of goods is recognised as revenue when the agency transfers the significant risks and rewards of ownership of the assets.

#### (iii) Rendering of Services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

#### (iv) Investment Income

Interest revenue is recognised using the effective interest method as set out in AASB 139 Financial Instruments: Recognition and Measurement. Rental revenue is recognised in accordance with AASB 117 Leases on a straight line basis over the lease term.

#### (e) Employee Benefits and other provisions

##### (i) Salaries and Wages, Annual Leave, Sick Leave and On Costs

Liabilities for salaries and wages (including non monetary benefits), annual leave and paid sick leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at



## Notes to the financial statements for the year ended 30 June 2007

undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 Employee Benefits. Market yields on government bonds of 6.26% are used to discount long term annual leave.

Unused non vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

### (ii) Long Service Leave and Superannuation

The Department's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. The agency accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non monetary revenue item described as "Acceptance by the Crown Entity of employee benefits and other liabilities".

Long service leave is measured at present value in accordance with AASB 119 Employee Benefits. This is based on the application of certain factors (specified in NSWTC 07/04) to employees with 5 or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salaries. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

### (iii) Other Provisions

Other provisions exist when: the agency has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

Any provisions for restructuring are recognised only when an agency has a detailed formal plan and the agency has raised a

valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

If the effect of the time value of money is material, provisions are discounted at 6.26%, which is a pre tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

### (f) Insurance

The agency's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past claim experience.

### (g) Accounting for the Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where:

- the amount of GST incurred by the agency as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the cash flow statement on a gross basis. The GST component of cash flow arising from investing and financing activities which is recoverable from or payable to the taxation authority is classified as operating cash flow.

### (h) Acquisitions of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the agency. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Fair value means the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

Where payment for an item is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted at an asset specific rate.

## Notes to the financial statements for the year ended 30 June 2007

### (i) Capitalisation Thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

### (j) Revaluation of Property, Plant and Equipment

Physical non current assets are valued in accordance with the "Valuation of Physical Non Current Assets at Fair Value" Policy and Guidelines Paper (TPP 07 1). This policy adopts fair value in accordance with AASB 116 Property, Plant and Equipment.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

The agency revalues each class of property, plant and equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last revaluation was as at 30 June 2007 and was based on an independent assessment.

Non specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

When revaluing non current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated.

For other assets, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Revaluation decrements are recognised immediately as expenses in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

As a not for profit entity, revaluation increments and decrements are offset against one another within a class of non current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

The Department's policy provides for an independent detailed revaluation of all properties every 5 years with incremental adjustments for each intervening years. The next detail revaluation is to be undertaken as at 30 June 2012.

### (k) Impairment of Property, Plant and Equipment

As a not for profit entity with no cash generating units, the Agency is effectively exempted from AASB 136 Impairment of Assets and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

### (l) Depreciation of Property, Plant and Equipment

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the agency.

All material separately identifiable components of assets are depreciated over their shorter useful lives.

Land is not a depreciable asset.

Depreciation rates applicable are as follows:

Buildings depreciation varies in accordance with construction type and remaining useful life of each structure and on average are depreciated over 40 to 50 years. Residences 2.5%, plant and equipment general 10%, motor vehicles 33.3 %, computer hardware 33.3%, major computer software 20% and office fitouts over the terms of the lease.

### (m) Restoration Cost

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

## 11.13

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Notes to the financial statements for the year ended 30 June 2007

**(n) Maintenance**

Day to day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated.

**(o) Leased Assets**

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Where a non current asset is acquired by means of a finance lease, the asset is recognised at its fair value at the commencement of the lease term. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are charged to the Operating Statement in the periods in which they are incurred.

**(p) Intangible Assets**

The agency recognises intangible assets only if it is probable that future economic benefits will flow to the agency and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the agency's intangible assets, the assets are carried at cost less any accumulated amortisation.

The agency's intangible assets are amortised using the straight line method over a period of 5 years for computer software implementation costs.

In general, intangible assets are tested for impairment where an indicator of impairment exists. However, as a not for profit entity with no cash generating units, the agency is effectively exempted from impairment testing. Note 1(k).

**(q) Receivables (Note1(w))**

Receivables are non derivative financial assets with fixed or determinable payments that are not quoted in an active market. These

financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are accounted for in the Operating Statement when impaired, derecognised or through the amortisation process.

Short term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

**(r) Inventories**

Inventories held for distribution are stated at the lower of cost and current replacement cost. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost or "first in first out" method.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the agency would incur to acquire the asset on the reporting date. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

**(s) Impairment of financial assets**

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

**(t) Inmate Funds**

Funds are held in public money accounts on behalf of inmates as set out in Note 22. As the Department performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of the Department's own objectives, these funds are not recognised in the financial report.

**(u) Payables (Note1(w))**

These amounts represent liabilities for goods and services provided to the agency and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

**(v) Budgeted Amounts**

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Notes to the financial statements for the year ended 30 June 2007

effects of additional appropriations, s 21A, s 24 and / or s 26 of the *Public Finance and Audit Act 1983*.

The budgeted amounts in the Operating Statement and the Cash Flow Statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Balance Sheet, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts; i.e. per the audited financial statements (rather than carried forward estimates).

#### **(w) Financial instruments accounting policy**

##### **Investment Income**

Interest revenue is recognised as it accrues.

##### **Receivables**

Receivables are recognised and carried at cost, based on the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

##### **Payables**

These amounts represent liabilities for goods and services provided to the Department and other amounts.

#### **(x) New Australian Accounting Standards issued but not effective.**

The following Accounting Standards have not been applied and are not yet effective.

- AASB 101 'Presentation of Financial Statements', that is applicable to annual reporting periods beginning on or after 1 January 2007.
- AASB 2007 4 'Amendments to Australian Accounting Standards arising from ED 151 and other Amendments' applicable to annual reporting periods beginning on or after 1 July 2007.
- AASB 7 'Financial Instruments: Disclosures' that is applicable to annual reporting periods beginning on or after 1 January 2007.
- AASB 8 'Operating Segments' that is applicable to annual reporting periods beginning on or after 1 January 2009.
- AASB 123 'Borrowing Costs' that is applicable to reporting periods beginning on or after 1 January 2009.
- AASB 2 'Share based Payment': AASB 2007 1 (February 2007) that is applicable to annual reporting period beginning on or after 1 March 2007. The amendments to AASB 2 (and Interpretation 11) apply to 30 June 2008 and to 31 December 2009 balancing companies.

It is considered that the adoption of these Standards in future periods will have no material financial impact on the financial statement of the Department of Corrective Services.

## 11.15

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Notes to the financial statements for the year ended 30 June 2007

#### 2. Expenses Excluding Losses

	2007 \$'000	2006 \$'000
<b>(a) Employee related expenses</b>		
Salaries and wages (including recreation leave)	494,295	450,090
Superannuation - defined benefit plans	16,885	13,429
Superannuation - defined contribution plans	29,017	25,151
Long service leave	14,965	12,065
Workers compensation insurance	18,853	21,605
Payroll tax and fringe benefit tax	33,650	30,800
	<b>607,665</b>	<b>553,140</b>
Employee costs of \$1,717,000 (\$1,321,000 in 2005/06) have been capitalised and therefore excluded from the above amounts.		
<b>(b) Other operating expenses</b>		
Auditor's remuneration - audit of financial reports	256	246
Bad and doubtful debts	75	2
Rental expense relating to operating leases	10,397	9,111
Insurance	6,459	6,777
Property and plant outgoings	19,109	18,746
Motor vehicle expenses	14,153	12,641
Inmate catering	19,764	18,225
Inmate Education and Welfare	23,819	22,038
Correctional centre management fees	24,599	23,669
Corrective Services Industries - direct cost of goods sold **	9,296	9,540
Staff uniforms, travel and development	10,748	9,128
Telecommunications	6,886	6,573
General administration	15,132	13,184
Maintenance expenses *	21,280	20,804
	<b>181,973</b>	<b>170,684</b>
* Reconciliation - Total maintenance		
Maintenance expense - contracted labour and other (non employee related), as above	21,280	20,804
Employee related maintenance expense included in Note 2(a)	-	-
Total maintenance expenses included in Note 2(a) + 2(b)	<b>21,280</b>	<b>20,804</b>
** Total cost of goods sold is as follows		
Direct cost as reported above	9,296	9,540
Indirect costs - determined on a pro rata basis comprising salaries and wages, property outgoings, repairs and maintenance and depreciation	6,675	4,429
	<b>15,971</b>	<b>13,969</b>

## 11.16

Department of Corrective Services  
Financial Report for the year ended 30 June 2007

Notes to the financial statements for the year ended 30 June 2007

2. Expenses Excluding Losses (continued)

	2007 \$'000	2006 \$'000
<b>(c) Depreciation and amortisation expenses</b>		
Depreciation		
Buildings	42,439	42,901
Plant and Equipment	17,568	16,147
Total Depreciation	60,007	59,048
Amortisation		
Intangible	1,290	2,221
	61,297	61,269
<b>(d) Grants and subsidies</b>		
Religious attendance on Inmates	2,084	1,822
Prisoner after care activities (including community grants)	2,837	2,764
	4,921	4,586
<b>(e) Other expenses</b>		
Other	296	171
Workers' Compensation Hindsight Adjustments as at (30 June 2004)	-	3,823
	296	3,994

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Notes to the financial statements for the year ended 30 June 2007

#### 3. Revenues

	2007 \$'000	2006 \$'000
<b>(a) Sale of goods and services</b>		
Corrective Services Industries	16,197	15,009
Canteen Sales	1,168	978
ACT Inmates - recovered from the ACT Government	8,566	9,160
Illegal Immigrants - recovered from the Commonwealth Government	-	9
Rent	317	391
Other User Charges	3,217	2,716
	<b>29,465</b>	<b>28,263</b>
<b>(b) Investment income</b>		
Interest from NSW Treasury	746	1,259
	<b>746</b>	<b>1,259</b>
<b>(c) Grants and contributions</b>		
Department of Health	1,400	2,110
Department of Commerce	-	48
Justice Health	275	-
Department of Education and Training	1,246	1,246
Attorney General's Department	3,319	2,868
Roads and Traffic Authority	600	623
Other	173	151
	<b>7,013</b>	<b>7,046</b>
<b>(d) Other revenue</b>		
Insurance hindsight adjustments 1999/00 to 2004/05	3,062	180
Other Miscellaneous	1,004	798
	<b>4,066</b>	<b>978</b>

#### 4. Gain / (Loss) on disposal

	2007 \$'000	2006 \$'000
<b>Gain / (loss) on disposal of land and buildings</b>		
Proceeds from disposal	1	1,933
Written down value of assets disposed	(23)	(1,784)
Net gain/(loss) on disposal of land and buildings	<b>(22)</b>	<b>149</b>

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Notes to the financial statements for the year ended 30 June 2007

#### 5. Conditions On Contributions

a) There were contributions of \$257,000 recognised as revenue during the financial year, which were provided specifically for expenditure over a future period.

b) There were contributions of \$437,000 recognised as revenue during the previous financial year, which were obtained for expenditure in respect of the current financial year.

Contributions received have been for specific rehabilitation programs with nominated objectives. Funds can only be expended on these programs over the nominated period, any balance outstanding is refundable.

#### 6. Appropriations

	2007 \$'000	2006 \$'000
<b>Recurrent appropriations</b>		
Total recurrent draw downs from NSW Treasury (per Summary of Compliance)	700,945	650,581
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	4,789
	<b>700,945</b>	<b>645,792</b>
Comprising:		
Recurrent appropriations (per Operating Statement)	<b>700,945</b>	645,792
	<b>700,945</b>	<b>645,792</b>
<b>Capital appropriations</b>		
Total capital draw downs from NSW Treasury (per Summary of Compliance)	118,095	125,000
Less: Liability to Consolidated Fund (per Summary of Compliance)	3,991	1,754
	<b>114,104</b>	<b>123,246</b>
Comprising:		
Capital appropriations (per Operating Statement)	<b>114,104</b>	123,246
	<b>114,104</b>	<b>123,246</b>

#### 7. Acceptance By The Crown Entity Of Employee Benefits And Other Liabilities

The following liabilities and / or expenses have been assumed by the Crown Entity or other government agencies:

Superannuation	16,885	13,429
Long Service Leave	14,965	12,065
Payroll tax	1,013	806
	<b>32,863</b>	<b>26,300</b>



## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Notes to the financial statements for the year ended 30 June 2007

#### 8. Programs / Activities Of The Agency

##### (a) Program 32.1.1 Containment and Care of Inmates

Objectives:

To protect society by confining sentenced inmates and others legally detained in an appropriately secure, safe environment and meet individual care needs.

##### (b) Program 32.2.1 Assessment, Classification and Development of Inmates

Objectives:

To classify inmates to the lowest appropriate security level and to deliver developmental programs and specialised care services that provide an opportunity for inmates to successfully return to the community.

##### (c) Program 32.3.1 Alternatives to Custody

Objectives:

To provide pre sentence assessment and advice to the Courts to assist in appropriately sentencing offenders. To prepare pre release reports for releasing authorities. To provide sentencers with alternatives to full time custody. To provide a state wide range of community based offender management programs.

#### 9. Cash And Cash Equivalents

	2007	2006
	\$'000	\$'000
Cash at bank	10,476	24,120
Cash on hand	188	191
	<b>10,664</b>	<b>24,311</b>

For the purposes of the Cash Flow Statement, cash and cash equivalents include cash at bank and cash on hand.

Cash held in respect of the liability to Consolidated Fund (refer note 16) is a restricted asset in that it must be repaid to Treasury and cannot be used for any other purpose by the Department.

The Department of Corrective Services has the following banking facilities as at 30 June 2007:

- (i) Cheque cashing authority of \$465,000 (\$528,000 in 2005/06) which is the total of the credit limit.
- (ii) MasterCard facility of \$200,000, (\$200,000 in 2005/06) which is the total of the credit limit for all issued credit cards.
- (iii) Tape negotiation authority of \$152 million (\$152 million 2005/06). This facility authorises the Bank to debit the Department's operating bank account up to the above limit.

## 11.20

Department of Corrective Services  
Financial Report for the year ended 30 June 2007

Notes to the financial statements for the year ended 30 June 2007

10. Receivables

	2007 \$'000	2006 \$'000
<b>Current Receivables</b>		
Sale of goods and services	5,340	6,828
Less: Allowance for impairment	(396)	(463)
Goods and Services Tax recoverable from ATO	2,893	3,425
Prepayments	1,518	1,416
	<b>9,355</b>	<b>11,206</b>

11. Inventories

	2007 \$'000	2006 \$'000
<b>Held for resale</b>		
<b>Raw materials</b>		
At cost	3,913	3,527
	<b>3,913</b>	<b>3,527</b>
<b>Held for resale</b>		
<b>Work in progress</b>		
At cost	686	533
	<b>686</b>	<b>533</b>
<b>Held for resale</b>		
<b>Finished goods</b>		
At cost	2,127	2,377
Less: provision for obsolescence	400	400
	<b>1,727</b>	<b>1,977</b>
<b>Held for resale</b>		
<b>Livestock</b>		
At net realisable value	614	832
	<b>614</b>	<b>832</b>
<b>TOTAL</b>	<b>6,940</b>	<b>6,869</b>

## 11.21

## Department of Corrective Services

### Financial Report for the year ended 30 June 2007

#### Notes to the financial statements for the year ended 30 June 2007

#### 12. Non Current Assets Property, Plant And Equipment

	Land and Buildings \$'000	Plant and Equipment \$'000	Work in Progress \$'000	Total \$'000
<b>At 1 July 2006</b>				
Gross carrying amount	1,876,934	150,460	195,308	2,222,702
Accumulated depreciation and impairment	(707,302)	(82,105)	-	(789,407)
Net carrying amount at fair value	1,169,632	68,355	195,308	1,433,295
<b>At 30 June 2007</b>				
Gross carrying amount	1,972,790	172,408	276,201	2,421,399
Accumulated depreciation and impairment	(737,739)	(98,974)	-	(836,713)
Net carrying amount at fair value	1,235,051	73,434	276,201	1,584,686
<b>Reconciliation</b>				
A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below.				
<b>Year ended 30 June 2007</b>				
Net carrying amount at start of year	1,169,632	68,355	195,308	1,433,295
Additions	-	-	115,364	115,364
Transfer from work in progress	18,747	15,724	(34,471)	-
Disposals	(3)	(20)	-	(23)
Net revaluation increment less revaluation decrements	96,056	-	-	96,056
Depreciation expense	(42,439)	(17,567)	-	(60,006)
Re classification of assets	(6,942)	6,942	-	-
Net carrying amount at end of year	<b>1,235,051</b>	<b>73,434</b>	<b>276,201</b>	<b>1,584,686</b>
<b>At 1 July 2005</b>				
Gross carrying amount	1,845,619	120,389	136,162	2,102,170
Accumulated depreciation and impairment	(670,791)	(71,506)	-	(742,297)
Net carrying amount at fair value	1,174,828	48,883	136,162	1,359,873
<b>At 30 June 2006</b>				
Gross carrying amount	1,876,934	150,460	195,308	2,222,702
Accumulated depreciation and impairment	(707,302)	(82,105)	-	(789,407)
Net carrying amount at fair value	<b>1,169,632</b>	<b>68,355</b>	<b>195,308</b>	<b>1,433,295</b>

#### Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the previous reporting period is set out below.

## 11.22

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Notes to the financial statements for the year ended 30 June 2007

	Land and Buildings \$'000	Plant and Equipment \$'000	Work in Progress \$'000	Total \$'000
<b>Year ended 30 June 2006</b>				
Net carrying amount at start of year	1,174,828	48,883	136,162	1,359,873
Additions	-	-	123,902	123,902
Transfers from work in progress	28,946	35,810	(64,756)	-
Disposals	(1,595)	(191)	-	(1,786)
Net revaluation increment less revaluation decrements	10,354	-	-	10,354
Depreciation expense	(42,901)	(16,147)	-	(59,048)
Net carrying amount at end of year	1,169,632	68,355	195,308	1,433,295

On 30 June 2007, all land and buildings were re valued by The Department of Lands Valuation Services.

### 13. Intangible Assets

	Software \$'000
<b>At 1 July 2006</b>	
Gross carrying amount	9,578
Accumulated amortisation and impairment	(4,648)
Net carrying amount at fair value	4,930
<b>At 30 June 2007</b>	
Gross carrying amount	9,708
Accumulated amortisation and impairment	(5,938)
Net carrying amount at fair value	3,770
<b>Year ended 30 June 2007</b>	
Net carrying amount at start of year	4,930
Additions acquired separately	130
Amortisation (recognised in depreciation and amortisation)	(1,290)
Net carrying amount at end of year	3,770
<b>At 1 July 2005</b>	
Gross carrying amount	18,936
Accumulated amortisation and impairment	(12,809)
Net carrying amount at fair value	6,127
<b>At 30 June 2006</b>	
Gross carrying amount	9,578
Accumulated amortisation and impairment	(4,648)
Net carrying amount at fair value	4,930

## 11.23

Department of Corrective Services  
Financial Report for the year ended 30 June 2007

Notes to the financial statements for the year ended 30 June 2007

	Software \$'000
<b>Year ended 30 June 2006</b>	
Net carrying amount at start of year	6,127
Additions acquired separately	1,024
Amortisation (recognised in depreciation and amortisation)	(2,221)
Net carrying amount at end of year	4,930

**14. Current Liabilities - Payable**

	2007 \$'000	2006 \$'000
<b>Current Liabilities - Payable</b>		
Accrued salaries, wages and on costs	9,631	6,486
Creditors	27,256	30,403
	<b>36,887</b>	<b>36,889</b>

**15. Current Liabilities - Provisions**

	2007 \$'000	2006 \$'000
<b>Employee benefits and related on costs</b>		
Recreation leave	66,558	61,916
Sunday and Public Holidays	2,314	1,591
Payroll tax	10,208	9,679
Annual leave loading	6,876	4,496
	<b>85,956</b>	<b>77,682</b>
<b>Aggregate employee benefits and related on costs</b>		
Provisions expected to be settled within 12 months of balance date	50,743	45,371
Provisions expected to be settled more than 12 months after balance date	35,213	32,311
Accrued salaries, wages and on costs Note 14	9,631	6,486
	<b>95,587</b>	<b>84,168</b>

## 11.24

Department of Corrective Services  
Financial Report for the year ended 30 June 2007

## Notes to the financial statements for the year ended 30 June 2007

## 16. Other Liabilities

	2007 \$'000	2006 \$'000
Other current liabilities	3,991	6,543
Liability to consolidated fund	962	962
Asset sale proceeds due to Treasury	4,953	7,505

## 17. Changes In Equity

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>Equity</b>						
Balance at the beginning of the year	860,792	821,416	497,743	488,367	1,358,535	1,309,783
<b>Changes in equity other than transactions with owners as owners</b>						
Surplus / (deficit) for the year	33,028	33,398	-	-	33,028	38,398
Increment / (decrement) on revaluation						
Land and buildings	-		96,056	10,354	96,056	10,354
	-		96,056	10,354	96,056	10,354
Total	33,028	38,398	96,056	10,354	129,084	48,752
<b>Transfers within equity</b>						
Asset revaluation reserve balance transferred to accumulated funds on disposal of revalued land and buildings	2,273	978	(2,273)	(978)	-	-
Total	2,273	978	(2,273)	(978)	-	-
Balance at the end of the financial year	896,093	860,792	591,526	497,743	1,487,619	1,358,535

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Notes to the financial statements for the year ended 30 June 2007

#### 18. Commitments For Expenditure

	2007 \$'000	2006 \$'000
<b>(a) Capital Commitments</b>		
Aggregate capital expenditure for the acquisition of land and building and plant and equipment contracted for at balance date and not provided for:		
Not later than one year	43,088	97,956
Later than one year and not later than five years	-	17,311
Later than five years	-	-
Total (including GST)	<b>43,088</b>	115,267
<b>(b) Other Expenditure Commitments</b>		
Aggregate other expenditure for maintenance contracts and correctional centre management fees contracted for at balance date and not provided for:		
Not later than one year	36,887	37,498
Later than one year and not later than five years	56,375	75,759
Later than five years	101,446	7,527
Total (including GST)	<b>194,708</b>	120,784
Includes facilities management costs of \$101.323m (2006 Nil) for the New Long Bay Prison Hospital for the duration of the term until July 2034 (see Note 18 (d)).		
<b>(c) Operating Lease Commitments</b>		
Future non cancellable operating lease rentals not provided for and payable		
Not later than one year	15,815	20,346
Later than one year and not later than five years	24,075	37,088
Later than five years	-	4,964
Total (including GST)	<b>39,890</b>	62,398

These leasing arrangements relate to motor vehicles, computers, office equipment and property.

#### (d) Future Finance Lease Commitments

In 2006/07 a private sector company, PPP Solutions (Long Bay) Pty Limited, was engaged to finance, design, construct and maintain the Long Bay Forensic and Prison Hospitals at Long Bay under a Project Deed. The development is a joint project between the NSW Department of Health and the Department of Corrective Services. In addition to the hospital facilities, the project includes a new Operations Building and a new Pharmacy Building for Justice Health, and a new Gatehouse for the NSW Department of Corrective Services. The new development will be completed in 2009.

When construction is completed, the Department of Corrective Services Justice Health will recognise the new Prison Hospital as an asset of \$61.6m. The basis for the accounting treatment is that custodial services will be delivered by the Department of Corrective Services for the duration of the term until July 2034.

## 11.26

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Notes to the financial statements for the year ended 30 June 2007

#### 18. Commitments For Expenditure (continued)

In addition, the Department will recognise the liability to PPP Solutions, payable over the period to 2034 for the construction of the new facilities.

An estimate of the commitments is as follows:

<b>Capital Commitments – New Prison Hospital</b>	<b>2007</b>	2006
Not later than one year	-	-
Later than one year and not later than five years	<b>29,033</b>	7,000
Later than five years	<b>170,618</b>	60,000
Present value of minimum lease payments	<b>199,651</b>	67,000

The expenditure commitments include Goods and Services Tax. Related input tax credits of \$43.39m (2006 \$33.23m) are expected to be recoverable from the Australian Taxation Office.

#### 19. Contingent Liabilities And Contingent Assets

Claims made against the Department in respect of compensation and litigation arising from normal operations are fully covered by the NSW Treasury Managed Fund. At balance date there were \$170,000 claims outstanding (2006 \$Nil).

The claims principally relate to personal injury and property damage. Liabilities that may arise from claims made prior to 1st July 1989 are covered by the Solvency Fund held by the Insurance Ministerial Corporation.

The liability to pay PPP Solutions for the development of the Long Bay Forensic Hospital is based on a financing arrangement involving floating interest rate bank debt. An interest rate adjustment will be made in accordance with interest rate movements over the project term. The estimated value of the contingent liability is unable to be fully determined because of uncertain future events.

#### 20. Budget Review

##### Net cost of services

Compared to Budget, the actual net cost of services increased by with an increase in total expenses of \$59.4m. partly offset by an increase in retained revenue of \$8.6m.	\$50.8m
The main variations in expenses, amounting to \$59.4m. were:	
Employee related including overtime of \$23.4m. (Filling vacant custodial staff positions on overtime consistent with the "Way Forward" workplace reform strategies, plus 4% award increase on Recreation Leave for 2007 2008 not included in budget.)	\$43.0m
Other operating expenses, including an increase in depreciation of \$7.1m. rose by (Due to additional property rentals arising from expansion of Community Offender Service and increased inmate numbers)	\$16.4m
The net increase in retained revenue including increases in sales of goods and services \$2.9m., grants and contributions \$2.4m and hindsight adjustment on insurance of \$3.3m., amounted to	\$8.6m



## 11.27

## Department of Corrective Services Financial Report for the year ended 30 June 2007

### Notes to the financial statements for the year ended 30 June 2007

#### 20. Budget Review (continued)

##### Assets and liabilities

Current assets were under budget by (Cash decreased by \$20.9m. and Other Assets by \$1.8m. The reduction in cash funds arose from the higher than anticipated expenditure for which no additional funding was provided.)	\$22.7m
Non current assets were under budget (Due to the lower than anticipated level of capital expenditure, plus accelerated depreciation)	\$7.1m
Current liabilities were over budget by (Provisions increased by \$6.3m. due to recognition of award increases for 2007/08 not included in Budget and Other Liabilities decreased by \$3.5m.)	\$2.8m

##### Cash flows

Total payments were over budget by (Employee related increased by \$46.1m. due to the filling of custodial positions on overtime and expansion of the Community Offender Service and other payments increased by \$19.8m. arising from increases in property rentals and inmate numbers)	\$65.9m
Total receipts were over budget by (Recovery of GST from ATO not included in budget.)	\$17.3m
Cash flows from Government were over budget by (Recurrent increased by \$16.4m, Capital decreased by \$11.7m. and Cash Reimbursements from Crown Entity increased by \$9.8m)	\$14.5m
Cash flows from Investing activities were under budget by Cashflows on capital projects deferred due to delay in development applications and other issues.	\$13.3m

#### 21. Reconciliation Of Cash Flows From Operating Activities To Net Cost Of Services

	2007 \$'000	2006 \$'000
Net cash used on operating activities	101,120	111,104
Cash flows from Government / Appropriations	(812,497)	(774,179)
Acceptance by the Crown Entity of employee benefits and other liabilities	(32,863)	(26,300)
Depreciation	(61,297)	(61,269)
Net gain / (loss) on Disposal of Plant, Property and Equipment	(22)	149
Decrease / (increase) in Provisions	(8,274)	(4,583)
Increase / (decrease) in Receivables and other assets	(1,853)	1,330
Increase / (decrease) in Inventories	71	177
Decrease / (increase) in Creditors	731	(2,407)
Net cost of services	(814,884)	(755,978)

## Notes to the financial statements for the year ended 30 June 2007

### 22. Inmate Funds

Funds are held in Public Monies Accounts on behalf of inmates. Interest earned is brought to account in the financial statements and used for the benefit of inmates.

	2007	2006
	\$'000	\$'000
Cash balance at the beginning of the year	2,537	2,382
Add: Receipts	30,696	30,625
Less: Expenditure	(30,315)	(30,470)
Cash balance at the end of the financial year	<b>2,918</b>	2,537

### 23. Correctional Medical Services

Justice Health is administered under the Health Services Act 1987 through the Department of Health.

The cost of medical services provided to offenders for the year ended 30 June 2007 was \$87,267,000 (2006 \$75,659,000). This amount is not included in the Department's operating result for the year.

### 24. Financial Instruments

The Department of Corrective Services's principal financial instruments are outlined below. These financial instruments arise directly from the Department of Corrective Services's operations or are required to finance Department of Corrective Services operations. The Department of Corrective Services does not enter into or trade financial instruments for speculative purposes. The Department of Corrective Services does not use financial derivatives.

#### Cash

Cash comprises cash on hand and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate adjusted for a management fee to Treasury.

#### Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The credit risk is the carrying amount (net of any allowance for impairment). No interest is earned on trade debtors. The carrying amount approximates net fair value. Sales are made on 30 day terms.

#### Trade Creditors and Accruals

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment.

#### End of audited financial statements

## 12.1

## Appendices

## Contents

090	<b>Appendix 1:</b>	Performance Statement, Commissioner of Corrective Services
091	<b>Appendix 2:</b>	Performance Statement, Deputy Commissioner, Offender Management and Operations
092	<b>Appendix 3:</b>	Performance Statement, Deputy Commissioner, Corporate Services
093	<b>Appendix 4:</b>	Boards, Councils And Committees
101	<b>Appendix 5:</b>	Annual Trends In The Inmate Population - 2002/03 to 2006/07
101	<b>Appendix 6:</b>	Average Number Of Employees By Category
102	<b>Appendix 7:</b>	Commissioner's Statement Of Responsibility
102	<b>Appendix 8:</b>	Correctional Industries Consultative Council Of NSW - Annual Report 2006/07
104	<b>Appendix 9:</b>	Cost Of Contractors And Contracted Employees
105	<b>Appendix 10:</b>	Cost Of Consultants
106	<b>Appendix 11:</b>	Equal Employment Opportunity (EEO) Statistics
106	<b>Appendix 12:</b>	Contracting And Market Testing
107	<b>Appendix 13:</b>	Ethnic Affairs Priorities Statement (EAPS) Plan For Cultural Inclusion 2004-2007
107	<b>Appendix 14:</b>	Freedom Of Information Statement Of Affairs
112	<b>Appendix 15:</b>	Freedom of Information (FOI) statistics
115	<b>Appendix: 16</b>	Freedom Of Information - Summary And Commentary Of The Freedom Of Information Statistics Of The Freedom Of Information And Privacy Unit
116	<b>Appendix 17:</b>	Government Contributions To Departmental Expenditure
116	<b>Appendix 18:</b>	Promotional Appeals To Government And Related Employees Appeal Tribunal (Great)
117	<b>Appendix 19:</b>	Heritage Register Items
119	<b>Appendix 20:</b>	Junee Correctional Centre 2006/07 Performance Assessment Report
121	<b>Appendix 21:</b>	Legal Status Of Inmates Held As At 30th June 2006 By Aboriginality and Gender
122	<b>Appendix 22:</b>	Major Works In Progress, Cost To Date, Estimated Dates Of Completion And Cost Overruns As At 30 June 2007
123	<b>Appendix 23:</b>	New Legislation And Significant Judicial Decisions
125	<b>Appendix 24:</b>	Number Of Inmates In NSW Custody At 30 June By Aboriginality; 1982 To 2006
126	<b>Appendix 25:</b>	Overseas Visits
127	<b>Appendix 26:</b>	Major Assets
127	<b>Appendix 27:</b>	Use Of Corporate Credit Cards
128	<b>Appendix 28:</b>	Persons Under Detention In Each Correctional Centre; 25 June 2006 And 24 June 2007
131	<b>Appendix 29:</b>	Payment Performance Indicators
132	<b>Appendix 30:</b>	Number Of Escapes By Security Level/Program 2002/03 to 2006/07
132	<b>Appendix 31:</b>	Senior Executive Staff - at 30 June 2007
133	<b>Appendix 32:</b>	Grants Made To Organisations Which Assist Inmates, Ex Inmates And Their Families (Community Funding Program)
133	<b>Appendix 33:</b>	Sponsorships
133	<b>Appendix 34:</b>	Privacy And Personal Information Protection Statement
134	<b>Appendix 35:</b>	Risk Management
134	<b>Appendix 36:</b>	Victims Awareness Project Grants

## 12.2

## Appendices

## Appendix 1: Performance Statement, Commissioner of Corrective Services



New South Wales

**Minister for Justice**

Performance Statement: Commissioner of Corrective Services  
 Name: Ronald Woodham  
 Period: 1 July 2006 to 30 June 2007

Mr Ron Woodham was reappointed to the position of Commissioner for a further five years on 23 October 2006. Commissioner Woodham is responsible for the largest correctional system in Australia which provides a comprehensive range of detention, containment, community supervision and correctional services for the State of New South Wales.

Excellent results are continually being achieved, notwithstanding the increasing inmate numbers which at the highest point in 2006/07 was 9,729. In 2006/07 the Compulsory Drug Treatment Correctional Centre at Parklea commenced operation, redevelopment of Long Bay and Goulburn Correctional Complexes, a new gatehouse and administration facility at Silverwater Correctional Complex and the completion of the Wellington Correctional Centre and the Mental Health Screening Unit at Silverwater Women's Correctional Centre.

In 2006/07 there was a total of 28,737 receptions into full time custody. The number of escapes during 2006/07 was the lowest on record. The rate of apparent unnatural deaths in custody also remains low. Rates of assaults of inmate on inmates continue to remain low.

Community Offender Services continue to implement and enforce the decisions and orders of the courts through the provision of a range of community and custodial sentencing options. In the 2006/07 financial year, there were a total of, 5,568 Community Service Orders, 5,184 Parole Orders and 14,690 Probation Orders. The Department provided 27,280 pre-sentence reports to the courts.

During 2006/07, the Commissioner continued to instigate major organisational change with the integration of Community Offender Services and Custodial Operations. To improve community supervision, in 2006/07 the Department formed the Special Visitation Group (SVG) to make unannounced home visits on high risk offenders in the community, increasing community safety. In September 2006 the Department introduced a centralised Offender Compliance and Monitoring Unit to monitor all electronically supervised offenders, whether on home detention or external leave programs while in custody.

Progress was also made with the development of the new facility at Tabulam which provides an alternative to full-time custody for both Indigenous and non-Indigenous offenders who are failing to comply with their community orders, with program services continuing within the community when participants leave, providing Throughcare in the truest sense of the word.

The Department established new Post-Release Centres at Campbelltown and Malabar and completed a centre at Penrith. These centres are for offenders with inadequate post-release accommodation options who are housed until they are able to acquire community accommodation.

Video Conferencing continues to produce savings. During 2006/07 financial year 19,125 inmates appeared in court via video conferencing, reducing inmate movements to and from court by 40,730 saving approximately \$5.6 million.

In 2006/07 the Department continued to implement its Efficiency Improvement Plan which achieved savings, including increases in productivity, totalling \$48 million.

Commissioner Woodham received remuneration of \$348,600 per annum.

  
 John Hatzistergos  
 28 September 2007

Postal: GPO Box 5341 Sydney NSW 2001 Telephone: (02) 9228 4977 Facsimile: (02) 9228 3600

## 12.3

## Appendices

## Appendix 2: Performance Statement, Deputy Commissioner, Offender Management and Operations



## NSW Department of Corrective Services

**PERFORMANCE STATEMENT**

Position: Deputy Commissioner Offender Management and Operations (SES Level 6)

Name: Ian McLean

Period: 1 July 2006 to 30 June 2007.

As the Deputy Commissioner, Offender Management and Operations, Mr McLean has responsibility for service planning, service delivery and operational outcomes which span the entire Offender Management portfolio. This also extends to relationships and service interaction with other agencies, organisations and stakeholders.

Mr McLean attained significant results throughout the year by achieving sound operational outcomes throughout a period of expansion and operational change. Significant results have been achieved in a number of areas:

- Industrial harmony maintained across all operational areas.
- Targeted specific bed closures during a year of peak inmate numbers.
- Resourced and supported operations of the new Compulsory Drug Treatment Correctional Centre, Parklea.
- Remand capacity expanded at Bathurst, Parklea Correctional Centres and the Metropolitan Remand and Reception Centre.
- Implemented efficiencies in city court holding arrangements that complement expanded remand capacity.
- Achieved increased participation in Custody-Based Intensive Treatment (CUBIT), supported by research that evidenced the efficacy and beneficial outcomes of initiatives.
- Oversighted initial work toward refinement of the Level of Service Inventory-Revised tool that will enhance its validity and reliability.
- Promoted offender employment; Corrective Services Industries averaged 82% employment and maintained a level of 80.5% (on average) for the time worked within its Industry business units.
- Established inmate traineeships in a range of vocations at 11 Correctional Centres throughout the State; involving 96 inmates.
- Avoided increased costs and risk associated with the movement of inmates by the expanded use of video-link.
- Progressed the implementation of an integrated Senior Management structure covering Custodial and Community Offender Services operations and their co-ordinated management of offenders.
- Progressed and supported initiatives with respect to changes in offender management and parole/order compliance in the community.
- Developed an Infrastructure Support Team to manage construction of small correctional facilities and minor works programs.
- Oversighted consultation, construction and commissioning arrangements for the Wellington Correctional Centre and Long Bay Hospital.
- Co-ordinated community consultation regarding centre expansions.
- Oversighted redevelopment of the Ivanhoe and Silverwater Women's Correctional Centre sites.
- Oversighted progress toward future operational sites at the South Coast and Tabulam.


Mr McLean receives a total remuneration package of \$278,000 per annum. Mr McLean acted as Commissioner for periods throughout the 2006/2007 year.

  
 RON WOODHAM  
 Commissioner  
 28 September 2007

## 12.4

## Appendices

## Appendix 3: Performance Statement, Deputy Commissioner, Corporate Services



## NSW Department of Corrective Services

**PERFORMANCE STATEMENT**

Position: Deputy Commissioner Corporate Services (SES Level 5)

Name: Gerry Schipp


Period: 1 July 2006 to 30 June 2007

Mr Schipp was appointed as Deputy Commissioner Corporate Services in January 2006. Mr Schipp has achieved significant results with sound fiscal and infrastructure programs, ongoing human resource reforms and the development of corporate service strategies that will see ongoing improvements and efficiencies.

Significant results have been achieved in a number of areas:

- oversaw the Department's asset management program, which included the following major works:
  - construction of the new correctional centre at Wellington due to be opened in September 2007
  - a new gatehouse and administration facility at the Silverwater Correctional Complex and the Mental Health Screening Unit and Clinic at the Silverwater Women's Correctional Centre
  - redevelopment of Long Bay and Goulburn Correctional Complexes
  - installation of video conferencing facilities in a number of correctional centres
  - continuation of the new Long Bay Prison and Forensic Hospitals as a public/private partnership project
  - a new specialised training facility for the Department's canine unit at the John Morony Correctional Complex
- ensured the Total Asset Management Plan was submitted on time
- restructured the Finance and Asset Management Division of the Department to achieve savings
- completed the implementation of the regional administrative support model, reducing costs and fostering a shared services culture particularly through the continued development of a shared corporate services model – piloted in the Windsor Integrated Services Environment (WISE)
- conducted a recruitment campaign which resulted in 285 probationary correctional officers, 104 Community Offender Services officers and 32 overseers joining the Department
- achieved a further reduction in workers compensation deposit premium, continuing a trend over the past six fund years
- oversaw the development of a HealthWise training program, designed to meet the requirements of the WorkCover *Working Together* strategy
- promoted and maintained effective relationships with internal and external stakeholders including the Premier's Department, NSW Treasury, Department of Commerce, Audit Office and the unions
- provided strategic leadership in the developing the Department's Information Communication and Technology (ICT) plan for 2007, reflecting the strategies of the NSW ICT *People First* plan
- presided over the implementation of the Government Broadband Service in the Department providing vastly improved IT connectivity
- implemented a new mid-range server computing environment using a shared service implementation model, providing service improvement at reduced cost
- led the upgrade of the Offender Integrated Management System to a contemporary hardware platform, enabling the take up of global correctional management system initiatives
- maintained information security accreditation against AS/NZ7799 certificate
- led the significant implementation of Information Technology Infrastructure Library (ITIL) principles in relation to IT service management to support departmental business

Mr Schipp receives a total remuneration package of \$ 247,300 per annum.

  
 RON WOODHAM  
 Commissioner  
 28 September 2007

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## 12.5

## Appendices

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**Appendix 4: Boards, Councils And Committees**


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**Departmental Representation on External Boards and Committees**


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**Corrective Services Administrators Conference (annually)**

Ron Woodham, Commissioner

**Justice Health Board Meeting (annually)**

Luke Grant, Assistant Commissioner, Offender Services and Programs  
 Dave Farrell, Chief Superintendent, Roster Support Unit

**Chief Executive Officers Network Meeting (every 3 months)**

Ron Woodham, Commissioner

**Criminal Justice System Chief Executive Officers Meeting (approximately every 3 months)**

Ron Woodham, Commissioner

**Chief Executive Officers Group on Aboriginal Affairs (approximately every 3 months)**

Ron Woodham, Commissioner (represented by Luke Grant)

**CEO Group on Aboriginal Affairs (every 3 months)**

Ron Woodham, Commissioner

**Sentencing Council of NSW (monthly)**

Ron Woodham, Commissioner

**NSW Government Procurement Senior Officer Committee (every 4 months)**

Gerry Schipp, Deputy Commissioner, Corporate Services (represented by Judith Dagg, Director, Business Infrastructure)

**Hunter, North Coast, New England, and Western Regional Co-ordination Management Groups**

Phil Ruse, Regional Executive Director, North West Region

**Riverina/Murray Regional Co-ordination Management Group**

Peter McDonald, Regional Executive Director, South West Region

**Illawarra/South East Regional Co-ordination Management Group**

Peter McDonald, Regional Executive Director, South West Region

**Western Sydney Human Services Group**

Valda Ruis, Regional, Executive Director, Outer Metropolitan Region

**NSW Public Sector Legal Services Committee**

Gerry Schipp, Deputy Commissioner, Corporate Services

**Risk Management Champions Coalition Meeting**

Gerry Schipp, Deputy Commissioner, Corporate Services

**Criminal Court of Appeal and Crime Registry**

Luke Grant, Assistant Commissioner, Offender Services and Programs

**Mental Health (Criminal Procedure) Act Meeting**

Luke Grant, Assistant Commissioner, Offender Services and Programs

**Correctional Centre Release Treatment Act Scheme Meeting**

Luke Grant, Assistant Commissioner, Offender Services and Programs

**Department of Corrective Services Aboriginal Taskforce (DOCSAT) (every 3 months)**

Luke Grant, Assistant Commissioner, Offender Services and Programs  
 Paul Newman, Director, Aboriginal Support and Planning Unit

**Justice Sector Chief Information Officers Consultative Forum**

Wayne Ruckley, Executive Director, Information Communication and Technology

**NSW Chief Information Officers Executive Council Strategic Governance Working Group**

Wayne Ruckley, Executive Director, Information Communication and Technology

**Regional Co-ordination Management Group, Illawarra and South East**

John Dunthorne, Assistant Commissioner, South West Region

**Regional Community Consultative Committee, South West Region**

John Dunthorne, Assistant Commissioner, South West Region

**Regional Community Consultative Committee, Inner Metropolitan Region**

Brian Kelly, Assistant Commissioner, Inner and Outer Metropolitan Regions

**Corrective Services Working Group, Steering Committee for the Review of Commonwealth/State Service Provision**

Simon Eyland, Director, Corporate Research, Evaluation and Statistics

**Technical Advisory Group, National Correctional Services Statistical Unit, Australian Bureau of Statistics**

Simon Eyland, Director, Corporate Research, Evaluation and Statistics

**National Correctional Advisory Group**

Simon Eyland, Director, Corporate Research, Evaluation and Statistics  
 Jennifer Galouzis, Research Officer, Corporate Research Evaluation and Statistics

## 12.6

## Appendices

**Appendix 4: Boards, Councils And Committees (continued)****Corrections Board of Studies, (Charles Sturt University)**

Jo Quigley, Executive Director, Learning and Staff Development

**Department of Premier and Cabinet - Remote Areas Pilot Attraction and Retention Steering Committee**

Paul Irving, Executive Director, Human Resources

**Child Protection Watch Committee**

Lee Downes, Executive Director, Community Offender Services

**Anti Social Behaviour Steering Committee (quarterly)**

Phil Ruse, Regional Executive Director, North West Region

**Public Sector Risk Management Association**

Paul Irving, Executive Director, Human Resources

**Senior Officers Group on Mental Health**

Rhonda Booby, Director, Offender Services and Programs

**Senior Officers Committee on Alcohol and Drugs**

Sue Henry-Edwards, Principal Advisor, Alcohol and other Drugs and Health Promotion

**Senior Officers Group on Disability**

Rhonda Booby, Director, Offender Services and Programs

**Housing and Human Services Accord Senior Officers Group**

Rosemary Caruana, Director, Program Development and Implementation

**Senior Officers Group on Intellectual Disability and the Criminal Justice System**

Rosemary Caruana, Director, Program Development and Implementation

**Domestic Violence Integrated Court Model (DVICM) Senior Officer Group**

Rosemary Caruana, Director, Program Development and Implementation

**Aboriginal Child Sexual Assault Interagency Plan Implementation Senior Officers Group**

Max Saxby, Executive Officer, Offender Services and Programs

**Traffic Offender Working Party**

Rosemary Caruana, Director, Program Development and Implementation

**Government Accident and Road Safety (GARS)**

Luke Grant, Assistant Commissioner, Offender Services and Programs

**Interagency Standing Committee on Disability - Working Groups 2 and 4**

Rosemary Caruana, Director, Program Development and Implementation

**Department of Corrective Services/Department of Housing Liaison Committee**

Paul Newman, Director, Aboriginal Support and Planning Unit  
Nita Dowell, Senior Project Officer Community Strategy, Aboriginal Support and Planning Unit  
Deirdre Hyslop, A/Director, Child Protection Co-ordination and Support Unit  
Barry Bell, Principal Advisor, Family and Community Support

**Murdi Paaki COAG Trail, Law and Justice Sub Interagency Committee**

Paul Newman, Director, Aboriginal Support and Planning Unit

**Criminal Justice Program (CLP) Reference Group**

Paul Newman, Director, Aboriginal Support and Planning Unit  
Anne Langford, Principal Officer, Disability Services

**National Mental Health Policy Revision Steering Committee Meeting**

Luke Grant, Assistant Commissioner, Offender Services and Programs

**Forensic Consumer Representative Development Reference Group**

Barry Bell, Principal Advisor, Family and Community Support

**NSW Health Blood Borne Virus and Diseases Work Group**

Paul Newman, Director, Aboriginal Support and Planning Unit

**Dairy Board of Management**

Steve Thorpe, Executive Director, Corrective Services Industries  
Brian Kelly, Assistant Commissioner, Inner and Outer Metropolitan Regions  
Janet Ruecroft, General Manager, Emu Plains/Berrima Cluster  
Jeremy Hildreth, Food Services Manager, Corrective Services Industries  
Chris Russell, Dairy Consultant, Ruminant Consultancy  
Essam Abdelsayed, Manager of Industries, Emu Plains Correctional Centre  
Judy Woodward, Senior Overseer, Dairy Unit, Emu Plains Correctional Centre  
Peter Craft, Manager Business Unit, Milk Processing Unit, Emu Plains Correctional Centre

**Joint Community Consultative Meeting**

Lee Downes, Executive Director, Community Offender Services



## 12.7

## Appendices

**Appendix 4: Boards, Councils And Committees (continued)****Serious Offenders Review Council (SORC)**

Steve Tandy, General Manager (Official Member)  
 Terry Halloran, Director, Inmate Classification and Case Management  
 (The subcommittees of the SORC are the Pre Release Leave Committee, High Security Inmate Management Committee and the Escape Review Committee)

**Network of Government Agencies: Gay, Lesbian and Transgender Issues**

Max Saxby, Executive Officer, Offender Services and Programs

**NSW Government Aboriginal Affairs Policy Justice Cluster Sub Committee**

Paul Newman, Director, Aboriginal Support and Planning Unit

**Two Ways Together Co-ordination Committee - Department of Aboriginal Affairs NSW**

Paul Newman, Director, Aboriginal Support and Planning Unit

**Justice Sector Information Exchange Co-ordination Committee**

Peter Peters, Assistant Commissioner, Office of the Commissioner  
 Wayne Ruckley, Executive Director, Information Communication and Technology

**Back Office Application Consolidation (BOAC) Steering Committee (every 6 weeks)**

Wayne Ruckley, Executive Director, Information Communication and Technology

**ICT Procurement Working Group (every 6 weeks)**

Wayne Ruckley, Executive Director, Information Communication and Technology

**Major Departmental Committees****Board of Management (monthly)**

Ron Woodham, Commissioner  
 Ian McLean, Deputy Commissioner, Offender Management and Operations  
 Gerry Schipp, Deputy Commissioner, Corporate Services  
 Peter Peters, Assistant Commissioner, Office of the Commissioner  
 Luke Grant, Assistant Commissioner, Offender Services and Programs  
 Don Rodgers, Assistant Commissioner, Security  
 Col Kelaher, Assistant Commissioner, North West Region  
 John Dunthorne, Assistant Commissioner, South West Region  
 Brian Kelly, Assistant Commissioner, Inner and Outer Metropolitan Regions

Mike Woodhouse, Assistant Commissioner, Probity and Staff Development  
 Paul Nash, Executive Director, Legal Services and Corporate Counsel  
 Paul Irving, Executive Director, Human Resources  
 Wayne Ruckley, Executive Director, Information Communication and Technology  
 Jo Quigley, Executive Director, Learning and Staff Development  
 Jennifer Mason, Director General, Department of Juvenile Justice

**Board of Management Policy Committee (monthly)**

Ian McLean, Deputy Commissioner, Offender Management and Operations  
 Gerry Schipp, Deputy Commissioner, Corporate Services  
 Peter Peters, Assistant Commissioner, Office of the Commissioner  
 Luke Grant, Assistant Commissioner, Offender Services and Programs  
 Mike Woodhouse, Assistant Commissioner, Probity and Staff Development  
 Paul Nash, Executive Director, Legal Services and Corporate Counsel  
 Paul Irving, Executive Director, Human Resources  
 Wayne Ruckley, Executive Director, Information Communication and Technology  
 Jo Quigley, Executive Director, Learning and Staff Development  
 Valda Ruis, Regional Executive Director, Outer Metropolitan Region  
 Lioba Rist, Director, Corporate Strategy  
 Kim Blinkhorn, Director, Offender Policy Unit  
 Margaret Anderson, Director, Corporate Legislation and Parliamentary Support  
 Dudley Jennings, Co-ordinator, Corporate Communications

**Board of Management for Training and Staff Development (every 2 months)**

Ron Woodham, Commissioner (Chair)  
 Ian McLean, Deputy Commissioner, Offender Management and Operations  
 Gerry Schipp, Deputy Commissioner, Corporate Services  
 Peter Peters, Assistant Commissioner, Office of the Commissioner  
 Luke Grant, Assistant Commissioner, Offender Services and Programs  
 John Dunthorne, Assistant Commissioner, South West Region  
 Mike Woodhouse, Assistant Commissioner, Probity and Staff Development  
 Paul Irving, Executive Director, Human Resources  
 Wayne Ruckley, Executive Director, Information Communication and Technology  
 Jo Quigley, Executive Director, Learning and Staff Development  
 Peter McDonald, Regional Executive Director, South West Region  
 Dave Farrell, Chief Superintendent, Rosters Support Unit

## 12.8

## Appendices

**Appendix 4: Boards, Councils And Committees (continued)****DCS Board of Management Information Communication and Technology Committee (every 2 months)**

Ron Woodham, Commissioner  
 Ian McLean, Deputy Commissioner, Offender Management and Operations  
 Gerry Schipp, Deputy Commissioner, Corporate Services  
 Peter Peters, Assistant Commissioner, Office of the Commissioner  
 Luke Grant, Assistant Commissioner, Offender Services and Programs  
 Michael Woodhouse, Assistant Commissioner, Probity and Staff Development  
 Don Rodgers, Assistant Commissioner, Security  
 Col Kelaher, Assistant Commissioner, North West Region  
 John Dunthorne, Assistant Commissioner, South West Region  
 Brian Kelly, Assistant Commissioner, Inner and Outer Metropolitan Regions  
 Paul Irving, Executive Director, Human Resources  
 Wayne Ruckley, Executive Director, Information Communication and Technology  
 Jo Quigley, Executive Director, Learning and Staff Development  
 Steve Thorpe, Executive Director, Corrective Services Industries  
 Neil Daines, Executive Director, Asset Management  
 David Huskins, Director, Custodial Operations Support  
 Julie Babineau, Deputy Chief Executive, Justice Health  
 Jennifer Mason, Director General, Department of Juvenile Justice

**Ethics Committee**

Luke Grant, Assistant Commissioner, Offender Services and Programs (Chair)  
 Michael Woodhouse, Assistant Commissioner, Probity and Staff Development  
 Paul Nash, Executive Director, Legal Services and Corporate Counsel  
 Simon Eyland, Director, Corporate Research Evaluation and Statistics Unit  
 Father Rodney Moore, Chaplaincy Advisor, Offender Services and Programs  
 Prof. John Kaldor, Deputy Director, HIV Epidemiology and Clinical Research  
 Dr Simon Longstaff, Executive Director, The St.James Ethics Centre  
 Dr Stephen Alnutt, Clinical Director, Community Forensic Mental Health Service, Justice Health  
 Reg Pollock, Official Visitor  
 Prof. Julie Stubbs, Asst. Prof and Asst. Dean, Faculty of Law, University of Sydney

**Offender Access to Computers Steering Committee (every 2 months)**

Luke Grant, Assistant Commissioner, Offender Services and Programs (Chair)  
 Wayne Ruckley, Executive Director, Information Communication and Technology

Steve Thorpe, Executive Director, Corrective Services Industries  
 Lou Sartori, Commercial Manager, Corrective Services Industries  
 Ingrid McAlpin, Director, Operations Development, Information Communication and Technology  
 Aaron Liu, Director, Planning and Strategy, Information Communication and Technology  
 John Abdel-Ahad, Policy and Project Officer, Offender Policy Unit  
 Anthony Becker, Deputy Principal, Adult Education and Vocational Training Institute  
 Pankaj Chaudhry, Project Manager, Offender Access to computers, Information Communication and Technology  
 Geoff Willis, Quality Assurance Support Officer, Adult Education and Vocational Training Institute  
 Max Saxby, Executive Officer, Offender Services and Programs  
 Karen Cannon, Executive Officer, Information Communication and Technology

**Interdepartmental Committee On Custodial Witness Protection (fortnightly)**

Ron Woodham, Commissioner  
 Don Rodgers, Assistant Commissioner, Security  
 Greg Sneddon, General Manager  
 Peter Dein, NSW Police  
 John Ralston, NSW Crime Commission  
 Mike Purchas, Australian Crime Commissioner  
 Ken Hardman, Australian Federal Police  
 Steve Osborne, Independent Commission Against Corruption  
 Errol Ryan, Police Integrity Commission

**Risk Management Committee**

Gerry Schipp, Deputy Commissioner, Corporate Services  
 Michael Woodhouse, Assistant Commissioner, Probity and Staff Development  
 Paul Irving, Executive Director, Human Resources  
 Arthur Abraham, Director, Audit Branch  
 Neil Daines, Executive Director, Asset Management  
 Dave White, Director, Corrections Inspectorate, Probity and Staff Development  
 Louise Tunks, Asset Manager, Business Infrastructure  
 Lyn Colley, Director, OHS and Workers Compensation Unit  
 Judith Dagg, Director, Business Infrastructure  
 Katalin Erdelyi, Property Manager, Asset Management  
 Alicia Hurrell, A/Administration Manager, Corporate Services  
 Murrey McPherson, Director, Legal Services  
 Rob Walters, Senior Legal Officer, Civil Litigation, Legal Services  
 Paul Graham, Manager, Injury Prevention, Staff Health Services  
 Joanne Frearson, Manager, Injury Management, Staff Health Services

## 12.9

## Appendices

**Appendix 4: Boards, Councils And Committees (continued)****Proclamations Review Committee**

Paul Nash, Executive Director, Legal Services and Corporate Counsel (Chair)

Neil Daines, Executive Director, Asset Management

Ian Flynn, Superintendent, Operations Branch

Peter Hay, Manager, Special Projects, Finance and Asset Management Branch

Chris Quilkey, Senior Policy Officer, Corporate Legislation and Parliamentary Support

**Professional Conduct Management Committee (weekly)**

Michael Woodhouse, Assistant Commissioner, Probity and Staff Development

Don Rodgers, Assistant Commissioner, Security

Brian Kelly, Assistant Commissioner, Inner and Outer Metropolitan Regions

Dave Byrne, NSW Police, Commander, Corrective Services Investigations Unit

Liz Ball, A/Director, Professional Standards and Administrative Law Branch

Tony Hodgetts, General Manager, Taskforce Sky

**Prison Officers Vocational Branch (POVB) (monthly)**

Ian McLean, Deputy Commissioner, Offender Management and Operations (Chair)

Paul Irving, Executive Director, Human Resources

Deirdre Hunter, Director, Workforce Relations

Greg O'Donohue, Principal Industrial Officer, Public Service Association

Matthew Bindley, Chairperson, POVB

Brian McCann, Honorary Secretary, POVB

Steve McMahon, Country Vice-Chairperson, POVB

Nicole Jess, Vice-Chairperson, POVB

Michael Hay, Assistant Secretary, POVB

**Commissioned Officers Vocational Branch (COVB) (monthly)**

Ian McLean, Deputy Commissioner, Offender Management and Operations (Chair)

Paul Irving, Executive Director, Human Resources

Deirdre Hunter, Director, Workforce Relations

Shane O'Brien, Assistant General Secretary, Public Service Association

Pat Armstrong, Chairman, COVB

Greg Delprado, Executive Member, COVB

Darren Metcalfe, Executive Member, COVB

Keith Randy, Executive Member, COVB

Rick Jones, Executive Member, COVB

**Correctional Industries Consultative Council of NSW**

Ian McLean, Deputy Commissioner, Offender Management and Operations (Chair)

Luke Grant, Assistant Commissioner, Offender Services and Programs  
Steve Thorpe, Executive Director, Corrective Services Industries (Secretary)

Pat Donovan, NSW Business Centre

Chris Christodoulou, Unions NSW

Barry Tubner, Unions NSW

Alwyn Thomas, Australian Industry Group

Jennifer Doubell, community representative

Derek Brindle, A/Operations Development Manager, Corrective Services Industries

Rob Steer, Business Development Manager, Corrective Services Industries

**Correctional Food Services Working Party**

Luke Grant, Assistant Commissioner, Offender Services and Programs

Don Rodgers, Assistant Commissioner, Security

Glenda Fisher, Senior Environmental Health Officer, Justice Health/DCS

Steve Thorpe, Executive Director, Corrective Services Industries (Secretary)

Jeremy Hildreth, Food Services Manager, Corrective Services Industries

Tony Kelly, Regional Superintendent, Outer Metropolitan Region

Tom Breckenridge, General Manager, Goulburn/Cooma Cluster

Lorraine Bridge, General Manager, St Heliers/Tamworth Cluster

Bruce Mercer, General Manager, John Morony/Oberon/Kariong Cluster

Shari Martin, General Manager, Dillwynia Correctional Centre

Bob Maher, Manager of Security, Offender Policy Unit

Father Rodney Moore, Chaplaincy Advisor, Offender Services and Programs

Bill Holland, Manager of Industries, St Heliers Correctional Centre

**Offender and Families Committee**

Steve Thorpe, Executive Director, Corrective Services Industries (Chair)

Barry Mood, Superintendent, Office of the Commissioner

Barry Bell, Principal Advisor, Family and Community Support

Deirdre Hyslop, A/Director, Child Protection Co-ordination and Support Unit

John Abdel-Ahad, Policy and Project Officer, Offender Policy Unit

Gloria Larman, Chief Executive Officer, Shine for Kids

Pam Hansford, Manager, Audio Visual Unit

Marilyn Wright, Regional Superintendent, Outer Metropolitan Region

Ian Flynn, Superintendent Operations Branch

**Glen Innes Sawmill Board of Management**

Col Kelaher, Assistant Commissioner, North West Region

Steve Thorpe, Executive Director, Corrective Services Industries

Steve Harrison, General Manager, Grafton/Glen Innes Cluster

Mal Tiedeman, Regional Superintendent, North West Region

Rob Steer, Business Development Manager, Corrective Services Industries

## 12.10

## Appendices

**Appendix 4: Boards, Councils And Committees (continued)**

Pat McClymont, Manager Security, Glen Innes Correctional Centre  
 Andrew Wilson, Manager of Industries, Glen Innes Correctional Centre  
 Peter Rouse, Manager, Sawmill Business Unit, Glen Innes Correctional Centre  
 Peter Thompson, Manager, Inmate Services and Programs

**Audit Committee (every 3 months)**

Ron Woodham, Commissioner, (Chair)  
 Ian McLean, Deputy Commissioner, Offender Management and Operations  
 Gerry Schipp, Deputy Commissioner, Corporate Services  
 Peter Peters, Assistant Commissioner, Office of the Commissioner  
 Michael Woodhouse, Assistant Commissioner, Probity and Staff Development  
 Arthur Abraham, Director, Audit Branch  
 Dave White, Director, Corrections Inspectorate, Probity and Staff Development  
 Peter Carr, Audit Office  
 John Cantlon, Audit Office  
 Carol Holley, Independent - Hill Rogers Chartered Accountants

**Honours and Awards Committee (every 3 months)**

Ron Woodham, Commissioner, (Chair)  
 Ian McLean, Deputy Commissioner, Offender Management and Operations  
 Gerry Schipp, Deputy Commissioner, Corporate Services  
 Peter Peters, Assistant Commissioner, Office of the Commissioner  
 Luke Grant, Assistant Commissioner, Offender Services and Programs  
 Michael Woodhouse, Assistant Commissioner, Probity and Staff Development  
 Paul Nash, Executive Director, Legal Services and Corporate Counsel  
 Don Rodgers, Assistant Commissioner, Security  
 Col Kelaher, Assistant Commissioner, North West Region  
 John Dunthorne, Assistant Commissioner, South West Region  
 Brian Kelly, Assistant Commissioner, Inner and Outer Metropolitan Regions  
 Paul Irving, Executive Director, Human Resources  
 Wayne Ruckley, Executive Director, Information Communication and Technology  
 Jo Quigley, Executive Director, Learning and Staff Development

**Non Custodial Departmental Committee (every 3 months)**

Luke Grant, Assistant Commissioner, Offender Services and Programs  
 Paul Irving, Executive Director, Human Resources  
 Deirdre Hunter, Director, Workforce Relations  
 Rhonda Booby, Director, Offender Services and Programs  
 Karen Fitzgerald, Senior Industrial Relations Officer, Workforce Relations  
 Kathy Dwyer, DCS Workplace delegate (Chair)  
 Linda Codling, DCS Workplace delegate (Secretary)

Helen Sourlas, Industrial Officer, Public Service Association  
 Shane Howes, Organiser, Public Service Association  
 Peter Devine, DCS Workplace delegate  
 Karen Doyle, DCS Workplace delegate  
 Ross Mowatt, DCS Workplace delegate  
 David Rowe, DCS Workplace delegate  
 Kathleen Stewart, DCS Workplace delegate  
 Ian Thomas, DCS Workplace delegate  
 Ron Chinchin, DCS Workplace delegate  
 Greg Kingston, DCS Workplace delegate  
 Marolga Tudorin, DCS Workplace delegate  
 Gavin Wesson, DCS Workplace delegate  
 Darren Plumb, DCS Workplace delegate  
 Franc Woods, DCS Workplace delegate  
 Henry Zugai, DCS Workplace delegate  
 Scott Chapman, DCS Workplace delegate

**Periodic Detention Review Committee**

Paul Nash, Executive Director, Legal Services and Corporate Counsel  
 Jeff Cunningham, Director, Sentence Administration  
 Steve D'Silva, Director, Periodic Detention (Chair)  
 Margaret Parmeter, A/Executive Director, Sentence Compliance Unit  
 Dion Ngatai, State 2 Co-ordinator, Periodic Detention  
 Pierette Mizzi, Commonwealth Director of Public Prosecutions Office  
 Tom Symonds, community member

**Risk Assessment Committee**

Michael Woodhouse, Assistant Commissioner, Probity and Staff Development (Chair)  
 Paul Irving, Executive Director, Human Resources  
 Margaret Parmeter, A/Executive Director, Sentence Compliance Unit  
 Liz Ball, A/Director, Professional Standards and Administrative Law Branch  
 John Crawford, Director, Investigations Branch  
 Deirdre Hunter, Director, Workforce Relations  
 Superintendent, Corrections Intelligence Group

**Investigations Review Committee**

Ron Woodham, Commissioner  
 Ian McLean, Deputy Commissioner, Offender Management and Operations  
 Michael Woodhouse, Assistant Commissioner, Probity and Staff Development (Chair)  
 Brian Kelly, Assistant Commissioner, Inner and Outer Metropolitan Regions  
 Don Rodgers, Assistant Commissioner, Security  
 Margaret Parmeter, A/Executive Director, Sentence Compliance Unit  
 John Crawford, Director, Professional Conduct Investigations Branch

## 12.11

## Appendices

**Appendix 4: Boards, Councils And Committees (continued)**

Dave Byrne, NSW Police, Commander, Corrective Services Investigation Unit

**NSW Department of Corrective Services/Department of Education and Training Traineeship Steering Committee Meeting (quarterly)**

Luke Grant, Assistant Commissioner, Offender Services and Programs (Chair)

Rhonda Booby, Director, Offender Services and Programs

Karen Banfield, Principal, Adult Education and Vocational Training Institute (AEVTI)

David Gould, State Manager Vocational Education and Training, AEVTI

Clarrie Dries, General Manager, Brewarrina (Yetta Dhinnakkal)

Correctional Centre, Aboriginal Facilities and Services

Steve Thorpe, Executive Director, Corrective Services Industries

Paul Fleming, Business Manager Program Development, Corrective Services Industries

Margaret Hope, IT and QA Manager Department of Education and Training, National Advisory Committee

Barry Williams, Aboriginal Industry Training Advisor

Ian Kingsley, Director, Apprenticeship and Training Directorate

Andrew Mavrakakis, Manager, Vocational Training Tribunal

**NSW Department of Corrective Services/TAFE Monitoring and Liaison Committee (quarterly)**

Luke Grant, Assistant Commissioner, Offender Services and Programs (Chair)

Rhonda Booby, Director, Offender Services and Programs

Paul Newman, Director, Aboriginal Support and Planning Unit

Karen Banfield, Principal, Adult Education and Vocational Training Institute (AEVTI)

David Gould, State Manager Vocational Education and Training, AEVTI

Steve Thorpe, Executive Director, Corrective Services Industries

Paul Fleming, Business Manager, Program Development, Corrective Services Industries

Di Murray, Associate Director, TAFE South Western Sydney Institute

Lindy Cassidy, A/Associate Director, TAFE Equity Strategy and Programs

Sue Sim and Derek Waddell, TAFE Equity and Outreach Unit

Heather McGregor, A/Principal Education Officer, Aboriginal Education Training Directorate, Department of Education and Training

**NSW Department of Corrective Services/Teachers Federation Consultative Committee**

Luke Grant, Assistant Commissioner, Offender Services and Programs (Chair)

Rhonda Booby, Director, Offender Services and Programs

Deirdre Hunter, Director, Workforce Relations

Karen Fitzgerald, Senior Industrial Officer

Karen Banfield, Principal, Adult Education and Vocational Training Institute (AEVTI)

Anthony Becker, Deputy Principal, AEVTI

Rex Hewett, Industrial Officer, NSW Teachers Federation

Peter de Graff, Industrial Officer, NSW Teachers Federation

Brad Burman, President, Corrective Services Teachers Association

Kevin Sheppard, Secretary, Corrective Services Teachers Association

Sue Wilde, Vice President, Corrective Services Teachers Association

**Justice Sector Disability Action Plan Senior Officers Group**

Julia Haraksin, Manager Diversity Services, NSW Attorney General's Department (Chair)

Shefali Rovik, Department of Juvenile Justice

Debbie Scott, A/Witness Assistance Services Manager, Office Director of Public Prosecutions

Anita Anderson, Director, Strategic Planning and Strategy Division, Legal Aid Commission

Dennis Clifford, Assistant Commissioner, NSW Police, Spokesperson for Vulnerable Communities

Terry Mullane, NSW Police

Trisha Kuhn, NSW Police

Leshia Bubnuik, Access and Equity Co-ordinator, Legal Aid Commission

Keith Holder, Access and Equity Officer, Office of Director of Public Prosecutions

Anne Langford, Principal Officer, Disability Services, Offender Management

**Other Departmental Committees**

Assistant Commissioners Meeting

Assistant Commissioners and Regional Executive Directors Meeting

Aboriginal Programs and Mobile Camps Steering Committee

Authorised Visitors Review Committee

Justice Health/DCS Liaison

Child Protection Steering Committee

Criminal Justice Program

DCS/Department of Housing Liaison Committee

DCS/Ombudsman Liaison

Disability Advisory Council

Directors Review Committee

Families of Prisoners Research and Project Development Reference Group, (Quakers Hill Family Centre and Blacktown Local Government Area)

High Risk Management Unit Committee, Goulburn Correctional Centre

High Security Inmate Management Committee (HSIMC)

Shared Corporate Services/Productivity Savings Committee

Strategic Governance Working Group

CIMS Steering Committee

Corporate Information Management Steering Committee Hep C

Council

## 12.12

## Appendices

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**Appendix 4: Boards, Councils And Committees (continued)**


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ICT Planning and Development Forum  
 Information Security Steering Committee  
 Inmates with Disabilities Committee  
 Integrated Services Project - Interagency Reference Group  
 Integrated Services Project - Clinical Reference Group  
 John Morony School Meeting  
 Junee Management Meeting  
 Long Bay Hospital Forensic Meeting  
 LSI-R Steering Committee  
 Metropolitan Remand Facilities Community Consultative Committee  
 Mothers and Children's Committee  
 Mobile Outreach Program Committee  
 NSW ICT Chief Information Officer Executive Council  
 Occupational Health and Safety Committee  
 Regional General Managers Meetings  
 Security Threat Group (STG) Committee  
 Security and Investigation Committee  
 Senior Officers Committee on Drugs and Alcohol  
 Steering Committee for the Information Security Certification Project  
 Senior Officers Group - Domestic Violence, Department of Community Services  
 Service Management Improvement Program (ICT) Steering Committee  
 Throughcare and E-case Management Steering Committee  
 Taskforce Oversight Committee  
 Annual Official Visitors Conference  
 Regional Official Visitors Conference  
 Women's Advisory Committee  
 Western Region Management Team (Community Offender Services)  
 Way Forward Meetings  
 TAFE/DCS Women's Working Party  
 Wesley/DCS Employment Planning Pilot  
 Workcover/DCS/Australia Post Licence/Photo ID Working Party  
 Partnership Against Homelessness Sub Committee  
 Health Promotion Programs Advisory Group  
 Housing and Human Service Accord - Assessment Advisory Committee  
 Public Sector Senior Psychologists Forum (PSSPF)  
 Supervising Psychologists Group, Macquarie University and University of NSW  
 Jailbreak Health Steering Committee  
 Department of Ageing, Disabilities and Home Care, Criminal Justice Program External Reference Group  
 Integrated Services Project External and Clinical Reference Groups  
 DCS/TAFE Implementation Work Group  
 DCS/Shine for Kids Work Group  
 Community Restorative Centre (CRC)  
 Repatriation of ACT Prisoners Working Group  
 Case Management Society of Australia

**Regional Committees**

Board of Management - Inner Metropolitan Region  
 Board of Management - Outer Metropolitan Region  
 Community Consultative Committee - Long Bay Correctional Complex

## 12.13

## Appendices

## Appendix 5: Annual Trends In The Inmate Population - 2002/03 to 2006/07

Financial Year	Full-time custody daily average <sup>1</sup>	% Change in average from last year	Lowest daily total	Highest daily total	Difference between lowest and highest daily total	
					No.	% of average
2002/03	7983	2.5%	7812	8171	359	4.5%
2003/04	8367	4.8%	8038	8669	631	7.5%
2004/05	8927	6.7%	8631	9160	529	5.9%
2005/06	9101	2.0%	8895	9354	459	5.0%
2006/07	9468	4.0%	9183	9729	546	5.8%

<sup>1</sup> Includes correctional centres, transitional centres and court cell complexes (24 hour and other).

## Appendix 6: Average Number Of Employees By Category

	2002/03	2003/04	2004/05	2005/06	2006/07
<b>Custody Of Inmates And Detainees</b>					
Operational staff, correctional centres and courts	3974.93	4119.89	4158.76	4317.63	4405.60
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, teachers and sessional specialists.					
Administrative, management and other staff	981.13	1005.77	1056.61	1033.52	1176.99
Includes all support staff in correctional centres, head office, regional offices, Corrective Services Industries and the Corrective Services Academy.					
<b>Intensive Community Supervision</b>					
Operational staff	37.04	40.37	36.58	36.85	25.92
Operational staff are those involved in direct supervision of offenders sentenced to home detention.					
Administrative, management and other staff	10.81	12.15	11.07	10.00	7.73
All staff who are not involved in the direct supervision of offenders sentenced to home detention.					
<b>Community Supervision</b>					
Operational staff	490.82	508.89	563.47	578.87	633.27
Operational staff are those involved in direct supervision of offenders, including probation and parole officers.					
Administrative, management and other staff	177.15	187.92	198.96	209.16	150.76
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.					
<b>Total</b>	<b>5671.88</b>	<b>5874.99</b>	<b>6025.45</b>	<b>6186.03</b>	<b>6400.27</b>

Note: 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.

## 12.14

## Appendices

## Appendix 7: Commissioner's Statement Of Responsibility

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The Commissioner and members of the Board of Management acknowledge responsibility for achievement of the Department's objectives. Associated controls and processes have been implemented and followed, in conjunction with the Internal Audit Review Programs, to facilitate achievement of these objectives.

To the best of my knowledge, this system of internal control has operated satisfactorily during the year.



RON WOODHAM  
Commissioner

19/ September 2007

## Appendix 8: Correctional Industries Consultative Council Of NSW - Annual Report 2006/07

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The Correctional Industries Consultative Council of NSW (CICC) is an integral part of Corrective Services Industries (CSI). The Council has responsibility to monitor the development and operation of correctional industry programs to ensure that they function sensibly and sensitively in parallel with private sector businesses.

In 2006/07, the CICC had representatives from NSW Business Chamber, Unions NSW and the Australian Industry Group. The remainder of the CICC is made up of a community representatives and Departmental staff who act as ex-officio members. Members of the CICC are appointed by the Minister for Justice. A list of members and their attendance record at meetings convened during 2006/07 is included in the table at the end of this text.

The role of the CICC ensures that CSI do not adversely impact upon other businesses and in particular community employment. The CICC also oversees the maintenance of a formal grievance handling system.

It is pleasing to report that representations from private businesses continued at a low level. This is a direct result of the organisational and grievance handling arrangements covering the development and operation of CSI programs and the continuing commitment of the members of the CICC.

The Council continued to meet at a number of correctional centres during the year which gave members a good appreciation of the challenges facing CSI.

The CICC maintains oversight of occupational health and safety practices and performance within correctional industry programs. The

Council again noted that CSI performed better than its private sector counterparts in relation to workplace injuries when compared to the workplace injury statistics provided by WorkCover in similar industries. The Council believes that CSI's documented Occupational Health and Safety system combined with planned Occupational Health and Safety training for staff and inmates contribute to this result. Staff and inmates are to be congratulated on their efforts.

Events during the year included:

- Review of eight separate major business development opportunities presented to CICC which resulted in the establishment of 175 inmate work positions, employment of 13 staff positions involving the use of a range of Australian made raw materials and consumables;
- Implementation of the Standing Committee recommendations;
- Recognition by CICC of the need for many more inmate work positions to be created and the need to develop the framework for CSI to provide post release employment opportunities for inmates as they approach their release date;
- Council's focus on monitoring the types of vocational education and training, traineeships and basic education opportunities being provided to inmates.
- Council's consideration of a proposal to establish a Correctional Industry Laundry Training and Resettlement Facility. It is proposed that this facility will provide traineeships in laundry operations for inmates with the aim of inmates gaining employment within the laundry / dry cleaning sector upon their release.



## 12.15

## Appendices

## Appendix 8: Correctional Industries Consultative Council - Annual Report 2006/07 (continued)

## Attendance

	16/8/06	11/10/06	13/12/06	14/2/07	11/4/07	13/6/07
Ian McLean Deputy Commissioner Offender Management and Operations Chairperson	Apologies	Apologies	Apologies	Apologies	Apologies	Apologies
John Dunthorne, Assistant Commissioner South West Region (representing Ian McLean)	-	-	-	-	-	P
Luke Grant Assistant Commissioner Offender Services and Programs	Apologies	Apologies	Apologies	P (A/Chair)	Apologies	Apologies
P. Donovan Australian Business Limited	P	P (A/Chair)	P (A/Chair)	P	P (A/Chair)	P (A/Chair)
B. Tubner Unions NSW	Apologies	P	P	Apologies	P	P
A. Thomas Australian Industry Group	P	P	P	P	P	P
Chris Christodoulou Unions NSW	P	P	P	•	P	•
B. Parker Unions NSW (Proxy for C. Christodoulou / B. Tubner)	-	-	-	P	-	P
J. Doubell Community Representative	Apologies	P	P	P	P	P
Rhonda Booby Director Offender Services and Programs (representing Luke Grant)	P (A/Chair)	P	P	-	-	-
Neil Daines A/Executive Director Corrective Services Industries	P (Secretary)	P (Secretary)	P (Secretary)	-	-	-
Steve Thorpe Executive Director Corrective Services Industries	P	P	P	P (Secretary)	P (Secretary)	(Secretary)
Rob Steer Business Development Manager Corrective Services Industries	P	P	P	P	P	P
Derek Brindle A/Operations Development Manager Corrective Services Industries	-	-	-	P	Apologies	Apologies
Gail Malpass A/Business Manager Commercial Corrective Services Industries (representing Derek Brindle)	-	-	-	-	P	-

## 12.16

## Appendices

## Appendix 9: Cost Of Contractors And Contracted Employees

<b>Over \$ 30,000</b>		
<b>Firm</b>	<b>Type of s ervice</b>	<b>Amount \$</b>
Ross Human Directions	Clerical/Administration/Secretarial/Accounting/ Assistance	1,786,268.44
Smalls Recruiting	Clerical/Administration/Secretarial/Accounting/ Assistance	647,706.71
Manpower Services (Aust) Pty Ltd	Clerical/Administration/Delivery CSI food services	445,226.52
DFP Recruitment Services	Clerical/Administration/ Accounting Assistance	374,160.28
Hudson	Corporate Desktop Server Project	249,336.09
Finite Recruitment Pty Ltd	Corporate Desktop Server Project	238,834.26
Peoplebank	Develop the DCS Executive Reporting Dashboard	189,210.00
Paxus Australia Pty Ltd	Information Management Projects - Web Management	134,761.18
Select Australasia Pty Ltd	Clerical/Administration/Secretarial/Accounting/ Assistance	103,654.39
AC3	Provision of ICT data centre services	89,160.00
Charles H Palmquist	Project Management Stage 2 CORVU	72,518.00
Enterprise And Training Company	CSI Contractor - Transport operations at the Mid North Coast Correctional Centre	72,402.20
Outsource Australia	Outsourcing Business Centre	71,679.73
Lawrence Goodstone	Manage Drug Summit Program	65,880.00
Scienserv Consultancy	Testing Meals and Sandwiches for CSI	60,245.48
Alison Bell Training Consult	Develop protocols for improved cross agency management of dually diagnosed offenders.	57,000.00
Chefnet Pty Ltd	Temporary Staff - Kitchen hand ( CSI)	52,781.67
Sai Global	Provide Department with bi-annual audits	45,700.18
Alphawest Pty Ltd	TRIM workflow and Ellipse integration development	39,300.00
Justice Health	Case Management Filing Services	37,761.82
Integrity Risk Solutions	Conduct an investigation re: assault of inmate at Parramatta Correctional Centre	37,250.00
Taylor Transcription And Word Processing	Transcription Services	32,390.60
Joseph Doyle	Sessional Worker for Cessnock	32,191.11
<b>Total More Than \$30,000</b>		<b>4,935,419</b>
<b>Under \$ 30,000</b>		
<b>Total Less Than \$ 30,000</b>		<b>517,991</b>
<b>Total No of Contracting Firms</b>	<b>65</b>	
<b>Total Cost Of Contractors And Contracted Employees</b>		<b>5,453,409</b>

## 12.17

## Appendices

## Appendix 10: Cost Of Consultants

<b>Consultants equal to or more than \$30,000</b>		
<b>Consultants</b>	<b>\$ Cost</b>	<b>Title/Nature</b>
Information Technology		
Alphawest Pty Ltd	88,000	Professional advice on key strategic information communication and technology issues, analysis and design to streamline higher duties allowances processes by integrating Corporate Information Management System and Business Integrated Management system
Housley Consulting Pty Ltd	40,000	Delivered "Best Practice Review on Telephony in DCS", VoIP dial plan, VoIP network design, review with TELSTRA for the provision of "best in government rates" to be applied to DCS accounts
AC3	36,090	Review of DCS Wide Area Network; initiate the implementation of the Government Broadband Service
Novell Pty Ltd	36,000	Proof of concept, design and pilot of Novell Branch Office
Management Services		
University Of Western Sydney	47,950	Consultant - Resilience in Aboriginal Men Project
Communications Design And Management, Pty Ltd	36,300	Analysis and Planning to implement the Identity Management Solution
Just Occupation Safety	49,381	Provide Department with advice on OHS training
Organisational Review		
Mincom Limited	53,930	Consultancy Service - ad hoc Business Integrated Management System
Catriona Mccomish	40,880	Review recommendations of formative evaluation Biyani Diversionary Program for women offenders; review Mental Health Assessment Units at Silverwater and MRRC
Eoc Consulting Asia Pacific	30,260	Consultancy Service - DCS Recruitment Campaign
Total Consultancies Equal To Or More Than \$30,000	458,791	
<b>Consultancies Less Than \$30,000</b>		
Management Services	143,605	
Training	88,349	
Organisational Review	58,528	
Information Technology	52,460	
Legal	5,578	
Finance	24,150	
Total Consultancies Less Than \$30,000	372,670	
<b>Total Consultancies</b>	<b>831,461</b>	

## 12.18

## Appendices

## Appendix 11: Equal Employment Opportunity (EEO) Statistics

## A. Trends in the Representation of EEO Groups

EEO Group	Benchmark or Target	% of Total Staff			
		2004	2005	2006	2007
Women	50%	35%	35%	36%	38%
Aboriginal people and Torres Strait Islanders	2%	3.4%	3.7%	3.8%	4.0%
People whose first language was not English	20%	14%	14%	14%	14%
People with a disability	12%	8%	8%	8%	7%
People with a disability requiring work-related adjustment	7%	2.5%	2.7%	2.6%	2.1%

## B. Trends in the Distribution of EEO Groups

EEO Group	Benchmark or Target	Distribution Index			
		2004	2005	2006	2007
Women	100	101	102	100	100
Aboriginal people and Torres Strait Islanders	100	100	100	98	97
People whose first language was not English	100	98	97	95	97
People with a disability	100	104	103	102	103
People with a disability requiring work-related adjustment	100	103	105	104	105

## Notes:

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 12: 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 2006/07, some \$61.7million was expended on outsourced services including:

- managing the Junee Correctional Centre;
- property maintenance;
- staff training;
- vehicle fleet maintenance;
- health and welfare services for offenders;
- occupational health services for staff;
- specialised and some regional legal services
- Outsourcing considerations were based on service standards, reliability, cost comparison and strategic value/risk assessment.

## 12.19

## Appendices

## Appendix 13: Ethnic Affairs Priorities Statement (EAPS) Plan For Cultural Inclusion 2004-2007

The Plan For Cultural Inclusion 2004 - 2007 was adopted in November 2004, and continues to be the Department's EAPS. It is built around seven objectives:

1. Reduce re-offending by offenders from culturally and linguistically diverse backgrounds
2. Reduce the additional negative impact of incarceration where this is a consequence of inmates coming from culturally and linguistically diverse backgrounds
3. Develop, improve and maintain practices, which meet the needs of offenders from culturally and linguistically diverse backgrounds, within Community Offender Services
4. Improve the skills and professionalism of staff and managers working with offenders from culturally and linguistically diverse backgrounds and their families
5. Language assistance services are accessed and professionally utilised in all circumstances where required
6. That the Department's Plan for Cultural Inclusion for multiculturalism is aligned with the corporate planning process
7. 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

Progress against the Plan is reported in the body of the Annual Report. A new EAPS Plan for the Department is currently being developed for the period 2007-2010.

### EAPS Standards Framework Reporting

The EAPS Standards Framework describes five organisational areas developed by the Community Relations Commission against which NSW government agencies must report:

- planning and evaluation;
- program and service delivery;
- staffing;
- communication;
- funded services.

The Department of Corrective Services' EAPS Standards Framework Report will be submitted to the Community Relations Commission at the end of 2007 and will report on the Department's performance over the previous two years.

The Department of Corrective Services has been identified as a key agency for consultation in the Community Relations Commission's major revision of the EAPS Standards Framework Criteria, which is currently underway.

### Multicultural Community Consultative Committee (MCCC)

The MCCC has not been convened for some time and this year the Department is developing a new model that will promote community consultation and engagement.

## Appendix 14: Freedom Of Information Statement Of Affairs

### 1. Structure and functions of the Department

The structure and functions of the Department of Corrective Services are described in the body of the Department's Annual Report. Further details are contained in the Corporate Plan, which may be obtained from the Department of Corrective Services' Library or on the Department's website at [www.dcs.nsw.gov.au](http://www.dcs.nsw.gov.au)

### 2. Effect of the Department's functions on members of the public

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

- Crimes (Interstate Transfer of Community Based Sentences) Act 2004

These Acts, and any Regulations made thereunder, may be viewed for free at: [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au)

The Department protects the community by containing, managing and supervising offenders. Information on how the Department contains, manages and supervises offenders is within the Department's Annual Report.

The Department's Board of Management makes the Department's major management, financial and policy decisions. Membership of the Board is set out in the Department's Annual Report.

Decisions regarding the functions of the Department are made at various levels, usually under delegation from the Commissioner.

## Appendix 14: Freedom Of Information Statement Of Affairs (continued)

The Department's Restorative Justice Unit provides conferencing and mediation services, including victim-offender conferencing, family group conferencing, and victim-offender mediation.

Section 256 of the Crimes (Administration of Sentences) Act 1999 provides for a Victims' Register. The Department's Restorative Justice Unit maintains this Register. Section 256(2) of the same Act provides that the Victims' Register is to record the names of victims of offenders who have requested that they be given notice of the possible parole of the offender concerned.

The State Parole Authority, which is a statutory authority, decides which offenders, who are eligible to be released to parole, will be released to parole and the conditions of their parole orders. The Authority also makes decisions regarding the revocation of parole orders, and determines matters with respect to the revocation of periodic detention orders and home detention orders. The constitution and functions of the Authority are discussed in Part 8 and Schedule 7 of the Crimes (Administration of Sentences) Act 1999.

The Serious Offenders Review Council, which is a statutory authority, provides advice or makes recommendations regarding serious offenders to the Commissioner of Corrective Services, the Minister for Justice, the State Parole Authority and the Supreme Court. The constitution and functions of the Council are principally contained in the statutory provisions falling within Part 9 of the Crimes (Administration of Sentences) Act 1999, as supplemented by Schedule 2 of that Act.

### 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 to make suggestions, or raise issues that they feel are of concern to them, or to the public at large. This may also be done through the Department's website, [www.dcs.nsw.gov.au](http://www.dcs.nsw.gov.au) by using the feedback facility on that site.

The Department has a number of arrangements that enable members of the public to participate directly in the formulation of Departmental policy or decisions. These arrangements are outlined immediately below. Further details can be found in the Department's annual report.

#### Official Visitors

The Minister appoints Official Visitors who visit correctional centres at least twice a 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 preferred 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 general manager of the correctional centre and representatives from: the magistracy; courts administration; the local council; police; community offender services; the local hospital; local industry; and local organisations. For further details and advice on how to become a member, contact the general manager of the relevant correctional centre.

#### 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, Unions NSW, and a representative from the community. For further details and advice on how to become a member, contact the Director, Corrective Services Industries on telephone (02) 9289 5504.

#### Serious Offenders Review Council and State Parole Authority

Community representatives sit on both the Serious Offenders Review Council and the State Parole Authority. The Governor of New South Wales, on the recommendation of the Minister, appoints these representatives for fixed terms not exceeding three years.

#### Victims' Register

Victims of a serious offender, who are registered on the Department's Victims' Register, are entitled to make written and oral submissions concerning the granting of parole to the serious offender. For further details contact the Register's Community Liaison Officer on telephone (02) 8346 1374.

#### Public participation in independent associations

Community Restorative Centre (CRC) Justice Support, and SHINE for Kids Co-operative Ltd are community organisations that provide support and assistance to offenders and their families. Membership of these organisations is open to any person over 18 years of age.

These organisations operate independently of the Department. They receive some funding from the Department that assists with their administration costs.

## 12.21

## Appendices

## Appendix 14: Freedom Of Information Statement Of Affairs (continued)

## 4. Description of the kinds of documents held by the Department

**Policies and procedures**

The Department has developed policies and procedures on a variety of issues. The policies and procedures that affect the public, including offenders, are listed in the Summary of Affairs for the Department. See point 5 of this Statement for further details.

**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 Department's website at [www.dcs.nsw.gov.au](http://www.dcs.nsw.gov.au) or at the Department's library.

**Departmental instructions**

Commissioner's Instructions and Commissioner's Memoranda are issued on a variety of topics. Each document is given an identifying number based on the year it was issued. Commissioner's Instructions amount to lawful orders to staff with respect to the management and control of the Department. Commissioner's Memoranda are more general communications from the Commissioner to Departmental staff.

The Deputy Commissioner Offender Management and Operations issues information, instructions and procedures currently known as Deputy Commissioner Instructions and COPMs' (Changes to the Operations Procedures Manual). Each document is given an identifying number based on the year it was issued.

**Corrective Services Bulletin**

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

**Files**

Departmental officers create the following types of files:

File Type	Contents of File
Administrative	Information about policy, planning, finance, legal matters, human resources, individual workers compensation and rehabilitation matters, and general administrative matters.
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.
Fine Default	Information about an offender prepared by the Probation and Parole Service.
High Security Inmate Management	Information about an inmate managed by the High Security Inmate Management Committee.
Leave	Information about an inmate's participation in day or weekend leave.
Offender	Information about an inmate usually in relation to correspondence between the inmate and the Department.
State Parole Authority	Information about an inmate eligible for parole.
Part-time Teacher	Information about a part-time teacher working for the Department.
Periodic Detention	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.
SORC (Serious Offenders Review Council)	Information about a serious offender, or other inmate who comes within the jurisdiction of the SORC.
Supervision/Case History	Information about an offender prepared by the Probation and Parole Service.
Warrant	Information about an inmate's warrants, court appearances.
Work Release	Information about an inmate's participation in the Work Release Program or Education Leave.

The Department does not have files containing an inmate's complete medical records, as Justice Health is responsible for providing medical services to inmates. Justice Health is a statutory health corporation established under the Health Services Act 1997 and is funded by NSW Health. Justice Health keeps its own files and can be contacted on telephone (02) 9289 5011.

## 12.22

## Appendices

## Appendix 14: Freedom Of Information Statement Of Affairs (continued)

### Brochures, booklets and videos

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

### Databases

The Department maintains various databases such as the Offender Integrated Management System.

### Registers

The Department maintains the Victims' Register and a register of Memoranda of Understanding between the Department and other agencies.

### 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. Clause 6(1) of Schedule 1 to the Health Records and Information Privacy Act 2002 requires an agency to take reasonable steps to enable a person to ascertain whether the agency holds health information. The Department holds the following classes of personal and health information:

- information about inmates and former inmates;
- information about current and former offenders requiring supervision by the Probation and Parole Service;
- information about some of the family members and friends of current and former inmates and offenders;
- information about visitors to correctional centres;
- information about persons who sponsor or employ inmates on work release and other external leave programs;
- information about staff and former staff of the Department; and
- information about victims of crime.

## 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 that affect the public, including offenders. All documents listed in the Summary of Affairs are available to the public. The Summary of Affairs advises which documents may be purchased and which are available free of charge. All of the documents may be inspected at the Department upon request. Access details for the documents are contained in the Summary of Affairs.

The Summary of Affairs is published in the NSW Government Gazette each year in June and December and is available on the Department's website. The Government Gazette is available on the internet at

[www.advertising.nswp.commerce.nsw.gov.au/gazette](http://www.advertising.nswp.commerce.nsw.gov.au/gazette), in the Department of Corrective Services' Library and in some public libraries.

### Access to documents concerning personal affairs

Inmates 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 (FOI Act). In most cases, however, inmates who want to gain access to such documents will need to make an application under the FOI Act. Former inmates will be required to make an application under the FOI Act unless they simply require a copy of their sentence details. Sentence details can be obtained outside of the FOI Act from the Department's Sentence Administration Branch. The Branch can be contacted on telephone (02) 8346 1119.

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 FOI Act, the Department refuses requests for Personal files under the FOI Act.

In general, others seeking access to documents concerning their personal affairs should make an application under the FOI Act. The document, Public Access to Records, Documents, Personal Information and Health Information, described below under the heading Access to all other Departmental documents, provides further information.

### 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 FOI Act. Documentation or information 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 and Privacy Unit prior to submitting a formal application. The Amendment of Records Application Form can be obtained from the Freedom of Information and 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 copyright guidelines, but cannot borrow items. Departmental documents held by the library include, among other things, annual reports, research reports, the Operations Procedures Manual, issues of the Corrective Services Bulletin and videos. The library catalogue is available on the Department's website. Enquiries can be made on telephone (02)9804 5459 and by email at [vinay.sharma@dcs.nsw.gov.au](mailto:vinay.sharma@dcs.nsw.gov.au). The Internet address for the Library is [www.dcs.nsw.gov.au/](http://www.dcs.nsw.gov.au/)



## 12.23

## Appendices

## Appendix 14: Freedom Of Information Statement Of Affairs (continued)

**library/**. The Library catalogue can be accessed at [www.dcs.nsw.gov.au/athcgi/athweb.pl](http://www.dcs.nsw.gov.au/athcgi/athweb.pl).

#### The Department's Internet site

The Department's website is [www.dcs.nsw.gov.au](http://www.dcs.nsw.gov.au). A variety of documents are available on this site.

#### Access to all other departmental documents

A member of the public may need to make a formal application under the FOI Act to gain access to documents held by the Department. The Department has produced a paper called Public Access to Records, Documents, Personal Information and Health Information, which sets out how a member of the public may obtain access to records, documents, personal information and health 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 Department's website.

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

An application under the FOI Act, either for access to documents or amendment of records held by the Department, must:

- be in writing;
- specify that it is made under the FOI Act;
- be accompanied by the appropriate application fee (there is no fee for amendment of records applications);
- 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.

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

Application forms may be used or an application may be in the form of a letter that meets the above criteria.

FOI applicants seeking documents relating to their personal affairs or wishing to amend records relating to their personal affairs, who are not currently 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, Freedom of Information and Privacy Unit or reading the document, FOI and Privacy Unit Proof of Identity Policy, which is available on the Department's website.

The Department's Freedom of Information Application form (for access to documents) is available from correctional centres, Probation and Parole Offices, the Freedom of Information and Privacy Unit, and is on the Department's website at [www.dcs.nsw.gov.au](http://www.dcs.nsw.gov.au). The Department's Amendment of Records Application form is available on the Department's website, at correctional centres and can be obtained from the Freedom of Information and Privacy Unit.

#### Access to documents may be provided by the following methods:

- 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; or
- reproduced written document e.g. from electronic storage.

Application fees and processing charges are as follows:

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

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

\*\* Refund may apply as a result of a successful application for amendment of records made subsequent to a personal application.

\*\*\* Refund may apply as a result of a successful internal review.

The telephone numbers for the Freedom of Information and Privacy Unit are: (02) 8346 1067, (02) 8346 1359, (02) 8346 1329 and (02) 8346 1476.

The Unit is generally open between 8.30 am and 4.30 pm Monday to Friday. Members of the public are advised to telephone the Freedom of Information and Privacy Unit to arrange an appointment if they wish to visit the Unit.

## 12.24

## Appendices

## Appendix 15: Freedom of Information (FOI) statistics

**Section A – Number of new FOI Requests – Information relating to the number of new FOI requests received, those processed and those incomplete from the previous period**  
**FOI Requests**

	Personal		Other		Total	
	2006/07	2005/06	2006/07	2005/06	2006/07	2005/06
A1 New (incl. transferred in)	288	380	19	20	307	400
A2 Brought forward	18	21	3	3	21	24
A3 Total to be processed	306	401	22	23	328	424
A4 Completed	288	380	18	19	306	399
A5 Transferred out	0	0	0	0	0	0
A6 Withdrawn	8	3	1	1	9	4
A7 Total processed	296	383	19	20	315	403
A8 Unfinished (carried forward)	10	21	3	3	13	21

**Section B – What happened to completed requests? (Completed are those on line A4)**  
**Result of FOI request**

	Personal		Other	
	2006/07	2005/06	2006/07	2005/06
B1 Granted in full	37	69	6	8
B2 Granted in part	236	281	8	2
B3 Refused	15	30	4	9
B4 Deferred	0	0	0	0
B5 Completed	288	380	18	19

**Section C – Ministerial Certificates – number issued during the period.**

	2006/07	2005/06
C1 Ministerial Certificates issued	0	0

**Section D – Formal consultations – number of requests requiring consultations (issued) and number of FORMAL Consultation(s) for the period.**

	Issued		Total	
	2006/07	2005/06	2006/07	2005/06
D1 Number of requests requiring formal consultations	56	64	81	157

**Section E – Amendment of personal records – number of requests for amendment processed during the period**

Result of amendment request	Total	
	2006/07	2005/06
E1 Result of amendment – agreed	2	0
E2 Result of amendment – refused	3	10
E3 Totals	5	10

## 12.25

## Appendices

## Appendix 15: Freedom of Information (FOI) statistics (continued)

## Section F – Notation of personal records – number of requests for notation processed during the period.

	2006/07	2005/06
F3 Number of requests for notation	0	0

## 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	
	2006/07	2005/06	2006/07	2005/06
G1 Section 19 (application incomplete, wrongly directed).	0	0	0	0
G2 Section 22 (deposit not paid)	3	3	2	8
G3 Section 25(1)(a1) (diversion of resources)	0	3	0	0
G4 Section 25(1)(a) (exempt)	198	274	6	3
G5 Section 25(1)(b)(c)(d) (otherwise available)	52	30	1	1
G6 Section 28(1)(b) (documents not held)	81	109	4	0
G7 Section 24(2) (deemed refused, over 21 days)	6	5	1	4
G8 Section 31(4) (released to medical practitioner)	0	0	0	0
G9 Totals	346	424	14	16

## 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).

	2006/07		2005/06	
	Assessed costs	FOI fees received	Assessed costs	FOI fees received
All completed requests	\$48,394.50	\$6,447.00	\$52,946.00	\$7,629.00

## Section I – Discounts allowed – number of FOI requests processed during the period\* when discounts were allowed

Types of discount allowed	Personal		Other	
	2006/07	2005/06	2006/07	2005/06
I1 Public Interest	0	0	2	4
I2 Financial hardship – Pensioner/child	221	294	4	1
I3 Financial hardship – Non profit organisation	0	0	0	0
I4 Totals	221	294	6	5
I5 Significant correction of personal records	0	0	2	0

\*Note: except for item I5. Items I1, I2, I3 and I4 refer to requests processed as recorded in A7. I5 shows 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	
	2006/07	2005/06	2006/07	2005/06
J4 Totals	288	380	18	19

## 12.26

## Appendices

## Appendix 15: Freedom of Information (FOI) statistics (continued)

Section J – Days to process – Number of completed requests (A4) by calendar days (elapsed time) taken to process				
	2006/07	2005/06	2006/07	2005/06
J1 0 – 21 days	182	256	5	13
J2 22 – 35 days	63	84	2	1
J3 Over 35 days	43	40	11	5
J4 Totals	288	380	18	19

Section K – Processing time – Number of completed requests (A4) by hours taken to process.				
Processing hours	Personal		Other	
	2006/07	2005/06	2006/07	2005/06
K1 0 – 10 hours	260	366	13	17
K2 11 – 20 hours	27	13	4	2
K3 21 – 40 hours	1	1	1	0
K4 Over 40 hours	0	0	0	0
K5 Totals	288	380	18	19

Section L – Reviews and appeals – number finalised during the period.		
	2006/07	2005/06
L1 Number of internal reviews finalised	22	20
L2 Number of Ombudsman reviews finalised	3	5
L3 Number of Administrative Decisions Tribunal appeals finalised	1	6

Details of internal review results – in relation to internal reviews finalised during the period								
Grounds on which internal review requested	Personal				Other			
	Upheld*		Varied*		Upheld*		Varied*	
	2006/07	2005/06	2006/07	2005/06	2006/07	2005/06	2006/07	2005/06
L4 Access refused (includes a deemed refusal)	5	1	3	1	1	0	1	0
L5 Deferred	0	0	0	0	0	0	0	0
L6 Exempt matter	2	5	6	5	1	1	0	0
L7 Unreasonable charges	0	0	0	0	1	0	0	0
L8 Charge unreasonably incurred	0	0	0	0	0	0	0	0
L9 Withdrawn	3	0	0	0	0	0	0	0
L10 Totals	10	6	9	6	3	1	1	0

\*Note: relates to whether or not the original agency decision was upheld or varied by the internal review

## 12.27

## Appendices

**Appendix: 16****Freedom Of Information - Summary And Commentary Of The Freedom Of Information Statistics Of The Freedom Of Information And Privacy Unit**

In 2006/07, the Department received 307 Freedom of Information (FOI) applications for documents compared with 400 FOI applications for documents in 2005/06 and 389 in 2004/05. The figure of 307 represents a decrease of 23 percent compared with the 2005/06 figure and a 21 percent decrease compared with 2004/05.

As in previous years, most FOI applications for documents received, related to the files of inmates or ex-inmates. Each year, a significant number of applications are received from the Legal Aid Commission of NSW on behalf of offenders. In 2006/07, 129 such applications were received and in 2005/06, 147 applications were received. Applicants also sought access to documents relating to Departmental statistics, correctional management and staff disciplinary matters.

Twenty-one applications were brought forward from the previous reporting period, resulting in a total of 328 applications for documents to be processed in 2006/07. Of these

- 306 applications were completed;
- nine applications were withdrawn;
- nil applications were transferred;
- 13 applications were carried over to the next reporting period.
- Access to documents in 2006/07 compared with 2005/06 and 2004/05
- 14 percent of applicants gained access to all requested documents, compared with 19 percent in the previous year and 18 percent in 2004/05. #

80 percent of applicants gained access to some of the requested documents, compared with 71 percent in the previous year and 74 percent in 2004/05.\*

Six percent of applicants were denied access to all requested documents compared with 10 percent in the previous year and eight percent in 2004/05.\*

# A significant reason for these statistics is applicants being denied access to information concerning the personal affairs of third-parties. This statistic is affected by a change in the types of documents regularly requested by the Department's largest single client, Legal Aid, Commission which has led to more exemptions on the grounds of personal affairs.

\* These statistics include circumstances where applicants applied for documents that were not held by the Department, were otherwise available, and where applicants did not pay a deposit or final payment.

**Internal reviews**

Twenty-two applications (two of which were for amendment of records) were finalised in the 2006/07 reporting period compared with 20 applications finalised in 2005/06.

Of the 22 cases for this reporting period, three applications were withdrawn, and nine applications had the original determination upheld. In another nine cases, the determination was varied; however, variation did not necessarily mean that a document was released, as the reason for refusal may have been varied. One application was not finalised due to the applicant lodging an external review.

**External reviews**

In 2006/07, three applications for review to the NSW Office of the Ombudsman were finalised. In two cases the Ombudsman decided to take no further action. In one case the Ombudsman's suggested course of action was declined by the Department. The applicant was advised that his remaining avenue of appeal was to the Administrative Decisions Tribunal.

In 2006/07, one application for review to the Administrative Decisions Tribunal was finalised. In this case the determination was varied in part. Four applications for review were brought forward from 2005/06, one being an amendment of records application. Six new applications were received, three of those reviews being amendments of records applications.

**Other applications**

There were five new applications for an amendment of records.

**Ministerial Certificates**

There were no Ministerial Certificates issued during the reporting period.

**Consultations**

In 2006/07, 56 applications required formal consultation, compared with 64 in 2005/06, and 43 in 2004/05. Some applications required consultation with more than one party; as a result, the Department made a total of 81 consultations compared with 157 in 2005/06 and 63 in 2004/05.

**Time taken to complete FOI applications for documents:**

187 applications (61 percent) were completed within 21 days, compared with (68 percent) of applications in 2005/06;

65 applications (21 percent) were completed within 22 to 35 days, compared with 21 percent of applications in 2005/06;

## 12.28

## Appendices

## Appendix: 16

## Freedom Of Information - Summary And Commentary Of The Freedom Of Information Statistics Of The Freedom Of Information And Privacy Unit (continued)

- 54 applications (18 percent) exceeded 35 days to complete, compared with 11 percent in 2005/06.
- Processing time for FOI applications for documents:
- 273 applications were processed in 10 hours or less;
- 31 applications took 11 to 20 hours to process;
- two applications took 21 to 40 hours to process;
- nil applications took over 40 hours to process.

## Costs and fees/charges for applications processed

The assessed cost of dealing with the applications for documents was \$48,394.50. This figure was calculated by multiplying the number of billable hours taken to process each application by the maximum hourly processing charge of \$30.00 (the formula for this figure is prescribed by the Department of Premier and Cabinet).

Costs incurred by the Department were partly offset by receipt of application fees and processing charges totalling \$6,447.00. In 2005/06, \$7,629.00 was received in fees and charges.

## Other matters

## Relevant Legislation

Freedom of Information Act 1989

Freedom of Information Regulation 2005

Publications made in accordance with the FOI Act

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

The Summary of Affairs was last published in the Government Gazette of 30 June 2007.

The Statement of Affairs for 2006/07 is incorporated in this Annual Report.

## Appendix 17: Government Contributions To Departmental Expenditure

	2002/03	2003/04	2004/05*	2005/06*	2006/07
	\$'000	\$'000	\$'000	\$'000	\$'000
Recurrent	501,923	547,403	602,066	645,792	700,945
Capital	120,008	80,242	70,301	123,246	114,104
Acceptance by the Crown	55,273	49,428	58,483	26,300	32,863

\* Figures modified from 2005/06 Annual Report

## Appendix 18: Promotional Appeals To Government And Related Employees Appeal Tribunal (Great)

	No.	%
Disallowed	172	50.6
Allowed	11	3.2
Withdrawn	36	38.2
Struck out	22	6.5
Pending	4	1.2
Lapsed	1	.3
<b>TOTAL</b>	<b>246</b>	<b>100</b>

## 12.29

## Appendices

## Appendix 19: Heritage Register Items

The NSW Heritage Council recognises two rankings of significance. These rankings are also the basis on which places are listed. These are State Heritage Significance and Local Heritage Significance. The first denotes significance to all the people of NSW, the second to a local community or group.

The assessed levels of significance for the items in this register are as follows:

FACILITY	ITEM	Level Of Significance	FACILITY	ITEM	Level Of Significance
Bathurst Correctional Centre		State	Cooma Correctional Centre	Main Walls and Watch Towers	Local
Bathurst Correctional Centre	A Wing	State	Cooma Correctional Centre	Services Building	Local
Bathurst Correctional Centre	Activities Building	State	Cooma Correctional Centre	Staff Amenities Building	Local
Bathurst Correctional Centre	B Wing	State	Emu Plains Correctional Centre		State
Bathurst Correctional Centre	C Wing	State	Emu Plains Correctional Centre	Clinic Building	Local
Bathurst Correctional Centre	D Wing	State	Goulburn Correctional Centre		State
Bathurst Correctional Centre	E Block Administration	State	Goulburn Correctional Centre	Boiler Stack	State
Bathurst Correctional Centre	G Block Education	State	Goulburn Correctional Centre	Buy Ups	State
Bathurst Correctional Centre	Gatehouse Block O	State	Goulburn Correctional Centre	Chapel	State
Bathurst Correctional Centre	General Office	State	Goulburn Correctional Centre	Civilian Service Building	State
Bathurst Correctional Centre	Perimeter Walls & Towers	State	Goulburn Correctional Centre	Clinic	State
Bathurst Correctional Centre	Visitors Building	State	Goulburn Correctional Centre	Deputy's Office/ Administration	State
Bathurst Correctional Centre	Water Tower	State	Goulburn Correctional Centre	Dog Unit/Single Officers Quarters	State
Berrima Correctional Centre		State	Goulburn Correctional Centre	G Block/Electrician/ Plumbers	State
Berrima Correctional Centre	Arts and Crafts Shop	Local	Goulburn Correctional Centre	Gatehouse	State
Berrima Correctional Centre	Dangerous Good Store	Local	Goulburn Correctional Centre	Guard Towers and Walls	State
Berrima Correctional Centre	Farm Buildings	Local	Goulburn Correctional Centre	Inner Grounds	State
Berrima Correctional Centre	Gatehouse	State	Goulburn Correctional Centre	Old Tailor Shop	State
Berrima Correctional Centre	Officer Amenities	Local	Goulburn Correctional Centre	Southern Emergency Unit	State
Berrima Correctional Centre	Outer Wall	State	Goulburn Correctional Centre	Unit 1	State
Broken Hill Correctional Centre		State	Goulburn Correctional Centre	Unit 2	State
Broken Hill Correctional Centre	Demolished Watchtower	Local	Goulburn Correctional Centre	Unit 3	State
Broken Hill Correctional Centre	Dormitory and Female Cells	State	Goulburn Correctional Centre	Unit 4	State
Broken Hill Correctional Centre	Inmates Pergola	Local	Grafton Correctional Centre		State
Broken Hill Correctional Centre	Main Administration Building	State	Grafton Correctional Centre	A Wing	Local
Broken Hill Correctional Centre	Main Brick Security Wall	State	Grafton Correctional Centre	Administration Building	State
Broken Hill Correctional Centre	Main Cell Block	State	Grafton Correctional Centre	Gatehouse Area A	Local
Broken Hill Correctional Centre	Showers	Local	Grafton Correctional Centre	Perimeter Wall (Old Gaol)	Local
Broken Hill Correctional Centre	Water Tower	State	Grafton Correctional Centre	Visiting Facilities	Local
Cooma Correctional Centre		Local	Kirkconnell Correctional Centre		Local
Cooma Correctional Centre	Administration Building and Courtyard	Local	Kirkconnell Correctional Centre	Education and Silk Screen	Local
Cooma Correctional Centre	Gatehouse	Local			

## 12.30

## Appendices

## Appendix 19: Heritage Register Items (continued)

FACILITY	ITEM	Level Of Significance	FACILITY	ITEM	Level Of Significance
Kirkconnell Correctional Centre	Kirkconnell House	Local	Parramatta Correctional Centre		State
Kirkconnell Correctional Centre	Pottery and Generator Room	Local	Parramatta Correctional Centre	1 Wing	State
Kirkconnell Correctional Centre	Reception Office and Main S/B	Local	Parramatta Correctional Centre	2 Wing	State
Long Bay Hospital Area 2		Local	Parramatta Correctional Centre	3 Wing	State
Long Bay MSPC Area 3		State	Parramatta Correctional Centre	4 Wing	State
Long Bay MSPC Area 3	5 Wing Education	Local	Parramatta Correctional Centre	5 Wing	State
Long Bay MSPC Area 3	Administration Block	State	Parramatta Correctional Centre	6 Wing	State
Long Bay MSPC Area 3	Entrance Block	State	Parramatta Correctional Centre	Chapel	State
Long Bay MSPC Area 3	Perimeter Wall and Towers	State	Parramatta Correctional Centre	External Walls	State
Long Bay MSPC Area 3	Wings 1,2,5 and 6, including Yards	State	Parramatta Correctional Centre	Gatehouse/Visitors Waiting Room	State
Long Bay MSPC Area 3	Wings 3 and 4 including Yards	State	Parramatta Correctional Centre	Kitchen	State
Long Bay MSPC Areas 1, 2 & 4		State	Parramatta Correctional Centre	Maintenance Building	State
Long Bay MSPC Areas 1, 2 & 4	Acute Crisis Centre	Local	Parramatta Correctional Centre	Old Administration Building	State
Long Bay MSPC Areas 1, 2 & 4	Administration Building	State	Parramatta Correctional Centre	Programs Building	State
Long Bay MSPC Areas 1, 2 & 4	Crisis Intervention Centre	Local	Parramatta Correctional Centre	Programs Office and Library	State
Long Bay MSPC Areas 1, 2 & 4	Entrance Block	State	Silverwater Correctional Complex		State
Long Bay MSPC Areas 1, 2 & 4	Laundry	Local	Silverwater Correctional Complex	Irwin House	State
Long Bay MSPC Areas 1, 2 & 4	Maintenance Workshop	Local	Silverwater Correctional Complex	Newington Chapel & Grounds	State
Long Bay MSPC Areas 1, 2 & 4	Perimeter Walls and Towers	State	Silverwater Correctional Complex	Newington House & Grounds	State
Long Bay MSPC Areas 1, 2 & 4	Special Care Unit	State	Silverwater Correctional Complex	Shine for Kids Cottage	Local
Long Bay MSPC Areas 1, 2 & 4	Wings 7, 9 and 10	State	St Heliers Correctional Centre		Local
Long Bay MSPC Areas 1, 2 & 4	Workshop 5 and Wing 8	State	St Heliers Correctional Centre	Administration Building	Local
Long Bay MSPC Areas 5 & 6		Local	St Heliers Correctional Centre	Officers Accommodation	Local
Long Bay Outer Complex		State	St Heliers Correctional Centre	Stables	Local
Long Bay Outer Complex	Camelot Building, Credit Union	Local	Tamworth Correctional Centre		Local
Long Bay Outer Complex	Perimeter Fence	Local	Tamworth Correctional Centre	Administration	Local
Long Bay Outer Complex	Vagg Building	Local	Tamworth Correctional Centre	Cell Block	Local
Silverwater Women's Correctional Centre		State	Tamworth Correctional Centre	Dry Cell	Local
Silverwater Women's Correctional Centre	Blaxland House	Local	Tamworth Correctional Centre	Gatehouse and Visitors	Local
Silverwater Women's Correctional Centre	Caroline Chisholm Building	Local	Tamworth Correctional Centre	Internal Administration Buildings	Local
Silverwater Women's Correctional Centre	Margaret Catchpole Building	Local	Tamworth Correctional Centre	Walls and Towers	Local
Parklea Correctional Centre		State			



## 12.31

## Appendices

## Appendix 20: Junee Correctional Centre 2006/07 Performance Assessment Report

### Background

The Global Expertise in Outsourcing Group Australia (GEO) manages Junee Correctional Centre. This is the State's only privately operated correctional centre, under a management agreement with Department of Corrective Services. GEO has been managing the centre since it opened in April 1993.

Under Section 242 Crimes (Administration of Sentences) Act 1999, a person referred to as the monitor is appointed under the Public Sector Employment and Management Act 2002 No 43 to monitor the performance and contract compliance of the management of any privately operated correctional centre.

In accordance with section 242 (4) (a) of the Act, the monitor attended Junee Correctional Centre on a monthly basis to conduct performance assessments. These performance assessments included:

- Validation of the components of the Performance Linked Fee (PLF);
- Review of GEO's compliance with essential monitoring elements;
- Review of compliance with selected minimum standards for privately run correctional centres.

### Methodology

The following methodology was used for the 2006/2007 performance assessment.

- On each visit to the centre, the monitor:
- completed an assessment of GEO's performance against each of the performance indicators specified by the Performance Linked Fee, provided for in the Management Agreement;
- completed the monitor's monthly checklist; (This checklist is used to identify possible security issues and areas of risk, including: the maintenance of log books; unit records and registers; segregated and protective custody directions; inmate movement; management and maintenance of security keys; weapons and electronic security systems; search information and management records; and urinalysis procedures. It involves the observation of staff in the performance of their duties and the questioning of staff about their understanding of their roles. Source documentation is reviewed relating to the elements of the checklist.)
- reviewed the performance of the centre against selected minimum standards, which are provided for in the Management Agreement; (There is a schedule of standards to be reviewed which are derived from the minimum standards for the Operation of Correctional Centres under Contract Management.)
- Interviewed staff, inmates and management team members;
- Random-samples documents, files and records.

### Performance assessment issues

#### Performance Linked Fee (PLF)

Each financial year the PLF is calculated as a maximum payment of 2.5 percent of the Operational Service Level Fee and is paid annually in arrears. It is primarily intended as an incentive for the achievement of the highest possible standard of correctional programs and services.

Payment of the PLF is conditional and is linked to the level of attainment of agreed Key Performance Indicators (KPIs). Agreed KPIs have a specified base level performance and best practice performance. The GEO Groups annual performance is measured against these KPIs. GEO will not receive the portion of the PLF if their performance falls below the base level performance for any of the agreed KPIs. For performance assessed as above the base level, the portion of the PLF will be based upon a sliding scale, up to that of best practice performance.

For the 2005/06 contract year, GEO's performance against two KPIs was below base level performance; however, the cause for this performance was effectively addressed. The Commissioner determined that the GEO Group receive the full PLF payment for the 2005/06 contract year. In making his determination, the Commissioner stated he was "mindful that it was never my intention that the provisions of PLF be used in a punitive fashion. The PLF is intended to reward the achievement of performance standards set by the Department".

For the 2006/07 contract year, GEO's performance against two KPIs was below base level performance. The first concerned the KPI related to the management of Departmental assets, which had also been an issue in the 2005/06 contract year. During the first quarter of the 2006/07 contract year, the monitor identified that the system of controls over assets was not effective. Repeated audit testing, post the redevelopment, found the system of control of assets was effective. The Department determined that the asset control issues were directly attributed to the major redevelopment of the centre.

The second performance issue related to the KPI for staff deployment. This KPI requires GEO to maintain agreed staff levels to ensure that the Junee Correctional Centre operates to its agreed Structured Day. On 14 October 2006, as a result of staffing deficiencies, management of the centre found it necessary to implement a system of rolling 'lock-downs' of inmate accommodation units in order to staff the centre, to the level required to maintain safety and security. GEO implemented a strategy to minimise a re-occurrence of this situation, which appears to have been effective, as the centre operated to the agreed Structured Day for the remainder of the 2006/07 contract year.

## 12.32

## Appendices

## Appendix 20: Junee Correctional Centre 2006/07 Performance Assessment Report (continued)

At the time of this report, the review of performance for the 2006/07 contract year had not been finalised.

### Monitor's checklist

In December 2005 the monitor's checklist was introduced to assess compliance to a number of key elements including: the maintenance of log books; gate and unit records and registers; segregated and protective custody directions; inmate movement; management and maintenance of security keys; armoury control; electronic security systems; search information and management records; and urinalysis procedures. On most occasions, issues of partial or non-compliance were addressed prior to the next monthly review.

### Minimum standards

During the 2006/07 contract year, the Monitor assessed GEO's performance against the followings minimum standards, selected from the 'Minimum Standards for the Operation of Correctional Centres under Contract Management', provided for in the Management Agreement.

- 2.12 Key Control
- 2.13 Armoury Control
- 2.14 Use of Force, Instruments of Restraint and Weapons
- 2.16 Inmate Disciplinary Procedures
- 2.17 Emergency Response Capability
- 2.19 Female Inmates
- 2.22 Segregation
- 2.24 Communication by Mail and Telephone
- 2.28 Inmate Hygiene
- 2.34 Discharging Inmates
- 2.36 Inmate Complaint Procedures
- 2.37 Inmate Dispute Resolution

GEO were found to comply substantially with the objective performance criteria specified in each of the Minimum Standards assessed for the 2006/2007 contract year.

### Correctional officer primary training review

The Monitor conducted a review of GEO's training package for entry level correctional officers, which is required to be aligned with the nationally accredited Certificate III in Correctional Practice. The Management Agreement provides for this alignment through Minimum Standard 4.6 Staff Training.

The review methodology included:

1. Review of GEO's Correctional Officer Pre-service Program documentation for compliance with the National Correctional Services Training Package CSC01;

Comparison of GEO Correctional Officer Pre-service Program against the Department's Correctional Officer Pre-service Program to ensure that GEO correctional officers identify any significant differences between the two packages.

The monitor found that the GEO training package substantially complied with the National Correctional Services Training Package CSC01. However, the comparison of the GEO package against the Departmental package found there were differences in: the duration of the course (i.e., GEO eight weeks to DCS 11 weeks); number of competency units (i.e., GEO 17 units to DCS 20 units); comprehensiveness of topics, particularly case management, suicide awareness, incident management and response, security, report writing, managing offenders with special needs, cultural awareness and inclusiveness; and an apparent focus in the GEO package on knowledge to assess competency rather than practical assessment of skills learned.

Shortly after the Department announced its review, GEO management commissioned an internal review of its Certificate III package. The GEO findings were similar to that found by the monitor. GEO management have given an undertaking to address issues raised in both reviews.

### Redevelopment of Junee Correctional Centre

In 2005/06, the Department reported that as a result of increases to the Junee Correctional Centre inmate population, from 600 to 750 inmates, changes needed to be made to the physical structure of the centre to accommodate the increase in inmate numbers. Works valued at \$5.6 million commenced in April 2005, with completion scheduled for early November 2005. Building works were finally completed in February 2006, but, the gate had to be managed manually as the electronic systems (i.e., cameras and locking mechanisms) were not fully operational till the second quarter of 2007. The Department funded additional works valued at around \$125,000 to bring the Gate systems on line.

The scope of completed work is as follows:

Refurbishment of the existing kitchen - to increase capacity, and comply with health regulations and improve food storage and work flows within the kitchen and provide additional amenities;

- Prisoner Reception – refurbishment of the property storage area, holding cells and inmate processing areas;
- Gate House – a new Gatehouse was constructed incorporating visitor and staff entrance points and visitor amenities and processing areas;

## 12.33

## Appendices

## Appendix 20: Junee Correctional Centre 2006/07 Performance Assessment Report (continued)

- Medical Unit - refurbished to provide additional facilities to accommodate the increase in inmate population;
- Upgrade of electronic infrastructure.

**Increase in inmate population**

In November 2006, GEO agreed to a variation to the Management Agreement to provide for the increase in the inmate population from 750 to 790 inmates. The increase in inmate population did not directly impact upon the delivery of services or programs.

**Conclusion**

Monitoring and review identified a number of compliance issues during the 2006/07 contract year, which GEO effectively addressed. GEO continue to meet their obligations under the Management Agreement.

Julie Ellis  
Junee Monitor  
Corrections Inspectorate Branch

Appendix 21: Legal Status Of Inmates<sup>1</sup> Held As At 30th June 2006 By Aboriginality<sup>2</sup> and Gender

Legal Status	Aboriginal/Torres Strait Islander		Non-Aboriginal/ Torres Strait Islander		Aboriginality Unknown		Total	
	Male	Female	Male	Female	Male	Female	Male	Female
Sentenced, no appeal current								
Full-time sentence	1254	145	4773	266	29	6	6056	417
Forensic patient	11	5	84	7	1	0	96	12
Fine Default	-	-	-	-	-	-	-	-
Periodic Detention	42	9	609	50	13	1	664	60
<i>Sub-total Sentenced</i>	<i>1307</i>	<i>159</i>	<i>5466</i>	<i>323</i>	<i>43</i>	<i>7</i>	<i>6816</i>	<i>489</i>
Appellant	59	7	284	17	1	2	344	26
Remand/Trial	364	52	1412	123	123	21	1899	196
Awaiting Sentence	-	-	-	-	-	-	-	-
Awaiting Deportation	-	-	-	-	-	-	-	-
Awaiting Extradition	-	-	3	-	2	-	5	-
Civil Prisoner	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1730</b>	<b>218</b>	<b>7165</b>	<b>463</b>	<b>169</b>	<b>30</b>	<b>9064</b>	<b>711</b>

<sup>1</sup> Includes inmates held in gazetted correctional centres and periodic detention centres (excludes inmates held in transitional centres and court cell complexes).

<sup>2</sup> Aboriginality as self reported on reception into custody.

## 12.34

## Appendices

## Appendix 22: Major Works In Progress, Cost To Date, Estimated Dates Of Completion And Cost Overruns As At 30 June 2007

**1000 Inmate Beds:**

ETC: \$296.355 million  
 Cost up to 30/06/07: \$9.443 million:  
 Completion Date: Jun 2011 (expected)  
 Cost overruns: NIL

**Armoury Replacement:**

ETC: \$1.267 million  
 Cost up to 30/06/07: \$0.959 million:  
 Completion Date: Jun 2007 (expected)  
 Cost overruns: NIL

**Community Offender Services Program:**

ETC: \$13.050 million  
 Cost up to 30/06/07: \$10.714 million:  
 Completion Date: Jun 2008 (expected)  
 Cost overruns: NIL

**Compulsory Drug Treatment Centre:**

ETC: \$4.0 million  
 Cost up to 30/06/07: \$3.997 million:  
 Completion Date: Jun 2006 (achieved):  
 Cost overruns: NIL

**Dog Squad Accommodation:**

ETC: \$1.970 million  
 Cost up to 30/06/07: \$1.839 million:  
 Completion Date: Jun 2007 (expected)  
 Cost overruns: NIL

**Electronic Case Management:**

ETC: \$8.921 million  
 Cost up to 30/06/07: \$5.221 million:  
 Completion Date: Jun 2008 (expected)  
 Cost overruns: NIL

**Goulburn Redevelopment Stage 2:**

ETC: \$51.633 million  
 Cost up to 30/06/07: \$51.633 million:  
 Completion Date: Aug 2006 (achieved)  
 Cost overruns: NIL

**Information Management System (TRIM):**

ETC: \$1.846 million  
 Cost up to 30/06/07: \$1.846 million:  
 Completion Date: Dec 2006 (expected)  
 Cost overruns: NIL

**Inmate Escort Vehicles:**

ETC: \$ 9.230 million  
 Cost up to 30/06/07: \$1.028 million:  
 Completion Date: Jun 2010 (expected)  
 Cost overruns: NIL

**Kariong Juvenile Correctional Centre:**

ETC: \$5.329 million  
 Cost up to 30/06/07: \$2.898 million:  
 Completion Date: Dec 2007 (expected):  
 Cost overruns: NIL

**Long Bay Hospital Redevelopment:**

ETC: \$63.851 million  
 Cost up to 30/06/07: \$16.068 million :  
 Completion Date: Dec 2008 (expected)  
 Cost overruns: NIL

**Long Bay Redevelopment:**

ETC: \$46.170 million  
 Cost up to 30/06/07: \$44.522 million :  
 Completion Date: Dec 2007 (expected)  
 Cost overruns: NIL

**Men's Transitional Centre**

ETC: \$1.681 million  
 Cost up to 30/06/07: \$1.538 million :  
 Completion Date: Dec 2007 (expected)  
 Cost overruns: NIL

**Mental Health Screening Units:**

ETC: \$24.8 million  
 Cost up to 30/06/07: \$24.8 million:  
 Completion Date: Jun 2006 (achieved)  
 Cost overruns: NIL

**North Coast Second Chance (Tabulam)**

ETC: \$10.825 million  
 Cost up to 30/06/07: \$8.592 million:  
 Completion Date: Jun 2008 (expected)  
 Cost overruns: NIL

**Silverwater Remand Upgrade:**

ETC: \$5.250 million  
 Cost up to 30/06/07: \$5.250 million:  
 Completion Date: Dec 2006 (achieved)  
 Cost overruns: NIL

**Silverwater Women's Correctional Centre (formerly Mulawa) Redevelopment:**

ETC: \$52.195 million  
 Cost up to 30/06/07: \$32.717 million:  
 Completion Date: Jun 2009 (expected)  
 Cost overruns: NIL

**Western Region Correctional Centre (Wellington):**

ETC: \$125.561 million  
 Cost up to 30/06/07: \$121.522 million:  
 Completion Date: Aug 2007 (expected)  
 Cost overruns: NIL

## 12.35

## Appendices

## Appendix 23: New Legislation And Significant Judicial Decisions

### Crimes (Administration of Sentences) Amendment Act 2006

The *Crimes (Administration of Sentences) Amendment Act 2006* commenced on 1 December 2006. This Act amended the *Crimes (Administration of Sentences) Act 1999* with respect to the supervision of lifetime parolees, the transfer of juvenile inmates to prison hospitals, home visits to offenders, the reinstatement of periodic detention orders, the supervision of community service work, and departmental compliance and monitoring officers.

The principal amendments were:

- Any parole order granted to an offender serving an existing life sentence (i.e., imposed before the commencement of "truth in sentencing" legislation in 1990) is subject to lifetime supervision, during which the offender must comply with obligations imposed by the Commissioner of Corrective Services;
- Provisions restricting the transfer of juvenile inmates between adult and juvenile correctional centres do not apply with respect to the transfer of a juvenile inmate to a prison hospital; but prior consultation with the Chief Executive Officer, Justice Health is required before such a transfer may be made;
- Offenders subject to periodic detention orders and home detention orders are obliged to permit home visits by members of the staff of the Department of Corrective Services;
- An offender whose periodic detention order has been revoked may not apply for the order to be reinstated until the offender has spent at least three months in custody since the order was revoked, and must indicate what the offender has done or is doing to ensure his or her compliance with the order in the event that it is reinstated;
- Community service work being performed by offenders under periodic detention orders and offenders under community service orders may be supervised either by periodic detention field officers or community service field officers; and
- The Commissioner may appoint members of the staff of the Department of Corrective Services as compliance and monitoring officers who may exercise (in relation to offenders outside a correctional centre) the same powers of arrest, powers of drug and alcohol testing and powers of search and detention as may be exercised by correctional officers in a place of detention.

### Crimes (Administration of Sentences) Amendment (Assistance in Foreign Criminal Matters) Act 2007

The *Crimes (Administration of Sentences) Amendment (Assistance in Foreign Criminal Matters) Act 2007* was passed by Parliament in June 2007 and commenced on assent on 4 July 2007.

This Act amended the *Crimes (Administration of Sentences) Act 1999* to complement the *Mutual Assistance in Criminal Matters Act 1987*

(*Commonwealth*) by establishing an approval system that allows an offender to travel to a foreign country for the purpose of giving evidence at a proceeding or giving assistance in relation to an investigation relating to a criminal matter.

### Crimes Legislation Amendment (Mobile Phones in Places of Detention) Act 2007

The *Crimes Legislation Amendment (Mobile Phones in Places of Detention) Act 2007* was passed by Parliament in June 2007 and commenced on assent on 4 July 2007.

This Act amended the *Summary Offences Act 1988*, the *Crimes (Administration of Sentences) Act 1999* and the *Crimes (Administration of Sentences) Regulation 2001* to make it an offence for an inmate to use a mobile phone in a place of detention (as distinct from being in possession of a mobile phone, which is also an offence). The expanded offence carries a maximum penalty of imprisonment for 2 years or a fine of 50 penalty units, or both.

### Terrorism (Police Powers) Amendment (Preventative Detention Orders) Act 2007

The *Terrorism (Police Powers) Amendment (Preventative Detention Orders) Act 2007* commenced on assent on 15 June 2007.

This Act amended the *Terrorism (Police Powers) Act 2002* to make it clear that the provisions of the *Crimes (Administration of Sentences) Act 1999* and the *Children (Detention Centres) Act 1987*, as the case may be, apply to a person detained in a correctional centre or juvenile detention centre under a preventative detention order issued under that Act, except to the extent that any such provision is inconsistent with the *Terrorism (Police Powers) Act 2002* or entitles a person to visit the detained person or communicate with the detained person.

### Crimes (Administration of Sentences) Amendment (Compulsory Drug Treatment Correctional Centre) Regulation 2006

The *Crimes (Administration of Sentences) Amendment (Compulsory Drug Treatment Correctional Centre) Regulation 2006* commenced on 21 July 2007.

This Regulation amended the *Crimes (Administration of Sentences) Regulation 2001* as a consequence of the commencement of the *Compulsory Drug Treatment Correctional Centre Act 2004*. The principal amendments were:

To apply the provisions of the *Crimes (Administration of Sentences) Regulation 2001* that relate to parole to offenders serving their sentences by way of compulsory drug treatment detention;

## 12.36

## Appendices

**Appendix 23: New Legislation And Significant Judicial Decisions (continued)**

To make provision regarding certain information about compulsory drug treatment offenders that must be provided to the Drug Court or the Commissioner of Corrective Services;

To make provision regarding the periodic and random drug testing of compulsory drug treatment offenders and evidence of such tests;

To set out certain conditions that may be imposed on a compulsory drug treatment offender in semi-open detention or community custody as part of the offender's community supervision order.

**Crimes (Administration of Sentences) Amendment Regulation 2006**

The *Crimes (Administration of Sentences) Amendment Regulation 2006* commenced on gazettal on 11 August 2006.

This Regulation amended the *Crimes (Administration of Sentences) Regulation 2001* to enable correctional staff who are requested to undergo breath tests or to submit to breath analyses, to request that a sample of their blood be taken by a pathology specimen collector or alternatively by a medical practitioner.

**Crimes (Administration of Sentences) Amendment (Revocation of Parole Order) Regulation 2006**

The *Crimes (Administration of Sentences) Amendment (Revocation of Parole Order) Regulation 2006* commenced on gazettal on 11 August 2006.

This Regulation amended the *Crimes (Administration of Sentences) Regulation 2001* to prescribe additional circumstances under which a parole order that has not yet taken effect may be revoked under section 130 of the *Crimes (Administration of Sentences) Act 1999*.

**Crimes (Administration of Sentences) Further Amendment Regulation 2006**

The *Crimes (Administration of Sentences) Further Amendment Regulation 2006* commenced on gazettal on 1 December 2006.

This Regulation amended the *Crimes (Administration of Sentences) Regulation 2001*:

To make it clear that certain conditions as to supervision prescribed by the Regulation apply to lifetime supervision of parole of an offender serving an existing life sentence (i.e., imposed before the commencement of "truth in sentencing" legislation in 1990);

To provide that certain circumstances are "circumstances of manifest injustice" for the purpose of section 175 (1A) of the Act in relation to the rescission of revocation of certain periodic detention orders and home detention orders;

To make provision with respect to the power of the Commissioner of Corrective Services to make submissions to the State Parole Authority; and

To replace the word "governor" with the words "general manager" throughout the Regulation.

**Crimes and Courts Legislation Amendment Act 2006**

The *Crimes and Courts Legislation Amendment Act 2006* commenced on assent on 27 October 2006.

This act amended the *Civil Liability Act 2002* with respect to damages awards to offenders in custody, to make it clear that the "Offender Damages" provisions of the Act apply to persons who were inmates, prisoners or offenders, however described, under legislation that preceded the *Crimes (Administration of Sentences) Act 1999*.

**Anti-Discrimination Amendment (Offender Compensation) Act 2007**

The *Anti-Discrimination Amendment (Offender Compensation) Act 2007* commenced on assent on 6 June 2007.

This Act amended the *Anti-Discrimination Act 1977* to provide that damages awarded to a person under that Act as compensation for loss or damage suffered by reason of conduct of certain public sector agencies while the person was an offender in custody are not to be paid to the person and are instead to be paid into the Victims Compensation Fund to be used for the purposes of that Fund. Payment into the Fund discharges a public sector agency's liability to pay the damages concerned.

**Prisoners (Interstate Transfer) Amendment Act 2005**

The *Prisoners (Interstate Transfer) Amendment Act 2005* was proclaimed to commence on 11 September 2006.

This Act amended the *Prisoners (Interstate Transfer) Act 1983* to provide for matters to which the Minister may have regard in making a decision under the Act related to the interstate transfer of an inmate.

There were no significant judicial decisions that impacted on the Department's operations in 2006/07

## 12.37

## Appendices

Appendix 24: Number Of Inmates In NSW Custody<sup>1</sup> At 30 June By Aboriginality<sup>2</sup>; 1982 To 2006

Year	CORRECTIONAL CENTRES				PERIODIC DETENTION			
	Non-Aboriginal/TSI		Aboriginal/TSI		Non-Aboriginal/TSI		Aboriginal/TSI	
	Male	Female	Male	Female	Male	Female	Male	Female
1982	3132	125	203	6	240	6	7	-
1983	3097	161	220	10	228	11	6	-
1984	2707	149	229	8	247	9	5	-
1985	3355	191	287	9	258	7	7	1
1986	3394	188	338	13	264	18	12	3
1987	3616	192	344	16	341	27	12	3
1988	3694	207	344	24	384	21	14	3
1989	4116	231	357	32	475	25	24	1
1990	4654	305	543	36	758	43	27	1
1991	5048	287	578	47	1054	54	31	4
1992	5331	287	567	43	1157	62	32	6
1993	5440	265	647	40	1145	53	38	4
1994	5383	261	717	59	1155	85	47	4
1995	5297	268	773	46	1212	84	58	11
1996	5126	272	803	66	1249	92	75	8
1997	5206	293	851	61	1336	112	83	15
1998	5214	275	903	83	1134	97	91	13
1999	5723	337	1076	106	962	103	69	6
2000	5808	356	1068	98	1024	96	71	11
2001	6106	385	1114	130	892	70	75	8
2002	6016	368	1266	143	745	60	70	8
2003	6170	355	1339	145	676	52	48	11
2004	6573	419	1360	146	640	55	43	4
2005	6896	431	1458	163	734	62	49	10
2006	6712	442	1688	209	622	51	42	9

ATSI - Aboriginal/Torres Strait Islander

<sup>1</sup> Excludes transitional centres and court complexes

<sup>2</sup> Aboriginality as self reported on reception into custody. Inmates whose Aboriginality was shown as "unknown" in the Census are counted as Non-Aboriginal/TSI.

## 12.38

## Appendices

## Appendix 25: Overseas Visits

OFFICERS	PERIOD	DAYS	COUNTRIES/ CITIES VISITED	PURPOSE	COST to DCS \$	SOURCE OF FUNDS
<b>Sue Paull</b> Visual Arts Coordinator MSPC Long Bay	03-Aug-06 28-Sep-06	6	Paris, France and London, England	London-Visit The Koestler Annual Exhibition/ Anne Peaker Centre for Arts in Criminal Justice. Paris-Represent Department at opening of 'Australian Outsiders' at the Musée de la Halle Saint-Pierre.	\$3,000.00	Recurrent Allocation
<b>Rex Talbot</b> Assistant Superintendent	11-Aug-06 14-Aug-06	4	London, England.	Travel to London, England and escort inmate Gregory Mills to Sydney ( International Transfer of Prisoners Scheme)	\$3,876.48	Recurrent Allocation
<b>Graham Sundin</b> A/Senior Assistant Superintendent	11-Aug-06 14-Aug-06	4	London, England.	Travel to London, England and escort inmate Gregory Mills to Sydney ( International Transfer of Prisoners Scheme)	\$3,876.48	Recurrent Allocation
<b>Betty Stefanovic</b> Parole Officer Kirkconnell CC	16-Aug-06 18-Sep-06	3	Auckland, New Zealand	Practicum - Masters in Correctional Mgmt. in Auckland, New Zealand	\$0.00	PDGP
<b>Jayson Ware</b> Clinical Coordinator, Sex Offender Program	26-Sep-06 02-Oct-06	7	Chicago, USA	Attend 25th Annual Association for the Treatment of Sexual Abusers ( ATSA)	\$4,862.38	Recurrent Allocation
<b>Jo Quigley</b> Executive Director, Learning and Staff Development.	15-Oct-06 21-Oct-06	7	Auckland and Wellington, New Zealand	Auckland-Attend (NIAC) National Industry Advisory Committee meeting & visit NZ Corrections Training Academy in Wellington.	\$1,000.00	Recurrent Allocation
<b>Jo Quigley</b> Executive Director, Learning and Staff Development	16-Oct-06 20-Oct-06	4	Ohio, USA	Investigate 'Mobile Officer' technology used by the Parole and Probation Officers - Ohio Department of Rehabilitation and Corrections Attend ICPA Annual Conference.	\$4,636.27	Recurrent Allocation
<b>Jo Quigley</b> Executive Director, Learning and Staff Development	22-Oct-07 04-Nov-07	13	Vancouver Canada	Attend ICPA Annual Conference		
<b>Warren Ward</b> Senior Assistant Superintendent	26-Nov-06 01-Dec-06	6	Madrid, Spain	Travel to Spain and escort inmate from Madrid. Spain to Sydney under the International Transfer of Prisoners Scheme	\$4,144.02	Recurrent Allocation
<b>Kerryn Fowler</b> Assistant Superintendent	26-Nov-06 01-Dec-06		Madrid, Spain	Travel to Spain and escort inmate from Madrid. Spain to Sydney under the International Transfer of Prisoners Scheme	\$4,144.02	Recurrent Allocation
<b>Rhonda Booby</b> A/Assistant Commissioner, Offender Services and Programs	11-Feb-07 16-Feb-07	6	Wellington, New Zealand	Attend a residential subject ' Governing by the Rules ' administered by ANZSOG	\$2,468.14	Recurrent Allocation
<b>Brian Kelly</b> Assistant Commissioner Inner and Outer Metropolitan Regions	01-May-06 04-May-06	4	Auckland, New Zealand	Attend Corrective Services Administrators' Council Meeting (CSAC)	\$4,000.00	Recurrent Allocation
<b>Don Rodgers</b> Assistant Commissioner, Security	01-May-06 04-May-06	4	Auckland, New Zealand	Attend Corrective Services Administrators' Council Meeting (CSAC)	\$4,000.00	Recurrent Allocation



## 12.39

## Appendices

## Appendix 25: Overseas Visits (continued)

OFFICERS	PERIOD	DAYS	COUNTRIES/ CITIES VISITED	PURPOSE	COST to DCS \$	SOURCE OF FUNDS
<b>John Dunthorne</b> Assistant Commissioner South West Region	21-Apr-06 28-Apr-06	8	China	Participate in a seminar in relation to penitentiary administration	\$0.00	HREOC
<b>Total</b>					<b>\$40,007.79</b>	

HREOC - Human Rights and Equal Opportunity Commission  
 PDGP - Professional Development Grants Program by Department of Corrective Services  
 NZPB - New Zealand Parole Board  
 DFA&T - Department of Foreign Affairs and Trade

## Appendix 26: Major Assets

The following major properties are included in the Department's stock of buildings and have a value of approximately \$2 billion.

**Correctional Centres**

Bathurst, Berrima, Brewarrina (Yetta Dhinnakkal), Broken Hill, Cessnock, Dillwynia (Berkshire Park), Emu Plains, Glen Innes, Goulburn, Grafton, Ivanhoe, John Morony 1 and 2 (Berkshire Park), Junee, Mid North Coast Correctional Centre (Kempsey), Mannus, St Heliers (Muswellbrook), Norma Parker (Parramatta), Oberon, Parklea, Parramatta, Silverwater Complex (including Silverwater, Silverwater Women's and Metropolitan Remand and Reception Centre), Tamworth, Long Bay Correctional Complex.

**Periodic Detention Centres**

Bathurst, Grafton, Mannus, Metropolitan, Norma Parker, Tamworth, Tomago, Wollongong.

**Community Offender Service Offices**

Katoomba

**Other**

Brush Farm Corrective Services Academy, Eastwood  
Campbelltown Haven Lodge (former Periodic Detention Centre)

## Appendix 27: 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  
September 2007

## 12.40

## Appendices

## Appendix 28: Persons Under Detention In Each Correctional Centre; 25 June 2006 And 24 June 2007

Correctional Centre	Population at 25 June 2006					Population at 24 June 2007				
	Remand <sup>1</sup>		Sentenced			Remand <sup>1</sup>		Sentenced		
	Male	Female	Male	Female	Total	Male	Female	Male	Female	Total
<b>FULL-TIME CUSTODY <sup>2</sup></b>	1974	211	6565	484	9234	2122	199	6750	497	9568
<b>CORRECTIONAL CENTRES <sup>3</sup></b>	1895	203	6557	457	9112	2065	196	6746	468	9475
<b>Bathurst</b>	70	4	405	3	482	103	2	401	4	510
• Main (Medium)	70	4	270	3	347	103	2	256	4	365
• X Wing (Minimum)			135		135	-	-	145	-	145
<b>Berrima (Female)</b>	-	-	-	72	72	-	-	-	66	66
<b>Brewarrina (Yetta Dhinnakkal)</b>	-	-	49	-	49	-	-	43	-	43
<b>Broken Hill</b>	11	4	101	5	121	19	1	98	5	123
• Main (Medium)	11	-	26	-	37	19	-	32	-	51
• X-Wing (Minimum)	-	4	25	5	34	-	1	23	5	29
• Ivanhoe (Warakirri)	-	-	50	-	50	-	-	43	-	43
<b>Cessnock</b>	66	-	374	-	440	61	-	380	-	441
• Maximum	66	-	40	-	106	61	-	44	-	105
• Minimum	-	-	334	-	334	-	-	336	-	336
<b>Compulsory Drug Treatment <sup>4</sup></b>	-	-	-	-	-	-	-	26	-	26
<b>Cooma</b>	-	-	129	-	129	-	-	137	-	137
<b>Dillwynia (Female)</b>	-	69	-	100	169	-	70	-	115	185
<b>Emu Plains (Female)</b>	-	18	-	153	171	-	28	-	176	204
<b>Glen Innes</b>	-	-	123	-	123	-	-	132	-	132
<b>Goulburn</b>	40	-	496	-	536	55	-	494	-	549
• Main (Maximum)	33	-	353	-	386	48	-	350	-	398
• HRMU	7	-	27	-	34	7	-	30	-	37
• X Wing (Minimum)	-	-	116	-	116	-	-	114	-	114
<b>Grafton</b>	29	4	218	17	268	37	2	210	16	265
• Main (Medium)	29	-	108	-	137	37	-	100	-	137
• C Unit (Minimum)	-	-	110	-	110	-	-	110	-	110
• June Baker Unit (Minimum)	-	4	-	17	21	-	2	-	16	18
<b>John Morony</b>	-	-	515	-	515	-	-	472	-	472
• John Morony I (Medium)	-	-	225	-	225	-	-	230	-	230
• John Morony II (Minimum)	-	-	290	-	290	-	-	242	-	242
<b>June</b>	51	1	683	2	737	52	2	728	-	782
• Medium	51	1	543	2	597	52	2	588	-	642
• Minimum	-	-	140	-	140	-	-	140	-	140
<b>Kariong Juvenile</b>	12	-	21	-	33	13	-	19	-	32
<b>Kirkconnell</b>	-	-	220	-	220	-	-	248	-	248
<b>Lithgow</b>	4	-	325	-	329	6	-	331	-	337
<b>Long Bay Hospital</b>	11	3	66	7	87	20	4	53	7	84

## 12.41

## Appendices

**Appendix 28:**  
**Persons Under Detention In Each Correctional Centre; 25 June 2006 And 24 June 2007 (continued)**

Correctional Centre	Population at 25 June 2006					Population at 24 June 2007				
	Remand <sup>1</sup>		Sentenced		Total	Remand <sup>1</sup>		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
• Area 1	11	3	66	7	87	20	4	53	7	84
• Psychiatric Unit	10	3	66	7	86	20	4	53	7	84
• Hospital Annexes <sup>5</sup>	1	-	-	-	1	-	-	-	-	-
<b>Mannus</b>	-	-	154	-	154	-	-	157	-	157
<b>Metropolitan Remand and Reception</b>	634	-	255	-	889	670	-	255	-	925
<b>Metropolitan Special Programs Centre</b>	84	-	725	-	809	116	3	602	5	726
• Acute Crisis Management Unit	2	-	5	-	7	4	-	3	-	7
• Additional Support Unit (Maximum) <sup>6</sup>	-	-	8	-	8	5	-	16	-	21
• Additional Support Unit (Minimum) <sup>6</sup>	-	-	-	-	-	-	-	-	-	-
• Assessment Unit	15	-	42	-	57	18	-	42	-	60
• Area <sup>7</sup>	-	-	112	-	112	-	-	-	-	-
• Kevin Waller Unit <sup>8</sup>	1	-	11	-	12	-	3	-	5	8
• Medical Transit Unit	66	-	124	-	190	89	-	112	-	201
• Medical Unit	-	-	14	-	14	-	-	27	-	27
• Ngara Nura Program	-	-	23	-	23	-	-	20	-	20
• Other Programs <sup>9</sup>	-	-	-	-	-	-	-	147	-	147
• Sex Offenders Unit	-	-	364	-	364	-	-	391	-	391
• Violent Offender Therapeutic Program	-	-	22	-	22	-	-	18	-	18
<b>Mid-North Coast</b>	73	7	347	35	462	106	-	365	-	471
• Medium	73	-	273	-	346	106	-	247	-	353
• Minimum <sup>10</sup>	-	7	74	35	116	-	-	118	-	118
<b>Oberon</b>	-	-	111	-	111	-	-	127	-	127
<b>Parklea</b>	564	-	223	-	787	561	-	241	-	802
• Maximum	564	-	152	-	716	561	-	164	-	725
• Minimum	-	-	71	-	71	-	-	77	-	77
<b>Parramatta</b>	202	-	140	-	342	210	-	133	-	343
<b>St Heliers</b>	-	-	251	-	251	-	-	280	-	280
<b>Silverwater</b>	-	-	483	-	483	-	-	494	-	494
<b>Silverwater Women's<sup>11</sup></b>	-	93	-	63	156	-	84	-	74	158
<b>Special Purpose Centre</b>	4	-	97	-	101	7	-	89	-	96
• Special Purpose Centre	-	-	48	-	48	7	-	35	-	42
• Developmentally Delayed Unit <sup>6</sup>	4	-	3	-	7	-	-	-	-	-
• Dawn De Loas	-	-	46	-	46	-	-	54	-	54
<b>Tamworth</b>	32	-	54	-	86	29	-	57	-	86
• Medium	32	-	24	-	56	29	-	29	-	58
• Minimum	-	-	30	-	30	-	-	28	-	28

## 12.42

## Appendices

### Appendix 28: Persons Under Detention In Each Correctional Centre; 25 June 2006 And 24 June 2007 (continued)

Correctional Centre	Population at 25 June 2006					Population at 24 June 2007				
	Remand <sup>1</sup>		Sentenced		Total	Remand <sup>1</sup>		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
<b>COURT COMPLEXES</b>	79	8	8	1	96	57	3	4	-	64
• 24 hour court complexes <sup>12</sup>	67	6	8	1	82	49	3	4	-	56
• Other courts <sup>13</sup>	12	2	-	-	14	8	-	-	-	8
<b>TRANSITIONAL CENTRES <sup>14</sup></b>	-	-	-	26	26	-	-	-	29	29
Bolwara House Transitional Centre	-	-	-	12	12	-	-	-	10	10
Parramatta Transitional Centre	-	-	-	14	14	-	-	-	19	19
<b>PERIODIC DETENTION CENTRES <sup>15</sup></b>	-	-	677	57	734	-	-	702	78	780
Administration	-	-	10	-	10	-	-	8	-	8
Bathurst	-	-	35	2	37	-	-	33	6	39
Grafton	-	-	33	-	33	-	-	37	-	37
Mannus	-	-	12	2	14	-	-	20	1	21
Metropolitan Weekend (Stage 1)	-	-	223	-	223	-	-	213	-	213
Metropolitan Midweek (Stage 1)	-	-	94	-	94	-	-	93	-	93
Metropolitan Stage 2	-	-	91	-	91	-	-	91	-	91
Norma Parker Weekend	-	-	-	27	27	-	-	-	27	27
Norma Parker Mid-Week	-	-	-	11	11	-	-	-	25	25
Tamworth	-	-	12	-	12	-	-	18	-	18
Tomago	-	-	80	11	91	-	-	115	11	126
Wollongong	-	-	87	4	91	-	-	74	8	82
<b>TOTAL (All offenders) <sup>16</sup></b>	<b>1974</b>	<b>211</b>	<b>7242</b>	<b>541</b>	<b>9968</b>	<b>2122</b>	<b>199</b>	<b>7452</b>	<b>575</b>	<b>10348</b>

1. Includes inmates held on remand and those held beyond the expiry of any sentence pending deportation. In this publication, appellants are included under sentenced inmates.
2. Full-time custody includes inmates held in gazetted correctional centres, transitional centres and court cell complexes operated by the Department of Corrective Services. Inmates temporarily absent from a correctional centre are also included. Separate totals for transitional centres and court cell complexes are also presented in this table.
3. Includes gazetted correctional centres only.
4. The first inmates at the Compulsory Drug Treatment Centre were received on 4 September 2006.
5. Includes annexe at Prince of Wales Hospital (Secure Unit).
6. The first inmates at the Metropolitan Special Programs Centre• Additional Support Unit (Maximum) were transferred from the Special Purpose Centre• Developmentally Delayed Unit on 30 August 2006. The last inmates from the Metropolitan Special Programs Centre• Additional Support Unit (Minimum) were transferred into the Maximum Security Unit on 9 October 2006.
7. The last inmates were transferred from the Metropolitan Special Programs Centre• Area 7 on 17 August 2006.
8. The last male inmates were held at the Metropolitan Special Programs Centre• Kevin Waller Unit were transferred on 4 May 2007. The first female inmates were received (from Silverwater Women's Correctional Centre) on 7 May 2007.
9. The first inmates at the Metropolitan Special Programs Centre• Other Programs Unit were received on 13 February 2007.
10. The last female inmates were transferred from the Mid-North Coast (Minimum) on 11 April 2007.
11. Mulawa Correctional Centre was renamed Silverwater Women's Correctional Centre on 19 January 2007.
12. The Department manages 14 court cell complexes throughout NSW which operate on a 24 hour basis. The number of inmates held in these complexes varies widely during the week. Inmates temporarily absent from a correctional centre who were held overnight in a court

## 12.43

## Appendices

**Appendix: 28****Persons Under Detention In Each Correctional Centre; 25 June 2006 And 24 June 2007 (continued)**

complex are recorded against the correctional centre from which they are absent rather than against the court complex. Figures include Police custody detainees.

13. Other courts are courts that operate during normal court business hours only and therefore do not hold persons overnight. Persons shown here are those received and discharged on the same day under the management of Departmental staff. Court cells are not gazetted correctional centres and therefore these inmates are not included in the totals for gazetted correctional centres but are included in the totals for full-time custody.
14. Transitional centres house inmates temporarily released under s26(2j) of the Crimes (Administration of Sentences) Act 1999. Transitional centres are not gazetted as correctional centres and therefore these inmates are not included in the totals for gazetted correctional centres but are included in the totals for full-time custody.
15. Periodic detention is an alternative to full-time imprisonment which requires an offender to be held in custody within a periodic detention centre for two days of each week for the duration of the sentence. In Stage II of the program eligible offenders may be authorised to attend a designated work site (which is under the supervision of departmental staff) where the offender no longer required to be held overnight at a detention centre.
16. Total offenders includes inmates held in full-time custody and periodic detention centre detainees.

**Appendix 29: Payment Performance Indicators****Financial Year Ended 30 June 2007****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 06 First Quarter	7,831	1,096	64	28	26
December 06 Second Quarter	8,383	277	80	5	47
March 07 Third Quarter	2,480	218	38	46	246
June 07 Fourth Quarter	4,363	686	252	44	50

**Accounts paid on time within each quarter**

Quarter	Total Accounts Paid on Time		Total Amount Paid \$,000	
	Target %	Actual %	\$,000	
September 06 First Quarter	80%	79.8%	96,269	120,609
December 06 Second Quarter	80%	82.9%	61,380	74,039
March 07 Third Quarter	80%	81.9%	78,175	95,435
June 07 Fourth Quarter	80%	80.0%	78,320	97,902

## 12.44

## Appendices

## Appendix 30: Number Of Escapes By Security Level/Program 2002/03 to 2006/07

Security level breached	2002/03	2003/04	2004/05	2005/06	2006/07
<b>Full-time custody</b>					
From within maximum security	-	-	-	1	-
From within medium security	-	-	-	1	-
From within minimum security	15	7	24	12	6
Adjacent to maximum/medium	-	-	-	-	-
Escorted - other (e.g., hospital)	1	1	3	3	-
Escorted external work party	5	7	1	5	1
Escorted external sports/educational excursion	1	-	-	-	-
Day/Weekend leave	1	-	-	-	-
Unescorted education programs	1	-	-	-	-
Work release program	-	1	2	2	2
Other unescorted authorised absence	-	1	-	-	1
Court Complex	7	3	2	2	-
Transport (including transfers)	-	-	-	-	-
<b>Full-time custody total escapes</b>	<b>31</b>	<b>20</b>	<b>32</b>	<b>26</b>	<b>10</b>
Rate per 100 offender years	<b>0.4</b>	<b>0.2</b>	<b>0.4</b>	<b>0.3</b>	<b>0.1</b>
<b>Periodic Detention</b>	-	2	-	1	-
Rate per 100 offender years <sup>1</sup>	-	0.9	-	0.4	-
<b>TOTAL ESCAPES</b>	<b>31</b>	<b>22</b>	<b>32</b>	<b>27</b>	<b>10</b>
<b>RATE PER 100 OFFENDER YEARS <sup>1</sup></b>	<b>0.4</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.1</b>

<sup>1</sup> Rates for escapes from periodic detention centres are based on 2/7ths of the daily average number of people with live orders. Rates of escape from full-time custody (including correctional centres, transitional centres and court complexes) and periodic detention centres combined are based on the full-time inmate daily average population plus 2/7ths of the daily average number of people with live orders

## Appendix 31: Senior Executive Staff – at 30 June 2007

LEVEL	MALE	FEMALE
7 (CEO)	1	
6	1	
5	1	
4	11	
3	3	2
2		
1		
<b>TOTAL</b>	<b>17</b>	<b>2</b>

## 12.45

## Appendices

### Appendix 32: Grants Made To Organisations Which Assist Inmates, Ex Inmates And Their Families (Community Funding Program)

Organisation	2006/07 Funding (excl. GST)
Bundjalung Tribal Society Ltd. (Namatjira Haven)	\$265,378
CRC Justice Support	\$578,400
Glebe House Ltd.	\$185,940
Guthrie House Co-operative Ltd.	\$309,900
Judge Rainbow Lodge Memorial Fund Inc.	\$382,191
Link-Up (NSW) Aboriginal Co-operative	\$74,480
New Horizons Enterprises Ltd.	\$109,973
Prisoners' Aid Association of NSW Inc.	\$282,134
SHINE for Kids Co-operative Ltd.	\$557,820
Yulawirri Nurai Indigenous Association Inc.	\$81,955
<b>TOTAL</b>	<b>\$2,828,171</b>

### Appendix 33: Sponsorships

During the year ended 30 June 2007, the Department brought to account a total of \$8,610 as income from sponsorships received from 30 business organisations. The sponsorship is in recognition of Corporate Excellence and is awarded to CSI staff for a number of reasons. Some of the awards given in recognition of excellence include the following:

- Corporate Excellence Award
- Officer of the Year
- Business Unit of the Year
- Outstanding Business Unit Performance

**Majority of amounts were less than \$1000 with the following exceptions being:**

- Gilbert and Roach \$2,000
- Manildra Flour Mills \$1,500

### Appendix 34: Privacy And Personal Information Protection Statement

The Department's Privacy Code of Practice has been completed. The Department will now be able to finalise its Privacy Management Plan, which will be made available to the public. Training for staff on privacy issues will be developed and implemented.

#### Internal Reviews

This financial year the Department received two applications for internal review. The Findings for both internal reviews found no wrong-doing by the Department.

#### Requests

This financial year the Department received no requests under either section 14 or section 15 of the PPIP Act.

#### Section 45 Complaints

This financial year the Department received no complaints pursuant to section 45 of the PPIP Act.

## 12.46

## Appendices

## Appendix 35: Risk Management

## Motor Vehicle Accident Claims

Year	No. of Accidents	Frequency of Accidents per 100 Vehicles	Costs	Average Cost per Accident
2004/05	200	23	\$710,095	\$3,550
2005/06	213	24	\$787,716	\$3,698
2006/07	273	30	\$1,059,422	\$3,880

## Public Liability Claims

The estimated outstanding value of potential claims against the current public liability policy (subject to Treasury Managed Fund actuarial reassessment) is \$16.9 million.

Crown Solicitors Office has confirmed that there are no longer any solvency claims outstanding (claims relating to prior 1 July 1989).

## Property Claims

Year	Claims	Cost
2004/05	22	\$527,781
2005/06	30	\$638,220
2006/07	51	\$1,246,048*

\* Storm damage in the Hunter region of NSW accounted for approximately \$400,000 of this total.

## Miscellaneous Claims

The miscellaneous claims 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
2004/05	1	\$1,000
2005/06	4	\$7,500
2006/07	2	\$25,000

## Appendix 36: Victims Awareness Project Grants

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

Year	Amount (ex. GST)
2002/03	\$72,084
2003/04	\$76,000
2004/05	\$80,000
2005/06	\$82,400
2006/07	\$99,376



# 13.1

## Addresses

### Regional Offices And Correctional Centres

#### Inner Metropolitan Regional Office

Long Bay Correctional Complex Anzac Parade  
Malabar  
Telephone: (02) 8304 2000  
Fax: (02) 9289 2100  
Postal Address:  
PO Box 13, MATRAVILLE NSW 2036

#### Outer Metropolitan Regional Office

Level 3, 22 Main Street Blacktown  
Telephone: (02) 9854 7200  
Fax: (02) 9621 0062  
Postal Address:  
PO Box 177, BLACKTOWN NSW 2148

#### North West Regional Office

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

#### South West Regional Office

Level 1, 56-58 Clinton Street Goulburn  
Telephone: (02) 4824 2222  
Fax: (02) 4822 1518  
Postal Address:  
PO Box 952 GOULBURN NSW 2580

#### South West Sub Regional Office

596 Great Western Highway Marrangaroo  
Telephone: (02) 6352 1242  
Fax: (02) 6352 1433  
Postal Address:  
PO Box 399 LITHGOW NSW 2790

#### Security and Intelligence Division

William Morrow Building, Jamieson Street  
Silverwater  
Telephone: (02) 9289 5002  
Fax: (02) 9748 0126  
Postal Address:  
Locked Bag 3 SILVERWATER NSW 1811

#### Bathurst Correctional Centre

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

#### Berrima Correctional Centre

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

#### Bolwara House Transitional Centre

Lot 2 Old Bathurst Road Emu Plains  
Telephone: (02) 4735 7098  
Fax: (02) 4735 5972  
Postal Address:  
Locked Bag 2 PENRITH NSW 2751

#### Brewarrina (Yetta Dhinnakkal) Centre

Coolabah Road Brewarrina  
Telephone: (02) 6874 4717  
Fax: (02) 6874 4721  
Postal Address:  
Locked Bag 1 BREWARRINA NSW 2839

#### Broken Hill Correctional Centre

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

#### Cessnock Correctional Centre

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

#### Compulsory Drug Treatment Correctional Centre

66 Sentry Drive Parklea  
Telephone: (02) 9678 4171  
Fax: (02) 9678 4199  
Postal Address:  
Locked Bag 3001 STANHOPE GARDENS  
NSW 2768

#### Cooma Correctional Centre

1 Vale Street Cooma  
Telephone: (02) 6455 0333  
Fax: (02) 6452 2491  
Postal Address:  
Locked Bag 7 COOMA NSW 2630  
Dillwynia Correctional Centre  
The Northern Road Berkshire Park  
Telephone: (02) 4582 2222  
Fax: (02) 4582 2532  
Postal Address:  
Locked Bag 657 SOUTH WINDSOR NSW 2756

#### Emu Plains Correctional Centre

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

#### Glen Innes Correctional Centre

Gwydir Highway Glen Innes  
Telephone: (02) 6730 0000  
Fax: (02) 6730 0085  
Postal Address:  
Locked Bag 900 GLEN INNES NSW 2370

#### Goulburn Correctional Complex

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

#### Grafton Correctional Centre

170 Hoof Street Grafton  
Telephone: (02) 6642 0300  
Fax: (02) 6642 7419  
Postal Address:  
PO Box 656 GRAFTON NSW 2460

## 13.2

## Addresses

## Regional Offices And Correctional Centres (continued)

**Ivanhoe (Warakirri) Centre**

33 Mitchell Street Ivanhoe  
 Telephone: (02) 6995 1403  
 Fax: (02) 6995 1346  
 Postal Address:  
 PO Box 109 IVANHOE NSW 2878

**John Morony Correctional Complex**

(John Morony 1 and John Morony II)  
 The Northern Road Berkshire Park  
 Telephone: (02) 4582 2222  
 Fax: (02) 4582 2261  
 Postal Address:  
 Locked Bag 654 SOUTH WINDSOR NSW 2756

**Junee Correctional Centre**

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

**Kariong Juvenile Correctional Centre**

Pacific Highway Kariong  
 Telephone: (02) 4340 3400  
 Fax: (02) 4340 2595  
 Postal Address:  
 PO Box 7275 KARIONG NSW 2250

**Kirkconnell Correctional Centre**

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

**Lithgow Correctional Centre**

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

**Long Bay Correctional Complex**

1300 Anzac Parade Malabar  
 Telephone: (02) 8304 2000  
 Fax: (02) 9289 2110  
 Postal Address:  
 PO Box 13 MATRAVILLE NSW 2036

**Mannus Correctional Centre**

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

**Metropolitan Remand and Reception Centre (MRRCC)**

Holker Street Silverwater  
 Telephone: (02) 9289 5600  
 Fax: (02) 9289 5929  
 Postal Address:  
 Private Bag 144 SILVERWATER NSW 1811

**Mid North Coast Correctional Centre**

370 Aldavilla Road Aldavilla  
 Telephone: (02) 6560 2700  
 Fax: (02) 6560 2734  
 Postal Address:  
 PO Box 567 WEST KEMPSEY NSW 2440

**Oberon Correctional Centre**

Gurnang Road Shooters Hill via Oberon  
 Telephone: (02) 6335 5248  
 Fax: (02) 6335 5220  
 Postal Address:  
 Locked Bag 2 OBERON NSW 2787

**Parklea Correctional Centre**

66 Sentry Drive Parklea  
 Telephone: (02) 9678 4888  
 Fax: (02) 9626 7260  
 Postal Address:  
 Delivery Centre Box 6148 BLACKTOWN  
 NSW 2148

**Parramatta Correctional Centre**

Cnr O'Connell and Dunlop Streets North  
 Parramatta  
 Telephone: (02) 9683 0300  
 Fax: (02) 9630 3763  
 Postal Address:  
 Locked Bag 2 NORTH PARRAMATTA NSW 1750

**Parramatta Transitional Centre**

124 O'Connell Street Parramatta  
 Telephone: (02) 9890 1389  
 Fax: (02) 9890 1455  
 Postal Address:  
 124 O'Connell Street PARRAMATTA NSW 2151

**Silverwater Correctional Centre**

Holker Street Silverwater  
 Telephone: (02) 9289 5100  
 Fax: (02) 9289 5209  
 Postal Address:  
 Locked Bag 115 SILVERWATER NSW 1811

**Silverwater Women's Correctional Centre**

Holker Street Silverwater  
 Telephone: (02) 9289 5305  
 Fax: (02) 9647 1409  
 Postal Address:  
 Locked Bag 130 SILVERWATER NSW 1811

**St Heliers Correctional Centre**

McCullys Gap Road Muswellbrook  
 Telephone: (02) 6543 1166  
 Fax: (02) 6542 4359  
 Postal Address:  
 PO Box 597 MUSWELLBROOK NSW 2333

**Tamworth Correctional Centre**

Cnr Dean & Johnson Streets Tamworth  
 Telephone: (02) 6766 4977  
 Fax: (02) 6766 4851  
 Postal Address:  
 PO Box 537 TAMWORTH NSW 2340

**Wellington Correctional Centre**

Goolma Road Wellington NSW  
 Telephone: (02) 6840 2800  
 Fax: (02) 6840 2900  
 Postal Address:  
 PO Box 386 WELLINGTON NSW 2820

## 13.3

## Addresses

## Community Offender Services

**Albury District Office**

556 David Street  
ALBURY. 2640  
P.O. Box 809  
Telephone (02) 6041 2933  
Fax: (02) 6041 1353

**Armidale 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)  
47 Rickard Street  
BANKSTOWN. 2200  
P.O. Box 3097 Bankstown Square 2200  
Telephone (02) 9707 2144  
Fax (02) 9707 2521

**Batemans Bay District Office**

1 Beach Road  
BATEMANS BAY. 2536  
P.O. Box 331  
Telephone (02) 4472 4987  
Fax (02) 4472 8452

**Bathurst District Office**

The Mews  
Ground Floor, 108 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**

Probation & Parole Service  
32 Sulphide Street  
BROKEN HILL. 2880  
P.O. Box 698  
Telephone (08) 8087 9155  
Fax (08) 8087 1062

**Burwood District Office**

Level 1, 27-29 Burwood Road  
BURWOOD. 2134  
P.O. Box 118, Burwood North  
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**

Shop 2, 121 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**

22 Castlereagh Street  
COONAMBLE. 2829  
P.O. Box 56  
Telephone (02) 6822 1988  
Fax (02) 6822 1163

## 13.4

## Addresses

## Community Offender Services (continued)

**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  
DENILIQUIN. 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**

233 Ferguson 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**

Ground Floor  
56 Clinton Street  
GOULBURN. 2580  
P.O. Box 481  
Telephone (02) 4824 2299  
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 District Office**

2 Belmore Street  
JUNEE. 2663  
P.O. Box 197  
Telephone (02) 6924 4802  
(02) 6930 5564 (Junee CC)  
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

## 13.5

## Addresses

## Community Offender Services (continued)

**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**

Suite 4, 1st Floor  
5 Mount Street  
MT. DRUITT. 2770  
P.O. Box 387, Mt. DrUITT 2770  
Telephone (02) 9421 3000  
Fax (02) 9421 3099

**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**

9-15 East Parade  
SUTHERLAND. 2232  
P.O. Box 521  
Telephone (02) 9521 3544  
Fax (02) 9545 3587

## 13.6

## Addresses

## Community Offender Services (continued)

**Tamworth District Office**

143 Marius Street  
 TAMWORTH. 2340  
 P.O. Box 1013  
 Telephone (02) 6766 7444  
 Fax (02) 6766 7348

**Taree District Office**

68 Wynter Street  
 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**

266 George Street  
 WINDSOR. 2756  
 P.O. Box 625  
 Telephone (02) 4560 1000  
 Fax (02) 4560 1001

**Wollongong District Office**

Level 3,  
 111 Crown Street  
 WOLLONGONG. 2500  
 P.O. Box 340, Wollongong East 2520  
 Telephone (02) 4226 1928  
 Fax (02) 4226 9567

**Wyong District Office**

Suite 2,  
 30-32 Hely Street  
 WYONG. 2259  
 P.O. Box 235, Wyong 2259  
 Telephone (02) 4353 9399  
 Fax (02) 4353 9662

**Young District Office**

3 Junction Street  
 YOUNG. 2594  
 P.O. Box 611  
 Telephone (02) 6382 3599  
 Fax (02) 6382 4789

Note: Intensive Supervision staff are located at the following District Offices: Bankstown, Campbelltown, City, Maitland, Mt. Druitt, Parramatta, Penrith, Wyong and Wollongong.

## 14.1

## Index

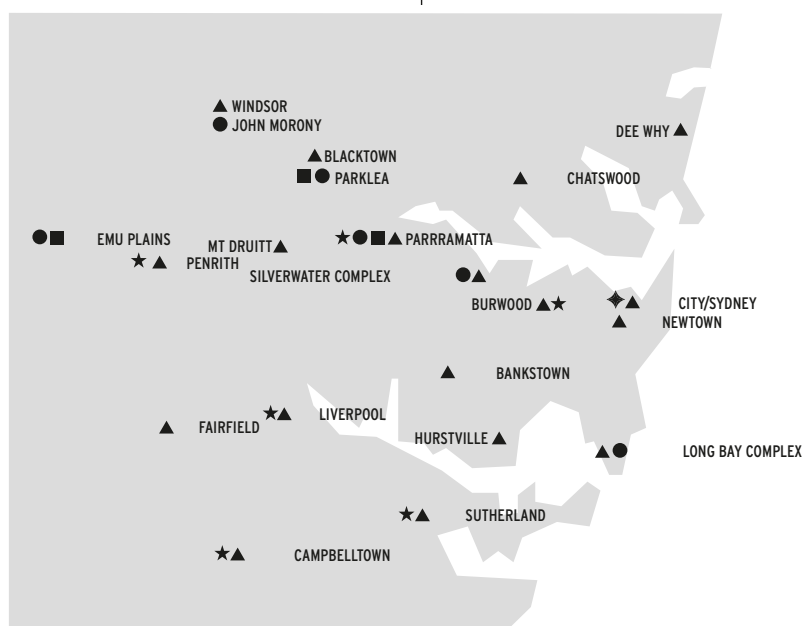
- Aboriginal Client Service Officers 42  
 Aboriginal Inmate Handbook 42  
 Aboriginal Strategic Plan 43  
 Aboriginal Support and Planning Unit 42  
 Aboriginal Taskforce 42  
 Acute Crisis Management Unit 29, 30  
 Addresses/  
 Regional Offices And Correctional Centres 135  
 Addresses / Community Offender Services 137  
 Adult Education and Vocational Training Institute 15, 16, 20  
 Alcohol and other drugs 20, 52, 53, 54  
 Alcoholics Anonymous 33  
 Alcohol testing 23  
 Annual Trends In The Inmate Population\; 2002/03 To 2006/07 101  
 Australian Crime Commission 28  
 Australian Customs Service 27, 28  
 Automated Telephone Interpreter Service 55  
 Average Number Of Employees By Category 101  
 Bathurst Correctional Centre 10, 30, 36, 42, 48, 58  
 Berrima Correctional Centre 27  
 Board of Management 3, 5, 46, 52, 55, 57  
 Boards, Councils And Committees 93  
 Bolwara House 34, 35, 36  
 Brewarrina Yetta Dhinnakkal Centre 21, 43, 48  
 Broken Hill Correctional Centre 21, 34, 37, 42  
 Brush Farm Corrective Services Academy 6, 26, 49, 50, 51, 53  
 Centrelink 35, 58  
 Cessnock Correctional Centre 10, 17, 26, 34, 36, 52, 59  
 Child Protection Co-ordination and Support Unit 35  
 Child Protection Watch Team 45  
 Commissioner's Statement of Responsibility 102  
 Commonwealth Australian Apprenticeship Program 16  
 Community Funding Program 45  
 Community Offender Services 4, 6, 8, 23, 27, 30, 34, 38, 39, 42, 43, 47, 48, 49, 50, 51, 52, 54, 55, 58, 60  
 Community Service Orders 8, 40  
 Compulsory Drug Treatment Correctional Centre 9, 33  
 Contracting and market testing, 48, 106  
 Cooma Correctional Centre 48, 52, 59  
 Corporate Excellence Awards 11  
 Correctional Industries Consultative Council Of NSW - Annual Report 2006/07 102  
 Corrections Intelligence Group 4, 28  
 Corrective Services Industries 5, 10, 18, 19, 21  
 Cost Of Consultants 105  
 Cost Of Contractors And Contracted Employees 104  
 Department of Community Services 19, 35  
 Department of Education and Training 5, 16, 19, 21  
 Department of Employment and Workplace Relations 19  
 Department of Housing 19, 21, 58  
 Department of Immigration and Citizenship 28  
 Department of Juvenile Justice 6, 19, 28  
 Dillwynia Correctional Centre 9, 17, 21, 33, 35, 36, 42, 47, 48, 51  
 Dog Unit 26  
 Drug and alcohol 8, 15, 23, 30, 40, 42, 45  
 Drug Court 33, 41  
 E-case Management 8, 10, 38, 47, 49, 51, 58  
 Education Profile Interview 14  
 Emu Plains Correctional Centre 17, 33, 34, 48  
 Equal Employment Opportunity (EEO) Statistics 106  
 Escort Services 36, 37, 49, 60  
 Ethnic Affairs Priorities Statement (EAPS) Plan For Cultural Inclusion 2004-2007 107  
 Forensic Psychology Services 44  
 Freedom Of Information (FOI) Statistics 112, 113, 114  
 Freedom Of Information Statement Of Affairs 107, 108  
 Freedom Of Information - Summary And Commentary Of The Freedom Of Information Statistics Of The Freedom Of Information And Privacy Unit 115, 116  
 Glen Innes Correctional Centre 34  
 Goulburn Correctional Centre 32, 36, 42, 47, 48  
 Goulburn Correctional Complex 4, 10, 48, 59  
 Government Contributions To Departmental Expenditure 116  
 Grafton Correctional Centre 26, 42, 48  
 Grants Made To Organisations Which Assist Inmates, Ex Inmates And Their Families (Community Funding Program) 133  
 Gurnang Life Challenge 30  
 Heritage Register Items 117  
 High Risk Management Unit 36, 37, 58  
 Home Detention 9, 23, 39, 40, 41  
 Independent Commission Against Corruption 5, 27  
 Inmates  
 assaults 9, 28, 29  
 correctional centre utilisation 53  
 cost per day 32  
 deaths 30, 55  
 employment 19  
 escapes 25, 55  
 out-of-cell hours 31  
 population 9, 10, 18, 32, 33, 47, 53  
 self-harm 26, 29, 30  
 visits 26, 34, 35, 52, 59  
 Intensive Learning Centre 30  
 John Morony Correctional Centre 10  
 John Morony Correctional Complex 26, 52  
 Junee Correctional Centre 4, 21, 27, 34, 48  
 Junee Correctional Centre 2006/07 Performance Assessment Report 119  
 Justice Health 9, 10, 19, 26, 29, 30, 33, 34, 35  
 Juvenile Justice 6, 26  
 Kariong Juvenile Correctional Centre 4, 21, 26, 29, 30, 36, 48, 52  
 Kempsey Correctional Centre 3, 10, 26  
 Kevin Waller Therapeutic Unit 29  
 Kirkconnell Correctional Centre 17, 32, 36, 48, 58  
 Legal Status Of Inmates Held As At 30 June 2006 By Aboriginality And Gender 121  
 Level of Service Inventory-Revised (LSI-R) 13, 38  
 Lithgow Correctional Centre 26, 30, 37, 58, 59

## 14.2

## Index

- 
- Long Bay Correctional Complex 10, 26, 29, 36, 58
  - Long Bay Hospital 29, 35
  - Major Assets 127
  - Major Works In Progress, Cost To Date, Estimated Dates Of Completion And Cost Overruns As At 30 June 2007 122
  - Malabar Integrated Services Environment 47
  - Mannus Correctional Centre 17, 21, 35
  - Mental Health Screening Unit 29, 34
  - Metropolitan Remand and Reception Centre 9, 30
  - Metropolitan Special Programs Centre 17, 29, 31, 32, 36
  - Middle Eastern Organised Crime Squad 28
  - Mid North Coast Correctional Centre 8, 34, 47, 52
  - Minister for Justice 8, 55
  - Motor Accidents Authority 45
  - Mulawa Correctional Centre 52
  - Mum Shirl Therapeutic Unit 29
  - Narcotics Anonymous 33
  - New Legislation And Significant Judicial Decisions 123
  - NSW Aboriginal Affairs Policy 42
  - NSW Bureau of Crime Statistics and Research 19, 34, 57
  - NSW Health 10, 19
  - NSW Police 5, 19, 26, 28, 45
  - NSW State Plan 19, 20, 47, 57
  - NSW TAFE Commission 21
  - Number Of Escapes By Security Level/Program 2002/03 To 2006/07 132
  - Number Of Inmates In NSW Custody At 30 June By Aboriginality; 1982 To 2006 125
  - Oberon Correctional Centre 30
  - Offender Assessment Unit 38, 58
  - Offender Integrated Management System 10, 27, 28, 38, 49, 52, 55, 58, 59
  - Offenders
    - Aboriginal 16, 21, 30, 36, 42, 43, 45
    - female 9, 23, 34, 35, 36, 42, 43, 52
    - high risk 9, 10, 14, 27, 40, 49
    - mentally ill 10, 19, 20, 23, 29, 35, 45, 53
    - programs 20, 23, 31, 32, 33, 34, 35, 42, 43, 44, 45
    - rehabilitation 9, 22, 33, 42, 45
    - repeat 9, 19, 33, 45, 53
    - traineeships 10, 16
    - with disabilities 19, 26, 29
    - young adult 23, 26, 30
  - Overseas Visits 126
  - Parklea Correctional Centre 17, 30, 48
  - Parole Authority 28, 37, 38, 41
  - Parole Orders 39
  - Parramatta Correctional Centre 33, 35, 36, 48, 54
  - Payment Performance Indicators 131
  - Performance Statement, Commissioner of Corrective Services 90
  - Performance Statement, Deputy Commissioner, Offender Management and Operations 91, 92
  - Persons Under Detention In Each Correctional Centre 25 June 2006 And 24 June 2007 128
  - Plan for Cultural Inclusion 54
  - Privacy And Personal Information Protection Statement 133
  - Probation Orders 40
  - Promotional Appeals To Government And Related Employees Appeal Tribunal (GREAT) 116
  - Restorative Justice 22, 23
  - Risk Intervention Team 29
  - Risk Management 134
  - Roads and Traffic Authority 45
  - Security Threat Group 58
  - Senior Executive Staff At 30 June 2007 132
  - Serious Offenders Review Council 28
  - Sex offenders 31
    - CORE 31, 32, 60
    - CUBIT 15, 31, 32, 60
    - female 23
  - Silverwater Women's Correctional Centre 9, 10, 17, 23, 26, 29, 34, 52, 59, 60
  - Sponsorships 133
  - Table of contents 1
  - Tabulam 9, 24, 42, 43, 52
  - Tactical Intelligence Group 4, 28
  - TAFE NSW 18, 21
  - TAFE Victoria 21
  - Tamworth Correctional Centre 41
  - Task Force Con-Targ 27
  - Task Force Sky 27
  - The Way Forward 8, 31, 32, 47
  - Throughcare 8, 9, 10, 20, 21, 28, 38, 45, 47, 49, 51, 52, 53, 58
  - Urinalysis 23, 28
  - Use Of Corporate Credit Cards 127
  - Victim Awareness Project 21, 22
  - Victims Awareness Project Grants 134
  - Victims of Violent Crime Grants Program 21
  - video conferencing 36, 37, 44, 59
  - Violent Offenders Therapeutic Program 15, 22, 58
  - Wellington Correctional Centre 3, 9, 10, 26, 42, 47, 50, 51, 52, 59, 60
  - Windsor Integrated Services Environment 47
  - WorkCover 15, 53, 54
  - Workers compensation 54
  - Work Release 30, 36
-





- CORRECTIONAL CENTRE
- PERIODIC DETENTION CENTRE
- ▲ COMMUNITY OFFENDER SERVICES DISTRICT OFFICES
- ★ COURTS
- ★ CITY/SYDNEY COURTS
  - Central (King Street)
  - Darlinghurst
  - Downing Centre
  - Queens Square Supreme
  - Sydney Police Centre
  - Surry Hills

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