



NEW SOUTH WALES DEPARTMENT OF CORRECTIVE SERVICES

ANNUAL REPORT 2007/08

## 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

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 Balund-a photographs by **Julie Webber** and toy workshop photographs by **Trevor Fry**

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Cover: **Sue Paull**, photograph of Long Bay Hospital 2008 (detail)

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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 2008, for presentation to Parliament.

The Report has been prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1985*.

Yours sincerely

  
RON WOODHAM  
Commissioner  
8/ October 2008

# 2.1

## Board of Management

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### Commissioner

#### **Ron Woodham** PSM

Ron Woodham was appointed Commissioner of Corrective Services in January 2002. He 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 has 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 his significant achievements. Commissioner Woodham has been directly involved in establishing the Special Purpose Centre, the High Risk Management Unit and the highly regarded therapeutic programs for specific offender groups. He has improved mental health facilities and services, and initiated full-time education in the Young Adult Offender 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.

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#### **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 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.

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#### **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 28 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 overseeing all corporate services including Human Resources, Finance, Asset Management, ICT and Legal Services.

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#### **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 had held since June 2002. Mr Peters has extensive senior management experience in operations, strategic planning, human resources and financial management, administration and workplace 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, administration of sentences and orders and executive services, and other major Department-wide initiatives. As of October 2007, Mr Peters has also been responsible for the Department's Human Resources Division.

# 2.2

## Board of Management

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### Assistant Commissioner, Inner Metropolitan Region

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#### Brian Kelly

Brian Kelly was appointed Assistant Commissioner, Inner Metropolitan Region in June 2006 and was also temporarily in charge of Outer Metropolitan Region from April 2007 to mid-January 2008. Mr Kelly has 30 years experience with the Department of Corrective Services and has extensive experience in special security-related fields and correctional centre management. Previously, Mr Kelly held a variety of senior executive positions including Commander Security and Investigations, Commander South West and Assistant Commissioner Security and Investigations.

### 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

Colin Kelaher was appointed Assistant Commissioner, North West Region in June 2006. Prior to this appointment, he 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 New South Wales, Queensland and Victoria. He brings to the Department of Corrective Services over 24 years experience

in government and private sector correctional management.

### Acting Assistant Commissioner, Outer Metropolitan Region

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#### Bernadette O'Connor BSW, MPP

Bernadette O'Connor was appointed acting Assistant Commissioner, Outer Metropolitan Region in January 2008. Prior to this, she was the General Manager Silverwater Women's and Silverwater Men's Correctional Centres. She has extensive management experience along with a Bachelor of Social Work and a Masters in Public Policy. Ms O'Connor has managed a number of correctional centres and juvenile centres during her career in the criminal justice field. Ms O'Connor first joined the Department in 1994 as the inaugural Director of the Women's Services Unit. During that time, she was responsible for a number of innovative programs, such as the Parramatta Transitional Centre and the Mothers and Children's Program.

### Assistant Commissioner, Logistics and Strategic Operations

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#### Don Rodgers

Don Rodgers was appointed Assistant Commissioner, Logistics and Strategic Operations in November 2007. Mr Rodgers has been with the Department of Corrective Services for over 32 years and has held all custodial ranks. He gained extensive experience when he was appointed in 2000 as Commander Metropolitan Remand Facilities and then as Commander, North West Region in 2002. He relieved in the position of Commander, Security and Investigations Branch in 2003.

# 2.3

## Board of Management

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### 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. He is responsible for offender services and programs in custody and in the community including Corrective Services Industries and inmate classification and case management. Prior to this, Mr Grant was Assistant Commissioner, Offender Management since December 2000. He 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.

### Assistant Commissioner, Probity and Staff Development

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

Paul Irving joined the Department in October 2003 and was appointed to the position of Executive Director, Human Resources Division. In 2007, he was appointed Assistant Commissioner, Probity and Staff Development (Chief Ethical Strategist). Mr Irving has extensive senior management experience for over 38 years in human resources, disciplinary, legal and related areas in a number of NSW public sector agencies, including statutory authorities, central agencies and departments. In his capacity as Chief Ethical Strategist, Mr Irving is responsible for the management of professional conduct within the Department and for the Department's Guide to Conduct and Ethics, Protected Disclosures Policy and the Conflicts of Interest Policy. Mr Irving is the Chairperson of the Professional Conduct Management Committee and Risk Assessment Committee and a member of the Audit Committee.

### Executive Director Legal Services

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#### John Simon Dip Law, LLM

John Simon was appointed to the position of Executive Director, Legal Services in April 2008. He is responsible for providing high level legal strategic advice to the Commissioner and other senior staff and leading the Legal Services Branch. Mr Simon commenced with the Department of Corrective Services as a legal officer in April 1992 and has 29 years experience working in State, federal and private legal areas.

### Executive Director, Information Communication and Technology

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#### Wayne Ruckley MACS

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. His original appointment to the Department was as the Chief Accountant in 1980.

### Executive Director, Learning and Staff Development

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

Jo Quigley has worked in corrections for 22 years, in the Department of Corrective Services and in the former Department of Courts Administration. Within the Department of Corrective Services she has substantial experience in Community Offender Services

# 2.4

## Board of Management

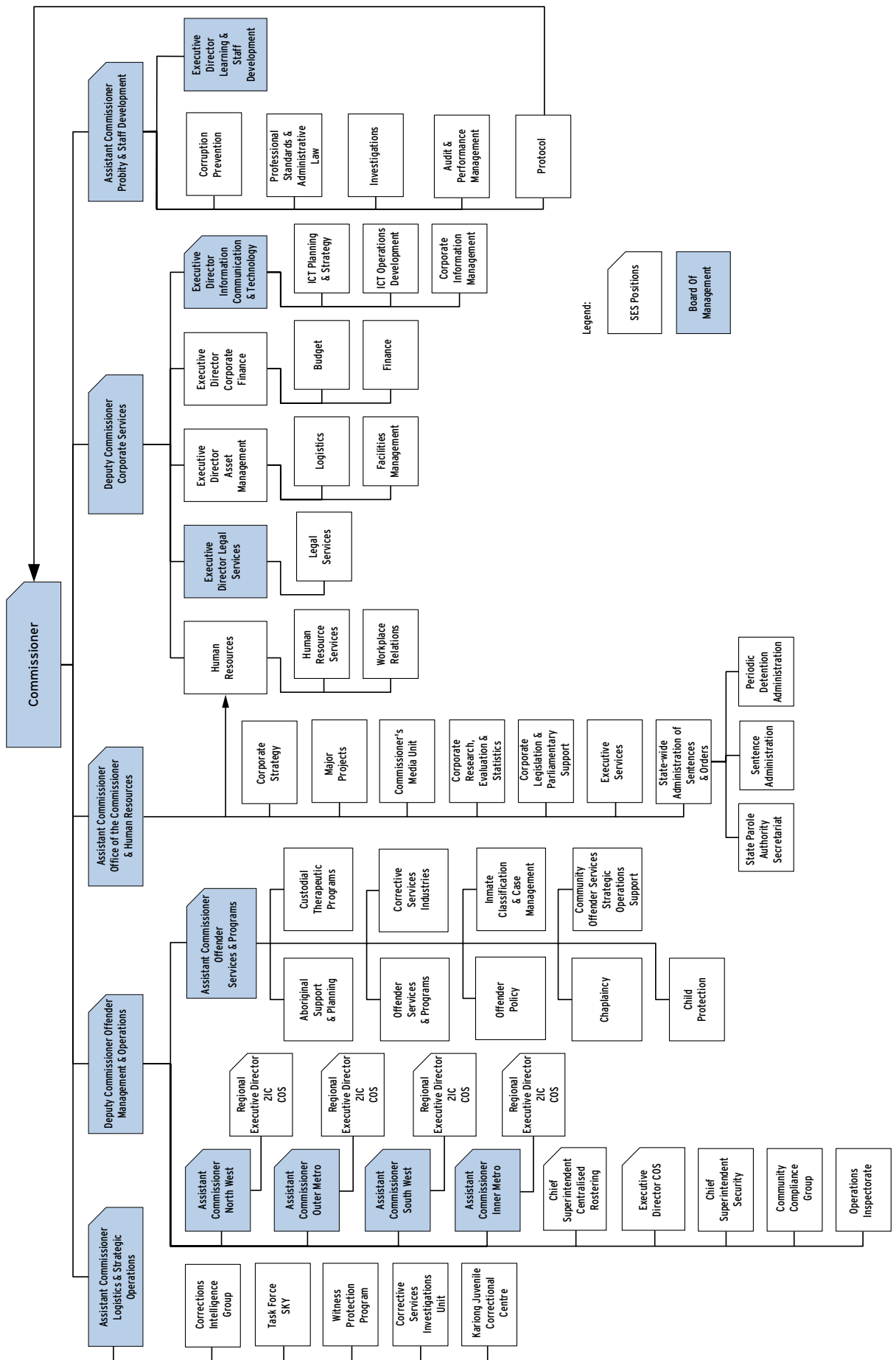
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and in a variety of management roles. She has worked at the Brush Farm Corrective Services Academy for the past six years, and was appointed to the position of Executive Director in March 2007. In 2007, Ms Quigley was appointed as Chair of the Corrections Industry Advisory Committee and as a member of the Board of Government Skills Australia. She is responsible for the delivery of staff learning and development programs across the Department, international programs, the provision of library services and the Spokeswomen's program.

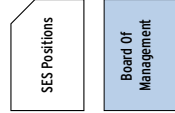


# 3.1

## Organisation Chart



Legend:



## 4.1

## Commissioner's Foreword



The Department of Corrective Services is the lead agency in the State Plan's objective to reduce re-offending. By putting in place strategies that impact the underlying causes of crime, the Government intends to reduce the proportion of offenders who are re-convicted within 24 months of being convicted by 10 percent by 2016.

To support this objective, the Department focused its efforts in 2007/08 on those offenders who are at high risk of re-offending, providing more intensive supervision and proven, accredited programs that are effective against re-offending.

Entrenched criminal and anti-social behaviours are hard to change. Early interventions have a greater chance of stopping criminal behaviour. During the year, strategies specifically designed to intervene early in the offending cycle included:

#### **Community Offender Support Program centres**

It is vital to provide stable accommodation at pivotal points in the re-offending cycle, particularly on release from custody. During the year, the Department began a major breakthrough in reducing re-offending with the State-wide establishment of Community Offender Support Program (COSP) centres. Three centres opened in the reporting year, with a further three being planned. Eventually, these centres will provide up to 500 beds for offenders experiencing difficulty finding somewhere to settle down post-release.

COSPs will provide interim accommodation for up to six months, providing stability and 24-hour supervision for offenders to adjust to lawful community life so they are not re-incarcerated for breach of their community-based order. While living in a COSP, offenders will be required to participate in group work programs to reduce their risk of re-offending.

A vital part of the COSP service is helping offenders establish links with community services and program providers. Many government and non-government agencies provide support services to offenders at different stages in the offending cycle. In 2007/08, the Department made substantial progress in better co-ordinating these services with departmental resources. For example, correctional centre psychologists were moved into community roles to support offenders with mental health needs.

#### **Intensive community supervision**

To improve supervision of serious offenders, the Department established the Community Compliance Group (CCG) during the reporting year.

The CCG monitors offenders in the community using methods such as compliance checks, electronic monitoring and writing of assessment reports. The CCG has been staffed by a highly skilled group of departmental officers.

The CCG office based in Campbelltown, targets high-risk and high-profile offenders, and provides an additional layer of supervision in the community. Unannounced home visits at any hour of the night or day, alcohol and drug testing, risk profiling and surveillance conducted by the CCG all contribute to greater community safety. In some instances, the CCG undertakes the case management of very serious, high-risk offenders, such as those on extended supervision orders.

The use of electronic monitoring has increased. Home detainees, inmates on external leave and special category parolees are subject to electronic monitoring.

The CCG office in Blacktown conducts State-wide electronic monitoring of offenders, as well as the assessment, case management and supervision of offenders on the Home Detention Program.

# 4.2

## Commissioner's Foreword

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### Specialised programs

To target the root causes of offending behaviour, the Department offers offenders in both custody and the community specialised programs to combat risk factors for re-offending. These risk factors include drug and alcohol addiction, literacy issues, impulse control and lack of skills. During the year, all community-based programs were re-accredited.

In 2007/08, a new offender-based reporting system was implemented for program and service interventions. This has significantly improved the Department's ability to track the progress of individual offenders and assess interventions, informing decisions about whole-of-sentence-planning.

### Alternative sentencing options

During the year, the Department supported the Government's expansion of existing alternative sentencing options by opening a new community residential intervention program at Tabulam (Balund-a) targeting Aboriginal offenders.

At 21 percent of the NSW corrections population, the number of Aboriginal offenders in custody has never been higher. Tabulam will divert Aboriginal offenders from custody.

The new facility will be managed by Community Offender Services (COS) staff, with programs aimed at reducing re-offending similar to those conducted at Brewarrina (Yetta Dhinnakkal) Centre. Programs will aim to: target issues related to offending behaviour like drug and alcohol misuse, anger management, and domestic and family violence; deliver activities that boost educational and vocational skills; recognise and restore trainees' cultural links with their land, and undertake enterprises and activities that use the natural resources of the land.

### Workplace reforms

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In 2007/08, the Department continued developing The Way Forward's final phase, following its success at the Mid North Coast, Dillwynia and Wellington Correctional Centres. The Way Forward, which has been a part of the Department's workplace reform agenda for several years, is designed to maintain a high level of safety and security for staff and inmates, while at the same time ensuring the effective and efficient provision of correctional services.

It establishes a structured day routine in correctional centres, with controlled inmate let-go and lock-in with all correctional officers present, allowing offenders greater access to programs and services. It also centralises rosters and allows for a variable operational routine to efficiently manage the correctional centre when the facility needs to adjust staffing levels to reflect changes in inmate numbers.

Following Cabinet approval, the Department began on 18 August 2008 the State-wide roll-out of The Way Forward – a significant milestone in the history of corrective services in NSW.

As part of the roll-out, a number of correctional centres will be closed for refurbishment and will be re-opened with new staffing levels and management plans.

### Capital works

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With the inmate population close to the 10,000 mark during the year, the Department continued its capital works program, with \$97.1 million allocated to the State's correctional centres.

In September 2007, the new 500-bed correctional centre at Wellington officially opened with tremendous community support. The jobs being provided by the correctional centre will cement the future of the town, with \$14 million per annum forecast to be injected back into the local economy through wages and local business. The Tabulam (Balund-a) Centre also came on line in the reporting year.

The new correctional centre on the south coast is one phase of the Department's ongoing 1,000-bed project, which is due for completion in 2010/11. This will include expanding Cessnock Correctional Centre to cater for an extra 250 inmates. Other projects during the year included redeveloping the Silverwater Women's Correctional Centre, the completion of the Long Bay Prison Hospital and a parallel project, currently underway, for a 135-bed forensic hospital also at Long Bay.

### Key performance indicators

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In 2007/08, the Department again upheld its commitment to maintaining effective security, safety and welfare of offenders and staff. The Department's effective classification system resulted in a record low escape rate, with only one escape from secure custody and an escape rate of just 0.16 from open custody, substantially below the national average from the previous year of 0.60.

During the year, the apparent unnatural death rate for inmates fell to a record low, with only four apparent unnatural deaths in custody, none of them Indigenous inmates.

Assault rates also remained low, even decreasing slightly from the previous year. Rates of serious assaults on inmates were also at a five year low. This is due to the Department's success in identifying and isolating potentially troublesome inmates via the Security Threat Group program, and with the High Risk Management Unit at the Goulburn Correctional Complex acting as an excellent deterrent.

# 4.3

## Commissioner's Foreword

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### Serious sex offenders

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In 2006, new legislation was introduced to address a very small percentage of the inmate population whose behaviour poses a threat to the public. This is the handful of high-risk, hard-core sex offenders who have not made any attempt to rehabilitate in custody, and have never qualified for parole. Prior to this legislation, these offenders would simply be released at the end of their sentence, totally unsupervised. The new legislation addressed this problem by allowing this small group of high-risk offenders to be placed on extended supervision, or, in the very worst cases, to be kept in custody.

To this end, the Department reviewed every serious sex offender coming up for parole during the year, deciding whether to apply to the Supreme Court for continuing detention orders or for extended supervision orders.

### Corrective Services Industries

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Corrective Services Industries (CSI) delivered another record year, with over \$54 million in sales and an increase in the gross return to the Department.

### Improving offender education

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In 2007/08, the Department continued to focus on improving offender education levels to support their successful community integration post-release.

During the year, the Department introduced basic skills testing early in a sentence, to ensure offenders with high education needs are put into education programs. At the same time, the Adult Education and Vocational Training Institute (AEVTI) introduced a different package of certificates. These new certificates still emphasise literacy and numeracy, but have stronger linkage to vocational skills.

In addition, the Department opened a new Intensive Learning Centre at Wellington.

### Brush Farm Corrective Services Academy

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During the year, the Brush Farm Corrective Services Academy (BFCSA) was re-accredited. It continued to provide world-class training for the Department and other national and international corrective services agencies. This included: providing training for correctional institutions in Indonesia, Malaysia, Thailand and Singapore; and running an inaugural executive leadership course with participants from New Zealand and every Australian State and Territory.

### Legislative changes

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The *Crimes (Administration of Sentences) Amendment Act 2007* clarified the provisions with respect to the appointment and functions of compliance and monitoring officers, and enables the Commissioner to authorise persons who are not correctional officers to exercise specified correctional officer functions. The amendments extended the range of functions that a compliance and monitoring officer may exercise in respect of offenders aged 18 and over; and expressly permit the use of reasonable force by a compliance and monitoring officer in the exercise of his or her duties.

In December 2007, the NSW Sentencing Council produced its report "Review of Periodic Detention", in which it recommended the closure of the periodic detention scheme and the replacement of periodic detention with a new community-based order. A proposal for an intensive corrections order to replace periodic detention is currently under development.

### Awards

During the year, the Department's efforts as an ethical and effective organisation were recognised in a number of awards including:

#### Corruption Prevention Award

For the second year running, the Department was recognised by a Public Sector Corruption Prevention Award for the use of tools and techniques for corruption prevention.

#### Premier's Awards

In the category of 'Rights, Respect and Responsibility', the Department won Gold for its evidence-based CUBIT intensive sex offender program, which reduced re-offending by up to 75 percent. The Department was also honoured with a Bronze award for its Young Adult Offenders Program.

### Children and families

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The Department is strongly committed to supporting children in maintaining contact with an incarcerated parent or carer, to prevent family relationships from breaking down. In addition to the Mothers and Children's Program and specially organised children's visiting days, the Department supports SHINE for Kids, which offers a range of important advocacy and social services for children and families with a parent or carer in custody.

SHINE for Kids is the only agency in NSW focusing purely on the social, emotional and educational needs of inmates' children. In its 25 years of operation, it has made a profound contribution to the well-being and

# 4.4

## Commissioner's Foreword

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development of these children, helping to break the cycle that can build the next generation of offenders.

In 2007/08, the Department increased its funding to SHINE for Kids to \$720,000. This allowed the establishment of new SHINE for Kids facilities at Wellington and Cessnock.

### A landmark year

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2007/08 was an important year for the Department, with the opening of new correctional centres and new ways of rehabilitating offenders and managing them in the community. In a year of significant change, the Department also introduced a new Environmental Management Plan and a Corporate Communications Plan.

I would like to thank the Minister for Justice, the Hon John Hatzistergos, MLC, for his continued support in a year of major change. I also pay tribute to our officers and staff whose dedication and commitment to reducing re-offending are so important to the Department achieving its goals. Despite a difficult and challenging environment, they continued to work together to deliver impressive performance results.

# 5.1

## Financial Summary

### Budget and Financial Results

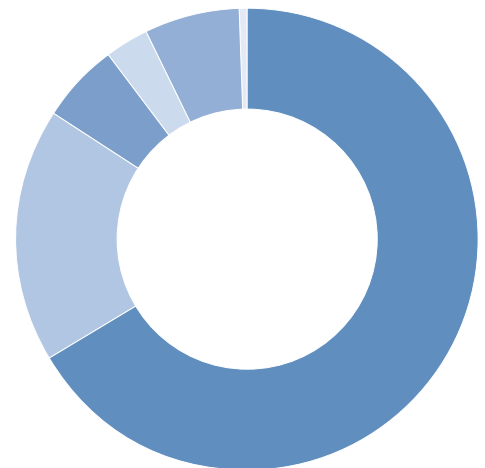
The Department's 2007/08 initial Net Cost of Services (NCS) allocation of \$737.7 million was increased during the year by \$33 million to meet cost overruns resulting from delays in implementing The Way Forward workplace reforms, resulting in a revised NCS budget of \$770.7 million.

The capital budgeted cash flow allocation of \$97.1 million in 2007/08 provided for continuation of major works in progress. These programs have been delayed resulting in a reduction of expenditure by \$40.5 million to \$56.6 million.

The Department's expenditure (recurrent and capital) for 2007/08 was \$982.1 million. Employee related expenditure was 66 percent, maintenance and depreciation of assets 9 percent, other operating expenditure 17 percent and capital 6 percent.

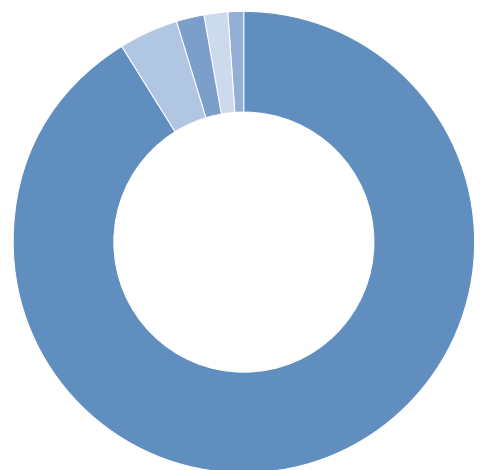
### Sources of Funding

In addition to the government contributions (appropriations and contributions 95 percent), were earnings from Sales to ACT Government 0.95 percent, Corrective Services Industries 2 percent and Other Income 2 percent. Total \$906 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

### Level of Service Inventory-Revised

The Department has a standardised risk/needs assessment instrument, the Level of Service Inventory-Revised (LSI-R). The LSI-R is a vital component of case planning, informing the efficient allocation of resources to high-risk/needs offenders. The LSI-R also identifies key areas of criminogenic need and so informs program development. The instrument adds a level of consistency and credibility to decision-making about offenders, allows evaluation strategies to be developed and assists resource allocation in accordance with departmental priorities.

Through the LSI-R, offenders identified as being at medium to high risk of re-offending, receive a higher level of intervention. For example, they are required to participate in targeted group work programs and interventions, with closer supervision and monitoring, including more home visits and employment checks for community offenders.

In 2007/08, the Department administered the LSI-R to 27,179 offenders and completed 34,169 LSI-R assessments. Of all offenders with a new supervision order registered in 2007/08, 84 percent had an LSI-R completed within the same financial year.

During the year, the Department established the Offender Services and Programs database, making information on offenders with LSI-R assessments more readily available. This information assists the Department in planning appropriate programs to reduce the risk of re-offending.

The database was instrumental in predicting locations where staff training is required to deliver offender programs. Supported by the information from the database, the Offender Programs Unit trained 615 custodial and community staff in 13 different programs in 2007/08.

# 6.2

## Offender Management and Operations



### Basic skills assessment

In the fourth quarter of 2007, the Department piloted and validated a Basic Skills Assessment (BSA) tool with all inmates serving sentences of more than three months. The BSA was then introduced in all correctional centres in January 2008, with 2,949 assessments completed. The tool determines offenders' levels of reading, writing and numeracy, allowing the Department to give priority to addressing learning deficits.

### New reporting system

In 2007/08, a new offender-based reporting system was implemented for program and service interventions. This has significantly improved the Department's ability to track the progress of offenders and assess interventions, informing decisions about whole-of-sentence-planning. It helps determine which programs best suit individual offenders.

In part, the new system was fast-tracked as a response to the May 2006 NSW Auditor-General's report, which noted: *'The Department does not formally assess the success of interventions at the end of sentence' and 'the Department needs to do more to better track and assess (offender) progress through the system'.*

The new system integrates reporting by all departmental employees, including education, psychology, welfare, and alcohol and other drugs workers. Data on every intervention occasion is entered against the offender directly onto an intranet page. During the year, the new system received 340,000 entries, an average of 1,700 per day.

Departmental employees, including community-based staff in the field, can access information on all these interventions at an individual level, or download summary reports at the local, regional and State level. Data is recorded about risk and education levels and special group representation.

Thus, the Department can set targets for centres and regions to ensure the most appropriate offenders are placed in the most appropriate programs.

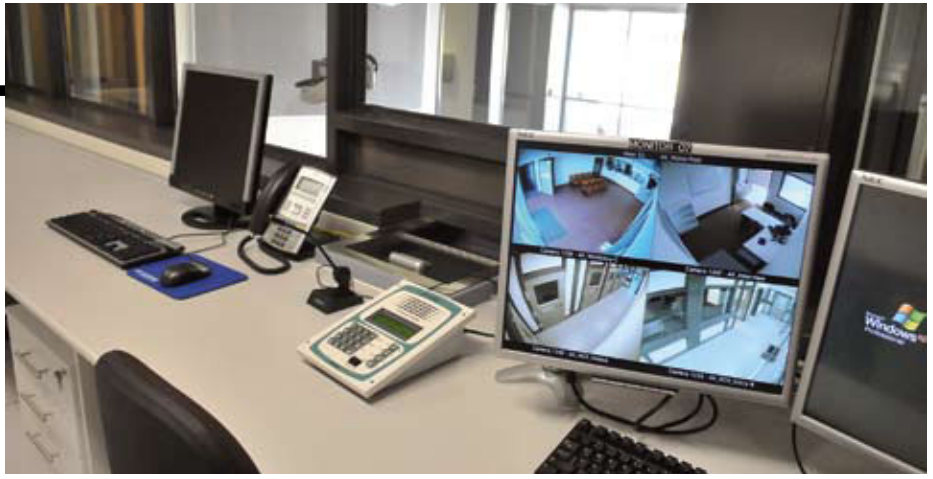
Perhaps the greatest value of the system is that it provides the basis for accurate programming at each correctional centre. A report of all offenders in custody is published on the system and is updated daily. Using this, the Manager Offender Services and Programs (MOSP) can review an offender's current offence, earliest release date, classification, special group status, level of risk scores and literacy levels. The MOSP can also review the lists of offenders currently receiving interventions against those who are not, and prioritise accordingly.

### Addressing community engagement

The Department defines community engagement as the process where an offender resumes his/her connections with the community when released from custody. This includes accessing accommodation and education and finding employment. In 2007/08, the Department offered a suite of programs to foster community engagement in these areas. They included:



## 6.3

Offender Management  
and Operations**Nexus**

The Nexus program aims to establish successful independent living and the ability to sustain and build upon gains made in reducing re-offending risks. This group program works through a 'Planning Your Release: Exit Checklist', assisting offenders with the transition from custody to engagement with their community.

**Responsibilities and Rights**

The Responsibilities and Rights program addresses offender debt, often a major problem when debt was incurred prior to coming into custody which continues to accumulate throughout incarceration. During the year, production began on a CD-ROM to inform offenders of community agency assistance to manage debt.

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

In 2007/08, the Department continued to reduce its overall rate of offenders returning to corrective services from 29.0 percent to 28.3 percent, slightly above the national average of 27.6 percent in the previous year. This was due to an increase in offenders returning to community services, which offset a downturn in the number of prisoners\* returning to prison\* and prisoners\* returning to corrective services.

	2003/04	2004/05	2005/06	2006/07	2006/07 National Average	2007/08
Prisoners returning to prison	42.9	43.5	43.3	43.8	37.5	<b>43.0</b>
Prisoners returning to corrective services**	47.0	46.7	46.1	46.3	43.6	<b>45.2</b>
Offenders returning to community corrections	na	na	17.1	16.7	16.2	<b>18.5</b>
Offenders returning to corrective services**	na	na	29.6	29.0	27.6	<b>28.3</b>

\* Terminology of the Report on Government Services. The Department's standard terminology is inmates, offenders and correctional centres.  
 \*\* Includes a prison sentence or community corrections order.

**Accredited and approved program modules successfully completed by offenders in custody and in the community**

This year has seen the development and implementation of an offender-based data reporting system. This allows for linking offender assessments directly to program interventions which means that offenders assessed as being of high to medium risk of re-offending can participate in accredited and approved program modules related to their offences. In other words, the most appropriate offenders are placed in the most appropriate programs.

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

## 6.4

Offender Management  
and Operations

Compendium category	Program name	Individuals	Occasions of service in custody	Number of programs in custody
<b>Aggression and Violence</b>	Anger Management	204	1,330	18
	CALM – Controlling Anger and Learning to Manage It	115	1,208	9
	Domestic Abuse program	20	282	2
	Kariong Social Interaction Program	7	39	1
	Violent Offender Treatment Program (VOTP) – High Risk	69	1,871	3
	Violent Offender Treatment Program (VOTP) – Maintenance	16	73	2
	Violent Offender Treatment Program (VOTP) – Moderate	58	707	3
	<b>Total Aggression and Violence</b>	<b>489</b>	<b>5,510</b>	<b>38</b>
<b>Alcohol, Drugs and Addictions</b>	Alcoholics Anonymous (AA meetings)	1,335	5,429	10
	Drug & Alcohol Addiction (Custody-based)	268	1,278	9
	Drugs: The Impact of Dependence	240	667	6
	Getting SMART	1,106	8,772	70
	Narcotics Anonymous (NA Meetings)	391	1,011	10
	PATHWAYS–Criminal Conduct & Substance Abuse Treatment (Adolescent version)	43	959	3
	PATHWAYS–Criminal Conduct & Substance Abuse Treatment (Adult version)	53	1,691	5
	Relapse Prevention (Custody-based)	157	658	7
	SMART Recovery Maintenance Groups	309	1,936	14
	The Best Bet . . . Is The One You Don't Have	140	1,018	18
	<b>Total Alcohol, Drugs &amp; Addictions</b>	<b>4,042</b>	<b>23,419</b>	<b>152</b>
<b>Cognitive Skills</b>	Life Management	155	722	14
	Think First	51	568	4
	<b>Total Cognitive Skills</b>	<b>206</b>	<b>1,290</b>	<b>18</b>
<b>Community Engagement</b>	Hey Dad	83	408	8
	Hey Dad! (Aboriginal)	15	33	3
	Nexus	417	1,171	23
	Responsibilities & Rights	110	367	9
	Think & Link	22	32	2
	<b>Total Community Engagement</b>	<b>647</b>	<b>2,011</b>	<b>45</b>
<b>Health Promotion</b>	Health Survival Program	1,227	1566	75
	HOPE – Heroin Overdose Prevention Program	16	16	1
	Peer Supporter Program	40	91	5
	<b>Total Health Promotion</b>	<b>1,283</b>	<b>1,673</b>	<b>81</b>

## 6.5

Offender Management  
and Operations

Compendium category	Program name	Individuals	Occasions of service in custody	Number of programs in custody
<b>Readiness</b>	Managing Emotions	87	738	8
	Motivational Enhancement	30	30	2
	Personal Effectiveness – 1 Communication	815	3690	30
	Personal Effectiveness – 2 Mental Fitness	410	2160	11
	Personal Effectiveness – 3 Working In Groups	336	1753	12
	Personal Effectiveness – 4 Self and Others	475	2110	23
	Seasons For Growth	11	52	1
	Step Up (Lithgow pilot only)	33	397	2
	The R Program	186	210	10
	<b>Total Readiness</b>	<b>2,383</b>	<b>11,140</b>	<b>99</b>
<b>Sexual Offending</b>	Sex Offender Program – CORE (CUBIT Outreach)	70	813	6
	Sex Offender Program – CUBIT	87	3137	6
	Sex Offender Program – Maintenance	34	119	2
	Sex Offender Program – Preparatory	96	832	5
	Sex Offender Program – Understanding Sexual Offending	13	117	1
		<b>Total Sexual Offending</b>	<b>300</b>	<b>5,018</b>
<b>Women Offender Programs</b>	Mothering at a Distance	28	184	4
	Supported Play Group	17	25	3
	Women's DV program – Out of the Dark	22	105	3
	Women's Life Management	18	151	3
		<b>Total Women Offender Programs</b>	<b>85</b>	<b>465</b>
		Individuals	Occasions of service	Number of programs
<b>Total all programs</b>		<b>9,435</b>	<b>50,526</b>	<b>466</b>

# 6.6

## Offender Management and Operations



### Evidence-based accredited programs

In 2007/08, the Department continued to offer group-based interventions to offenders in custody and in the community, providing accredited programs that aim to reduce the risks of re-offending. This was enhanced by continued collaborative partnerships with other agencies including the Roads and Traffic Authority (RTA), the Motor Accident Authority and TAFE NSW.

During the year, the Department continued to work to make evidence-based programs available in all relevant areas. This included significant progress in: alcohol and other drugs, sexual offending, violent offending, cognitive skills and community engagement.

### Violent Offender Treatment Program

In 2007/08, the Violent Offender Treatment Program (VOTP) increased its throughput of participants significantly. This growth was partly due to implementing outreach programs in Kirkconnell and Lithgow Correctional Centres.

The Department also increased the program's level of intensity and the frequency and effectiveness of interventions in outreach and maintenance programs, improving treatment gains. This was assisted by expanding the maintenance program to five centres via video conferencing.

Five post-graduate students from the University of Western Sydney and one from the University of New South Wales are using VOTP data for research, which includes program evaluation. During the year, three of these studies were completed, with the results of one due to be presented at the Australia and New Zealand Association for Psychiatry, Psychology and Law Conference.

### Recognition for Ngara Nura Program

During the year, the Ngara Nura Pre-Release Program was accepted as the first corrections-based member of the Australasian Therapeutic Community Association. The program was submitted for accreditation under the Department's Accreditation Strategic Framework.

### Alcohol and Other Drugs

More than 70 percent of offenders entering into the NSW correctional system face charges that are drug-related. Many of these offenders are classified as being at high risk for re-offending, and therefore are prime candidates for alcohol and other drugs (AOD) treatment programs. However, many of them refuse rehabilitative programs. Offenders in this category require highly motivational programs that target not only AOD issues, but also anti-social behaviour and criminal thinking patterns.

In 2007/08, the Department offered a range of 'best practice' interventions in a strategic offender AOD treatment pathway. This included the evidence-based Pathways program as the core intervention for the residential AOD programs: Phoenix at Cessnock Correctional Centre; and POISE (Personal Ownership Identity and Self Empowerment) at Emu Plains Correctional Centre. This increased the intensity of these programs to an appropriate level for effective intervention with medium to high-risk offenders. During the year, the Getting SMART (Self-Management and Recovery Training) program was also incorporated into Phoenix and POISE, with participants attending ongoing SMART Recovery Maintenance groups. Participants report

# 6.7

## Offender Management and Operations

### Getting SMART training goes to Tasmanian Department of Justice

The Department is gaining recognition nationally for cutting-edge programs and interventions to increase the likelihood of reducing re-offending. At the request of the Tasmanian Department of Justice, the Department delivered SMART training to correctional staff and interested community members in Tasmania.

that, although the new programs are very challenging, they are effective in promoting major lifestyle change.

### The Impact of Dependence

During the year, the Department launched the Impact of Dependence program, targeting offenders categorised as high-risk, anti-social and unmotivated towards change. The first intervention of its kind, the program uses multimedia and group work, incorporating documentary video footage of offenders as they progress through the corrective system. The program was developed in consultation with offenders to ensure its effectiveness, with all the artwork designed by offenders for offenders. It will be rolled out across the State in 2008/09.

### NSW Sober Driver Program

The Sober Driver Program (SDP) is a court-based, post-conviction, mandated program, funded by the RTA, targeting adult offenders convicted of repeat drink driving offences. In 2007/08, the Department trained an additional 40 people to deliver the program. This enabled 57 standard SDPs and 16 condensed versions of the program. In total, 875 offenders were enrolled, with 74 percent successful completions.

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

These two programs are funded from the Drug Summit Budget. They are predicated on 'what works' in reducing offending research, based on the premise that interventions targeting those at higher risk of recidivism have greater impact. In 2007/08, 420 offenders participated in 34 programs. For the programs finishing during the year, 59 percent of participants were successful.

### Pathways to Employment, Education and Training

The NSW Drug Summit is funding Community Offender Services to deliver the Pathways to Employment, Education and Training (PEET) Program in partnership with TAFE NSW from 2007/08 to 2010/11. The PEET Program gives offenders with past drug issues the skills to enter employment or education. Running over nine weeks, PEET links to TAFE NSW or other training courses directly related to government agency and local industry needs. In 2007/08, the Department conducted 44 PEET programs.

### Adult Education and Vocational Training Institute

The Department's registered training organisation for inmates, Adult Education and Vocational Training Institute (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 Treatment Program (VOTP) and Custody-Based Intensive Treatment (CUBIT) Sex Offender Program, by providing opportunities to develop functional literacy and effective communication skills.

### Access Employment Education and Training Framework

The Department is licensed by TAFE NSW to deliver qualifications from the Access Employment Education and Training Framework. This flexible framework allows the Department to customise educational and vocational units and package them into courses for particular learner groups.

## 6.8

Offender Management  
and Operations

## Traineeships

In 2007/08, the Department started 103 traineeships in 13 correctional centres, with a 12 percent increase in completions.

Correctional Centre	Trainees as at 01/07/07	Trainees commenced 2007/08	Trainees completed 2007/08	Trainees cancelled 2007/08	Trainees as at 30/06/08
Cessnock	6	13	7	2	10
Dillwynia	2	16	2	-	16
Emu Plains	-	6	-	-	6
Glen Innes	-	13	-	4	9
Goulburn	12	-	-	1	11
John Morony	11	15	10	2	14
Kirkconnell	-	6	-	-	6
Mannus	-	2	-	-	2
MSPC Area 2	5	11	4	2	10
MSPC Area 3	-	3	1	-	2
Parklea	3	6	4	-	5
Silverwater	-	7	2	4	1
Silverwater Women's	-	5	2	-	3
<b>Total</b>	39	103	32	15	95

## Statement of attainments (unit completions)

	2007/08
AEVTI	(3419 students) 7500
Traineeships	531
Library Training	104
Distance Education	50
<b>Total</b>	<b>8185</b>
Completed certificates	
AEVTI	(165 students) 182
Traineeships	32
Library Training	4
Distance Education	37
<b>Total</b>	<b>255</b>
Pre-tertiary/tertiary distance education programs completed	
Tertiary preparation courses	16
Diploma/Associate Degree/Advanced Diploma	2
Bachelors Degree	6
Graduate Diploma	1
Doctoral Degree	1
<b>Total</b>	<b>26</b>

## 6.9

Offender Management  
and Operations

Moreover, Corrective Services Industries (CSI) provided additional opportunities for these trainees, as listed below:

Correctional centre	Traineeship qualification	Corrective Services Industries
<b>Cessnock</b>	Cert II in General Construction	Demountables
<b>Dillwynia (Women)</b>	Cert II in Asset Maintenance (Cleaning Operations) Cert II in Hospitality (Operations) Cert III in Business Administration Cert II in Telecommunications – customer contact Cert II in Retail operations Cert II in Transport & Distribution (Warehousing & Storage)	Hygiene Food Services Clerical Call Centre Gloria Jean's Logistics
<b>Emu Plains</b>	Cert II in Food Processing Cert II in Transport & Distribution (Warehousing & Storage) Cert III in Agriculture (Dairy Production) Cert IV in Business Administration	Kitchen Milk Processing Logistics Dairy
<b>Glen Innes</b>	Cert II in Forest & Forest Products (Sawmilling & Processing) Cert II in Horticulture (Parks & Gardens)	Saw Mill General Maintenance
<b>Goulburn</b>	Cert III in Furnishing (Furniture Making)	Furniture
<b>John Morony</b>	Cert II in Engineering Cert III in Engineering Production (Systems)	Engineering
<b>Kirkconnell</b>	Cert II in Furnishing (Furniture Making)	Furniture
<b>Mannus</b>	Cert IV in Rural Skills (Agriculture)	Agriculture – Farming
<b>MSPC Area 2</b>	Cert II in Food Processing Cert II in Health Support Services (Laundry Support)	Food Services – Reg Boys Bakery Laundry
<b>MSPC Area 3</b>	Cert II in Hospitality (Kitchen Operations)	Long Bay Café
<b>Parklea</b>	Cert II in Printing & Graphic Arts (Instant print) Cert III in Printing & Graphic Arts (Instant print)	Print
<b>Silverwater</b>	Cert II in Engineering Cert II in Furnishing – Upholstery	Engineering Furniture
<b>Silverwater Women's</b>	Cert II in Transport & Distribution (Warehousing & storage) Cert III in Transport & Distribution (Warehousing & storage) Cert IV in Transport & Distribution (Warehousing & storage) Cert III in Business Administration	Package & Assembly

# 6.10

## Offender Management and Operations

### Vocational training for inmate library clerks

During 2007/08, eight inmate library clerks were enrolled in Certificate III or Certificate IV in Library Information Services and successfully completed a total of 104 modules. Of these inmates, four have already completed the full Certificate III in Library Information Services.

### Corrective Services Industries

In 2007/08, Corrective Services Industries (CSI) continued to support the Department's objective of reducing recidivism by providing real work opportunities in 108 commercial business units and 53 service industries within 29 correctional centres. CSI also focused on increasing the number of inmate traineeships and began sourcing work opportunities in the community for inmates upon their release.

Research shows that, when inmates combine vocational education and training with real work opportunities linked to a job in the community, the likelihood of offenders returning to a correctional centre decreases significantly.

By world standards, CSI engages a high proportion of inmates in meaningful work programs. In 2007/08, CSI provided employment to about 80 percent of the total available inmate population up from 74 percent in 2005/06. In the UK and US prison industries, only 30 percent and 10 percent of their inmate populations respectively are employed.

### Offender management

During the year, CSI continued to support the operation of correctional centres by ensuring the centres were self-sufficient in: food services and inmate ration packs; laundry operation; offender buy-up requirements; and ground and building maintenance.

In providing these services, CSI complies with the *Food Act 2003 No 43, Food Legislation Amendment Act 2004 No 16*, *Food Regulation 2004* and the *Occupational Health and Safety Act 2000 No 40* and for laundry operations with the standard AS 4146. It also follows the Australian guide to healthy eating when providing meals to inmates, addressing their dietary and cultural needs.

### Inmate employment

Category	2003/04	2004/05	2005/06	2006/07	2006/07 National Average	2007/08
Inmate Actual	5,085	5,307	5,297	5,282	na	5,469
Daily average population	8,367	8,926	9,101	9,468	na	9,634
Eligible for work	6,784	7,393	7,155	6,715	na	6,788
National Performance Indicator - % of eligible offenders employed	74.96%	71.78%	74.03%	78.66%	78.48%	80.57%



# 6.11

## Offender Management and Operations



### Ugly duckling grows into a beautiful crane

It took just over three months for the Senior Overseer and six inmates at Cessnock Correctional Centre to perform a minor auto-mechanical miracle.

With much technical nous and team work, they transformed a clapped-out old crane, mockingly referred to as the 'ugly duckling', into a superb mechanical asset.

The Corrective Services Industries (CSI) Demountable Storage Unit at Cessnock Correctional Centre had been in desperate need of a replacement crane. A functional crane is crucial for the work of this unit. When searching for second-hand cranes, those within the Unit's budget and sold too quickly or were just too expensive.

Finally, a crane was found in Brisbane which, provided it passed a ten-year crane inspection certificate, met the criteria. The crane passed the test and, although it looked a bit rough, it did not have an exorbitant number of service hours on its records. Even so, the crane came with a list of problems that needed rectifying.

When it arrived at Cessnock, it certainly deserved the moniker of 'ugly duckling'. It soon became obvious that the number of defects did not tally with the 10-year crane inspection certificate. Under the Senior Overseer's guidance the inmates went to work. They learnt how it functioned. They stripped and re-built all the components that were not to a high enough standard. The 'ugly duckling' is no longer – it underwent a metamorphosis into a crane with beautiful safety features.

It was a great team effort. The crane has been valued at \$200,000, an increase of \$75,000 above its purchase price.

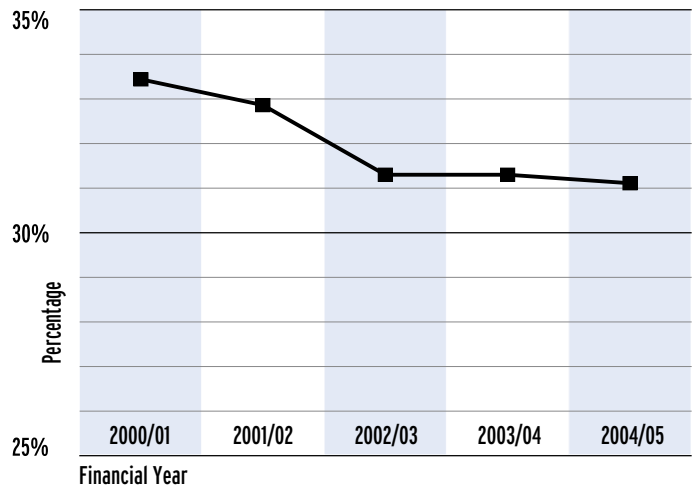
### Commercial performance

In 2007/08, CSI provided sales of \$54.9 million compared to the previous year's \$51 million, with a gross return to the Department of \$22.1 million.

Year	Sales \$	Gross contribution (trading profit) \$
2003/04	\$ 40.1m	\$ 15.1m
2004/05	\$ 42.7m	\$ 15.9m
2005/06	\$ 49.6m	\$ 18.6m
2006/07	\$ 51.0m	\$ 18.7m
2007/08	\$ 54.9m	\$ 22.1m

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

The figure for the rate of re-offending for the year 2005/06 measured in accordance with the target set in the State Plan will not be available until 31 December 2008, as the NSW Bureau of Crime Statistics and Research (BOCSAR) needs a further three months to properly process the data coming from the courts.



While the actual rate of re-offending between 2000/01 and 2004/05 shows a slight downward trend, outputs from the criminal justice system depend in part on the characteristics of those coming into it. For example, a study in the UK found that between 2000 and 2003, the actual rate of re-offending remained static at 57.6 percent. However, the study also found that based on the characteristics of the offenders, the 2003 cohort had a predicted re-offending rate of 58.7 percent.

# 6.12

## Offender Management and Operations

Therefore, to be meaningful, the actual rate of re-offending needs to be compared to a predicted rate of re-offending, which takes into account changes in the characteristics of offenders coming into the system.

In 2007/08, BOCSAR developed a predictive instrument called GRAM (group risk assessment model) similar to one used by the UK's Home Office. In future, GRAM will be used in evaluating government performance in reducing re-offending by generating a predicted annual rate of re-offending, against which actual rates can be compared.

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

### Ensuring program delivery quality

In 2007/08, the Department trained 615 staff in program delivery. Program quality was further assured through regularly visiting program sites, video recording, and consulting with and supervising program facilitators. This program monitoring is now in place with all programs for offenders with medium to high risk of re-offending.

Quality assurance in group programs occurs through accreditation and regular monitoring. To support this monitoring process, the Department developed during the year a Program Quality Standards Manual for systematically auditing integrity and quality.

Where programs relate directly to reducing recidivism, the Department facilitates community reference groups and monitors and reports progress against milestones. This ensures programs are constantly evaluated for effectiveness.

Programs that are accredited and delivered by staff trained by the Offender Programs Unit (OPU) are monitored to ensure program integrity. The program facilitators are monitored by video throughout the delivery of the program. The OPU program co-ordinator randomly selects one out of five tapes to view with the facilitator providing supervision and feedback on delivery and content. This requires ongoing visits from the co-ordinator who may choose to observe a session during delivery of the program live on site.

This specialised program is a successful, innovative, outcome-focused program that provides a series of discrete, yet inter-related programs and initiatives which help young adult offenders in their transition back into the community.

### Department wins a Bronze Award – Rights Respect and Responsibility

The Specialised Program for Young Adult Offenders won a Bronze Award in the 2007 NSW Premier's Public Sector Awards.

Young adult offenders account for 20 percent of the Department's inmate population and have a greater rate of recidivism and commit more offences in custody than any other offender population group.

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

### Ensuring community support for offenders

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, with the introduction of the NSW State Plan, these partnerships have received even greater importance as part of a whole-of-government approach.

#### Housing and Human Services Accord

Under the Housing and Human Services Accord, Housing NSW and the Department agreed to work together at four sites to help released inmates gain access to public housing. During the year, local steering groups with representatives from the Department, Housing NSW, the Area Health Service, and Drug and Alcohol and Mental Health teams, were formed at Nowra, Gosford and Newcastle.

These steering groups began developing Shared Access Operating Agreements. The agreements will greatly assist probation and parole officers in accessing accommodation and other services for high-risk offenders with complex needs.

#### NSW Drug Summit

The NSW Drug Summit is funding emergency accommodation for medium to high-risk offenders with drug problems from 2007/08 to 2010/11. During the year, this initiative supported offenders with crisis accommodation issues which threaten relapse or re-offending.

## 6.13

## Offender Management and Operations



Over the same period, the Summit is also funding the Department in managing community-based offenders with co-existing disorders (alcohol and/or drug addiction and intellectual disabilities or mental health issues). During the year, this project which is targeted at medium to high-risk offenders, ran out of Newcastle, Gosford, Bathurst, Nowra and City Community Offender Services offices. The project aims to improve interagency case management. In 2007/08, a framework for evaluation was established, with the first independent annual evaluation report planned for 2008/09.

### Community Funding Program

The Department's Community Funding Program (CFP) allocates funding to community-based non-profit organisations that provide support services to offenders, former inmates and their families. For example, funded services offer short-term supported accommodation, link offenders with specialist community services and support families in maintaining relationships.

The following agencies received CFP funding in 2007/08:

- **Glebe House Limited** and **Judge Rainbow Memorial Fund Inc.** – supported accommodation services for recently released male offenders.
- **Guthrie House Co-op Ltd** – supported accommodation services for women offenders, either on release from custody or as an alternative to incarceration.
- **Prisoners Aid Association (NSW)** – property minding and financial services to inmates.
- **Community Restorative Centre** – support services to offenders, former inmates and their families, including a family transport service to correctional centres.
- **Yulawirri Nurai Indigenous Association Inc.** – post-release services for Indigenous women.
- **Link-Up (NSW) Aboriginal Corporation** – helping Aboriginal and Torres Strait Islander inmates establish and strengthen their family links.
- **SHINE for Kids** – support services for children of offenders.
- **Namatjira Haven Limited** – a residential rehabilitation project for male Indigenous offenders with alcohol and other drug dependence.
- **New Horizons Enterprises Limited** – supported accommodation project for male offenders with a mental illness.

Based on reports which the Department receives at regular intervals from these agencies, approximately 10,000 offenders, former inmates and their families were assisted.

During the year, the Department asked for expressions of interest to operate projects for the 2008/2011 triennium. Funding recipients

approved by the Minister can be found on the Department's website under Community Engagement.

### Victims Programs

#### Victims of Violent Crime Grants Program

During the year, the Victims of Violent Crime Grants Program assisted non-profit, community agencies working with victims of violent crimes by providing small grants for 40 projects. They included:

- producing an information booklet for police and solicitors dealing with a person with an intellectual disability who has been sexually assaulted
- developing a manual to help community workers dealing with victims of childhood abuse and those who present with mental health problems
- developing a website for young people about sexual assault;
- providing courses to support female victims of crime in 'moving on'.

#### Victims Awareness Project

The Victims Awareness Project funds Enough is Enough Anti-Violence Movement Inc., which offers its 'R' Program throughout NSW correctional centres. The 'R' Program explores responsibility, rehabilitation and reintegration, encouraging inmates to accept responsibility for their crimes by highlighting the damage to those affected by the crime, including the victim, the victim's family and friends. In 2007/08, Enough is Enough received \$98,014 (plus \$9,801.40 GST).

#### Domestic Violence Intervention Court Model

The Domestic Violence Intervention Court Model in Wagga Wagga and Campbelltown is an integrated criminal justice and community social/welfare response to domestic violence, adapting national and international best practice to the NSW context. It aims to improve safety for victims of domestic violence offences and hold domestic violence offenders to account for their actions.

To support the model, during the year, the Department piloted a new domestic violence intervention program based on cognitive and behavioural change principles. This program is being evaluated in partnership with the Department of Psychology (Forensic) at the University of NSW. In 2007/08, the first research phase identified factors predicting program completion. The second phase will evaluate re-offending rates of offenders who have attended a program compared with non-attending control groups.

# 6.14

## Offender Management and Operations

### Child Protection Watch Team Trial

During the year, the Department continued its involvement in the Child Protection Watch Team Trial, which case manages high-risk child sex offenders. Other agencies involved include: the lead agency NSW Police, and the Departments of Juvenile Justice, Community Services, Health, Education and Training, Housing, Attorney General's and Ageing Disability and Home Care.

### Community Conferencing for Young Adults pilot

The Department is a member of the Community Conferencing for Young Adults (CCYA) cross-agency working group. The program, which is based on court referrals, uses conferences to develop intervention plans for young adult offenders, aged between 18 and 24.

Any victim of the offence or a victim's chosen representative may attend a conference, along with the police officer investigating the offence and support persons for the offender or any victims. Other people may be invited to attend a conference including a member of the offender's family and/or the offender's supervising officer.

Following an evaluation by the NSW Bureau of Crime Statistics and Research (BOCSAR), the Attorney General's Department developed in 2007/08 a plan to expand the CCYA to other Local Court circuits in NSW.

**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**

### Programs for female offenders

In 2007/08, the Department's programs specifically addressing the responsibility of female offenders included:

#### Mothering at a Distance

This program was developed by Tresillian Family Care in partnership with the Department with a three year grant from the Attorney General's Department. The project for mothers of children under five, aims to reduce the impact of enforced separations on the mother/child relationship. Its ten week program includes a mothers' group and a playgroup, addresses child mental health, social and behavioural problems, development and learning difficulties and the impact of intergenerational cycle of crime. In 2007/08, about 60 women took part in the program.

#### Out of the Dark

This domestic abuse program aims to help offenders identify issues related to family violence and its impact on their lives. It uses

psycho-educational, skill acquisition, pro-social interventions and narrative methods to improve participants' communication skills, and relationship skills. The program encourages women to develop a personal 'escape from violence plan' and refers them to agencies to support them in their choices. In 2007/08, 22 women participated in the program.

#### Personal Ownership Identity and Self Empowerment

Personal Ownership Identity and Self Empowerment (POISE) is a residential program addressing alcohol and other drugs (AOD) issues for female offenders, covering addictive behaviour, the AOD and recidivism cycle and general lifestyle skills. Offenders must have a proven rehabilitation need, with their current offence related to AOD use, and/or positive urine results relating to drug use during their sentence. The program, which uses a cognitive behavioural approach, is delivered through group work and a combination of role play, exercises, journaling and demonstration. In 2007/08, 30 women graduated from the program.

#### Managing Emotions

This program helps offenders, not yet ready to enter more intensive programs, to increase their motivation to change and their ability to recognise and regulate their emotions. In 2007/08, 87 women participated in the program.

#### Biyani

During the year, the Department offered a community-based residential program for eight female offenders with a mental health disorder and co-existing substance issue. Based in Parramatta, Sydney, this Biyani program aims to divert women from a custodial sentence. Biyani provides 24-hour accommodation and support to stabilise women with mental health and drug and alcohol issues and help them gain access to long-term residential rehabilitation programs or appropriate community rehabilitation resources. Residents are accommodated for up to 12 weeks, supervised by a probation and parole officer.

#### Mothers and Children's Program

The Department gives the highest priority to the best interests of children with mothers under its supervision. In 2007/08, the Mothers and Children's Program at Emu Plains Correctional Centre received 114 referrals, with 30 women participating in the Program. This allowed 57 children the opportunity to reside with their mothers on a full-time or occasional basis. Continued alliance with area health services allowed the children to attend a fortnightly early childhood clinic. In addition, Lower Mountains Family Support delivered parenting programs at the centre throughout the year.

## 6.15

Offender Management  
and Operations

## Tuned in

Dillwynia Correctional Centre for women in North West Sydney has been trying out an in-house TV channel this year. This is a 'first' in New South Wales correctional centres. It is all about conveying relevant information to an audience which does not necessarily respond well to printed material. The women of Dillwynia take notice of the in-house TV channel. They can **tune in** to the dedicated channel known at Dillwynia as DTV. It's modern, it's captivating, it's informative and it's very successful.

The technology itself is relatively simple and cheap, and similar to that used in hospitals and social clubs. The inmates can watch official or mandated content and also content produced locally by staff at the Centre. Some of the program is even produced by the women inmates themselves. This has tangible benefits: information is not only communicated in a manner and style which is accessible and credible for the audience, inmates also learn new skills which will come in handy after their release.

The DTV schedule has variety. For example, *Doing Your Time* is an official program which gives newly arrived inmates an overview of how the correctional system operates. It encourages them to make productive use of their time inside. The presenters are inmates who volunteered to be involved in the production. Substantial parts of the script were written by an inmate who was studying at the time for an external degree in Media Studies. *Preparing for Release* is a program which was not produced in-house but supplied by Centrelink. It gives detailed information about responsibilities and entitlements which is crucial for the women at Dillwynia once they finish their custodial sentence.

There is a short induction video – specific to Dillwynia – scripted by a member of staff and produced by a group of inmates with technical assistance from the Department's Multimedia Unit.

Inmates gained skills in literacy, team work and project management. The programs reflect their enthusiasm, commitment and imagination.

In the next financial year, the DTV project will be evaluated through analysis of audience figures and responses to the official content in particular.

## New learning resource for women offenders

Many women in custody underplay and undervalue their skills and do not see how these skills are transferable to work. TAFE NSW has an online Women's Skills resource to address this issue. Given offenders do not have internet access, the TAFE NSW Women's Program Unit during the year converted its resource into a stand-alone interactive website that can be used on offender computers. The resource complements the Department's existing programs in employment preparation and can be used as a resource in literacy classes. It includes footage of women from different cultural backgrounds who have successfully used the resource to take steps into or towards a job.

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

## The Way Forward drives workplace reform in custody

The Department's new model of operation, known as The Way Forward, is specifically designed to achieve performance and cost efficiency in line with national best practice. During the year, operations at Mid North Coast and Dillwynia Correctional Centres continued to produce strong results when compared against the traditional system. For example, these centres saw reduced serious incidents such as inmate and staff assaults as well as better compliance with operational budgets.

In 2007/08, the commissioning of Wellington Correctional Centre enhanced the success of the model, which is soon to be rolled out to all correctional centres State-wide.

During the year, the Department also introduced reforms in custodial and community services designed to enhance safety and security for staff, offenders and the community. The new systems of operation ensure that early intervention and appropriate management systems are in place to detect and support offenders. They specifically ensure the maximum number of staff available are co-located with offenders, to ensure timely and appropriate incident response.

## Achieving efficiencies in the community

During the year, the Department refined its 2006/07 changes to managing Community Offender Services (COS) District Offices aligning the new Community Offender Support Program centres (COSPs) to certain clusters. The Area Manager positions in affected clusters were replaced with Directors. A new position of Operations Manager was also instigated to enhance professional supervision and quality assurance.

# 6.16

## Offender Management and Operations



The Department aligned appropriate Key Performance Indicators with organisational direction and objectives to Director, Area Manager and Operations Manager positions, helping to achieve a coherent organisational effort and improving efficiency.

A significant cost differential will always exist between managing offenders within the community as compared to custody. One of the main aims in creating COSPs is to provide an avenue for transitioning offenders for whom accommodation issues are a significant impediment from custodial supervision to community supervision. COSPs will also provide short-term emergency accommodation for offenders who are already in the community but due to accommodation issues would otherwise be returned to custody. These measures will achieve significant improvements in the efficiency and cost effectiveness of offender management.

In addition, the Department continued to centralise and rationalise operations involved in managing offenders via electronic monitoring and other types of specialised or targeted supervision. This included amalgamating the Offender Compliance and Monitoring Unit and the Special Visitation Group into the Community Compliance Group (CCG).

During the year, the Department commenced other initiatives aimed at better integrating custodial and community operations, including transferring psychologists to COS district offices. It also introduced an overhaul of the program delivery model to better co-ordinate program delivery between community and custodial settings.

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

#### Performance reporting

In 2007/08, the Department conducted 38 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 best practice.

Completed audits (33 proposed)		PCMC* (unscheduled)	Work in progress (carried over to next year)		Ongoing commitments	Completed for year	
Scheduled	Unscheduled	Completed	Scheduled	Unscheduled		Completed	Work in Progress
15	11	12	2	14	-	38	16
<b>Totals</b>	<b>26</b>	<b>12</b>	<b>16</b>		<b>17</b>	<b>54 completed and 17 ongoing</b>	

\* PCMC – Professional Conduct Management Committee

# 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

### State Emergency Unit

In September 2007, the Department established the State Emergency Unit (SEU) to take over the responsibilities of Task Force Contarg. The SEU has emergency response capabilities for all correctional centres State-wide. It incorporates the drug detector dog unit ('K9 Unit'), Regional Security Units, State Armoury and administration of all Immediate Action Teams.

During the year, the SEU was responsible for containing and resolving seven serious incidents. It worked to eliminate drug trafficking and contraband. In addition, the SEU liaised with correctional centre management to ensure emergency/evacuation plans were up to date. It also trained correctional officers in emergency situation management.

In 2007/08, the Department placed Immediate Action Teams, Regional State Emergency Units and 'K9 Unit' personnel throughout the State. These units worked together to evaluate local contingency plans, and conduct training scenarios to ensure the cohesion and effectiveness of correctional personnel, external agencies and emergency services. In addition, the Tactical Training Unit took responsibility for all weapons and officer survival training.

### Drug Detector Dog Unit

The Department operates a drug detector dog unit ('K9 Unit') to assist searches, security patrols and critical incident responses. Specialist dog teams are used with inmates who pose a special risk to national security ('AA inmates') and extremely high security escorts. These teams also assist NSW Police and the Department of Juvenile Justice.

In 2007/08, the 'K9 Unit' trained with NSW Police, NSW Fire Brigade, Federal Police, Federal Customs, Federal Quarantine, the RAAF and the Australian Army. It also completed a new administration and kennel facility at Windsor.

## 7.2

## Offender Management in Custody

## Rate of escapes from custody

In 2007/08, the Department continued its excellent record on escapes. There was one escape from secure custody and an escape rate of just 0.16 from open custody, substantially below the national average from the previous year of 0.60.

## Escape Rate (per 100 inmates)\*

Security	2003/04	2004/05	2005/06	2006/07	2006/07 National Average	2007/08
Open	0.21	0.58	0.37	0.17	0.60	0.16
Secure	0.00	0.06	0.07	0.00	0.03	0.02

\* National Correctional Indicators counting rules

## Number of Escapes\*

Security	2003/04	2004/05	2005/06	2006/07	2007/08
Open	8	24	13	6	6
Secure	0	3	4	0	1

\* National Correctional Indicators counting rules

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

## Corrections Intelligence Group

During the year, the Corrections Intelligence Group (CIG) was restructured to provide tactical support to correctional centre managers and to strategically assist Community Offender Services in managing Security Threat Group (STG) inmates upon release. To this end, it established the Community Offender Service Intelligence Unit and amalgamated the Tactical Intelligence Group into the CIG.

## Improving intelligence interchange

In January 2008, enhancements to the Offender Integrated Management System (OIMS) included an Incident Reporting Module that will improve intelligence gathering. Intelligence management was also strengthened by using the Corporate Information Management System as a central repository for intelligence reports. In 2008/09, these system improvements will be augmented by a Search Module and a Security Threat Group module to help identify and track known associates and identified members of particular groups/gangs.

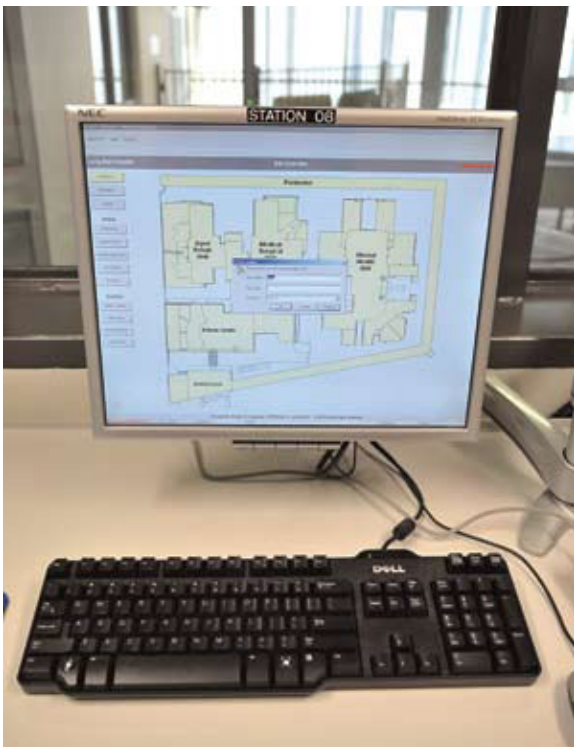
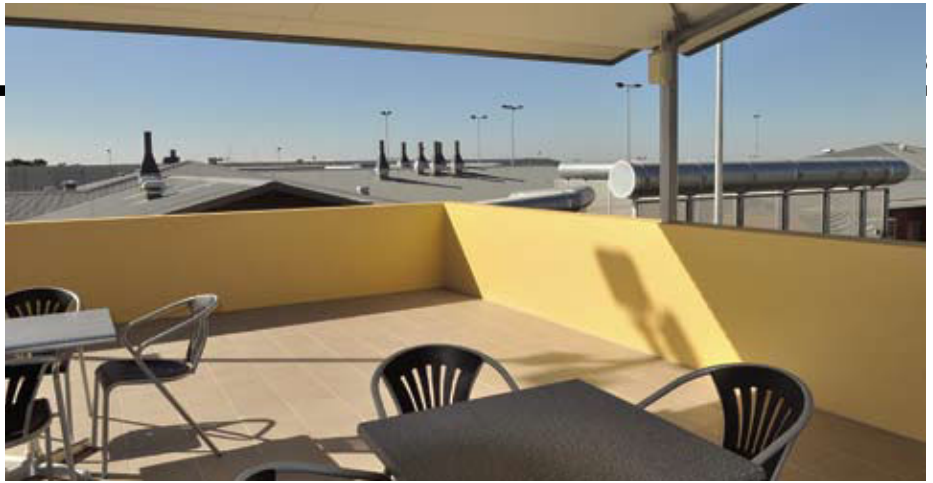
## Partnering with other agencies

During the year, CIG enhanced its relationships with external agencies, in particular the Joint Counter Terrorism Team, Middle Eastern Organised Crime Squad, Gang Squad, Attorney General's Department and NSW Crime Commission. These partnerships have been strengthened through sharing information and resources. As part of this process, CIG presented on 'Radicalisation within Corrections' to national and international agencies. This included a presentation to an international delegation in Saudi Arabia.



# 7.3

## Offender Management in Custody



### Tactical Intelligence Group

In 2007/08, the Tactical Intelligence Group collected and analysed information relating to known or suspected Security Threat Groups (STGs). During the year, it conducted 181 interviews, identifying 17 inmates as participating in STG activities. Of these, three were placed on the STG program, 11 received official warnings and three received letters of caution.

### Violent Protection-Status Offender Intervention Program

ClG works with the Protective Custody State Co-ordinator to monitor inmates who bully, harass, stand over and assault protective custody inmates. At year end, three inmates were participating in this program.

### 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 associated links to employees and offenders. It also disseminates intelligence to investigators and external organisations such as the Independent Commission Against Corruption (ICAC).

In 2007/08, Task Force Sky further developed its capacity to investigate these matters, with staffing increased to 11. During the year, it received 158 referrals requiring investigation, 137 of which were completed. All matters were reported to ICAC every month.

The Task Force delivered an anti-corruption presentation to every class of new recruits.

### Rate of assaults

During the year, the Department kept its assault rates low, with no incidents involving a serious assault on an officer and a decrease in serious inmate-on-inmate assaults. This rate is below the national average for the previous year.

#### Prisoner on Officer Assaults

Category	2003/04	2004/05	2005/06	2006/07	2006/07 National Average*	2007/08
Serious	0.00	0.00	0.00	0.01	0.02	<b>0.00</b>
Assaults	1.16	1.13	0.69	0.71	0.60	<b>0.92</b>

#### Prisoner on Prisoner Assaults

Category	2003/04	2004/05	2005/06	2006/07	2006/07 National Average*	2007/08
Serious	0.76	0.75	0.36	0.49	0.59	<b>0.31</b>
Assaults	13.74	11.87	14.97	13.26	8.47	<b>13.07</b>

\* National average as reported in the Report on Government Services 2008 (ROGS). It should be noted that the ROGS does not consider rates of assaults to be comparable across jurisdictions. This figure is provided for indicative purposes only.

# 7.4

## Offender Management in Custody

**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**

### Identifying and responding to the needs of offenders with disabilities

Following reception screening, and at any stage of their sentence, offenders can be referred to State-wide Disability Services (SDS) for disability assessment. Referrals are accepted from within the Department or from an offender's family, solicitors or disability support providers.

In 2007/08, SDS received 679 new referrals for offenders with cognitive, sensory and physical disabilities. This led to 279 cognitive assessments, with 184 offenders confirmed as having an intellectual or other cognitive disability and a total of 333 offenders assessed as having a disability.

For those offenders with a confirmed disability, SDS had input into case management about placement and general management in custody, program participation and modification, referral and pre-release planning.

Most offenders with disabilities were accommodated in correctional centres across the State. A number of the most vulnerable offenders were placed in Additional Support Units.

During the year, an increasing number of older offenders were referred to SDS for assessment of age-related disabilities and input into case management. SDS worked closely with Justice Health on matters relating to this offender group.

By year end, 60 offenders with an intellectual disability were accepted into the Criminal Justice Program of the Department of Ageing, Disability and Homecare. This program offers long-term accommodation and case management for offenders with an intellectual disability who are exiting custody.

In 2007/08, the Criminal Justice Support Network, a program of the Intellectual Disability Rights Service, continued to support offenders with intellectual and other cognitive disabilities during police interviews and throughout the court process.

### Deaths in custody - rate of apparent unnatural deaths in custody

In 2007/08, the number of deaths by apparent unnatural causes was at the lowest level over the past five years. There were four deaths

### In partnership and collaboration - intellectually disabled inmates succeed

It started out in 2006 as a trial program to employ minimum security classified (C2) intellectually disabled inmates for three days per week in the Corrective Services Industries (CSI) Services Demountable Business Unit at Goulburn Correctional Centre. This has proven so successful that CSI approved in June 2008, the appointment of an additional full-time overseer and extended the program to six days per week.

The CSI Services Demountable Business Unit is contracted to the Department of Education and Training to manage, store and carry out demountable school building maintenance.

A separate, specially prepared work area within the business unit was set up for 10 intellectually disabled inmates. This brought the inmate profile in the business unit to 65.

From the beginning, the intellectually disabled inmates received training in OHS procedures and received the relevant TAFE certificates. They were also taught basic skills in building maintenance and refurbishment of demountable school building components including refurbishing louvres, steps, light fittings, recycling building parts and assembling building despatch kits.

Over the months, these inmates, under supervision, proved competent in basic painting skills and the use of simple power tools. TAFE now also conducts an accredited asset management course 6 hours per week.

In this financial year, the complete demountable store area has been allocated to the inmates with an intellectual disability and the program has been extended to employ C1 (minimum security) classified inmates as well.

# 7.5

## Offender Management in Custody



in custody by apparent unnatural causes in 2007/08. The overall rate of deaths by apparent unnatural causes was equivalent to the national average for the previous year.

### Deaths by apparent unnatural causes (number)

	2003/04	2004/05	2005/06	2006/07	2007/08
Indigenous	0	3	0	2	0
Non-Indigenous	9	5	5	3	4
<b>Total</b>	<b>9</b>	<b>8</b>	<b>5</b>	<b>5</b>	<b>4</b>

### Death by apparent unnatural causes (rate per 100 inmates)

	2003/04	2004/05	2005/06	2006/07	2006/07 National Average	2007/08
Indigenous	0.00	0.17	0.00	0.10	0.05	<b>0.00</b>
Non-Indigenous	0.14	0.07	0.07	0.04	0.04	<b>0.05</b>
<b>Total</b>	<b>0.10</b>	<b>0.09</b>	<b>0.05</b>	<b>0.05</b>	<b>0.04</b>	<b>0.04</b>

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

### Average out-of-cell hours

#### Time Out of Cells (hours per day)

Security	2003/04	2004/05	2005/06	2006/07	2006/07 National Average	2007/08
Open	12.00	11.10	11.86	12.64	13.50	<b>11.86</b>
Secure	7.65	8.66	7.56	7.58	9.50	<b>7.15</b>
<b>Average</b>	<b>9.68</b>	<b>9.81</b>	<b>9.24</b>	<b>9.51</b>	<b>10.70</b>	<b>8.89</b>

### Sex offenders

During the year, the Department substantially increased interventions for sex offenders, with two new programs, considerably more referrals to existing programs and a decrease in the number of offenders declining treatment. For example, in 2007/08 only 32 offenders declined treatment through the central Custody Based Intensive Treatment (CUBIT) and CUBIT Outreach (CORE) referral process, a 28 percent improvement over the previous year.

The two new programs were CORE-LOW (a 3-4 month program for low-risk, low-needs sexual offenders) and the Goulburn sexual offender program for high-risk sexual offenders with adult victims.

# 7.6

## Offender Management in Custody

### The Department wins Gold

The Department won a Gold Award in the 2007 NSW Premier's Public Sector Awards for the Sex Offender Programs. It's an award well deserved for professional excellence.

A review of the Department's Sex Offender Programs by the State-wide Clinical Co-ordinator had led to a number of significant changes to how the programs were implemented during the last 18 months. They included expanding the sex offender programs in line with best international practice and a systematic identification of high-risk sex offenders.

These efforts have paid off this year. The Sex Offender Programs measured their effectiveness at reducing re-offending and found that the Custody Based Intensive Treatment (CUBIT) and CUBIT Outreach (CORE) programs are now reducing predicted recidivism rates by up to 75 percent.

As the Public Sector Awards this year were aligned with the State Plan's priorities, for this category of offenders alone, the Department has contributed effectively to the State Plan target of reduced re-offending.

To put it into a context: in August 2007, there were 1,076 sentenced sex offenders in NSW correctional centres. Of these, approximately 39 percent were assessed at medium to high risk of re-offending.

High-risk level sex offenders have a 39 percent likelihood of sexual re-offending within five years and a 52 percent likelihood of sexual re-offending within 10 years. Their prognosis for general re-offending is 44 percent within five years, or 59 percent over ten years. In comparison, medium high risk sex offenders have a 26 percent chance of sexual re-offending over five years and a 36 percent chance of sexual re-offending over ten years. Their chance of general re-offending is 36 percent over the next five years and 52 percent over the next 15 years.

To evaluate the effectiveness of the CUBIT/CORE program in reducing sexual re-offending, a "risk band analysis" was used. In this process, actual recidivism rates of offenders who had received CUBIT/CORE treatment were compared with rates predicted by a standardised sexual offending risk assessment instrument.

The sample consisted of 104 offenders treated between November 1999 and September 2005; they had been released and lived in the community between six months and six years (average of 3.36 years).

The expected sexual offence recidivism rate for these 104 sex offenders was 26 percent, whereas the evaluation found treated offenders sexually recidivated at a much lower rate of six percent. The expected recidivism rate for any violent (including sexual) offences was 36 percent; the treated offenders recidivated with any violent offence at 10 percent.

During the year, 58 offenders were involved in custodial maintenance at the Metropolitan Special Programs Centre (MSPC), a 26 percent increase. Of these, 25 completed maintenance and one was discharged for misconduct. In addition, the Department implemented a new maintenance program at Goulburn Correctional Centre for a limited number of sex offenders discharged from the CUBIT program.

### Cost per inmate per day

In 2007/08, the average recurrent expenditure per inmate per day was \$210.48, an increase of five percent from the previous year and above the national average of \$187.10 for the previous year. This is partly a data comparability issue, and partly due to specific factors in NSW such as land values.

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

- introducing new correctional centre management plans with a structured day
- reducing staff overtime costs
- utilising modern correctional centre technology
- centralised rostering
- introducing a new sick leave and related absences policy
- utilising resources more efficiently
- introducing casual correctional officers.

In addition, bed utilisation improvements were made at Glen Innes, Bathurst, St Heliers, Kirkconnell and Wellington Correctional Centres and at the Metropolitan Special Programs Centre (MSPC), with more planned at the Mid North Coast Correctional Centre.

Despite these efforts, 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.

# 7.7



## Offender Management in Custody



### Cost per inmate per day

Security	2003/04	2004/05	2005/06	2006/07	2006/07 National Average	2007/08
Open	\$177.90	\$176.70	\$191.80	\$186.59	\$178.40	<b>\$187.71</b>
Secure	\$215.80	\$205.10	\$203.50	\$201.70	\$191.10	<b>\$225.27</b>
Average	\$197.80	\$191.50	\$198.80	\$195.76	\$187.10	<b>\$210.48</b>

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

### Encouraging healthy lifestyles

In 2007/08, the Department continued to provide offenders with access to information, programs, services and resources that promote the benefits of healthy lifestyle choices and reduce the harm caused by drug use.

### Programs promoting the benefits of healthy lifestyle choices to offenders

In 2007/08, these programs included: Anger Management; Controlling Anger and Learning to Manage it (CALM); Life Management; Managing Emotions; Grief Management; Alternatives to Violence; and Enough is Enough. Another emphasis in program provision relating to promoting healthy lifestyle choices was on dealing with addictions, for example Relapse Prevention, POISE (an intensive program for women encouraging abstinence and lifestyle change), Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) meetings. Parenting programs were also included – Mothering at a Distance and Hey Dad. Health promotion days targeted heart disease and diabetes.

### Preventing the spread of disease

During the year, the Department offered inmates a Health Survival Program to reduce the risk of blood-borne viruses and other infectious diseases. In addition, Justice Health conducted education sessions on how to avoid preventable diseases, with a focus on Hepatitis B and C. Free availability of condoms and disinfectant also helped reduce the risk of blood-borne viruses and other infectious diseases.

In 2007/08, the Department replaced its old bleach detergent mix with a safer and more effective disinfectant called FINCOL. FINCOL was proven effective against HIV, Hepatitis B and a surrogate virus for Hepatitis C by the US Centers for Disease Control and Prevention.

### Targeting drug use

To combat the introduction of drugs to correctional centres, the Department during the year continued its extensive intelligence gathering, including monitoring inmates' phone calls and mail, and pro-actively gathering inmate information from all levels of staff.

## 7.8

## Offender Management in Custody



Drug detection measures in 2007/08 included regular searches of buildings, perimeters, cells and inmates, and regular random and targeted urinalysis.

## Results of Urinalysis

Category	2003/04	2004/05	2005/06	2006/07	2007/08
No. of random drug tests	4,761	4,921	4,669	4,8829	<b>4,949</b>
% of tests with positive results	14.2	15.8	15.5	14.4	<b>12.1</b>
Performance Indicator*	8.09	8.70	7.94	7.62	<b>6.22</b>

\* Performance Indicator is number of random drug tests with positive results per 100 inmates per year.

In addition, all staff and visitors were searched before entering correctional centres and complexes, with staff required to carry see-through plastic bags. Staff also thoroughly searched inmates entering and leaving visiting areas.

## Overdose prevention

During the year, the Department commenced negotiations with the Australian Red Cross to increase offender access to the Save-a-Mate drug overdose prevention program. In 2008/09, selected correctional centre staff will be trained and accredited by the Australian Red Cross to deliver the program in custody.

**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**

## Supporting the community

In 2007/08, correctional centres collaborated with community organisations to carry out work in their local areas. These projects allow offenders to make some restitution to society while gaining practical work skills and a sense of pride in their achievements. During the year, offenders contributed to the community by:

- maintaining church grounds and cemeteries
- participating in community hall clean-ups
- mowing and tree planting
- maintaining schools
- maintaining parks and public amenities.

Some of the work is ongoing, based on long-term relationships. For example, at Emu Plains Correctional Centre, the Mobile Outreach Program continued to assist Riding For Disabled (NSW), the Boy Scouts Association and the Girl Guides Association.

In other cases, correctional centres respond to local and global needs as they arise. For example, in 2007/08, 60 periodic detainees within the Inner Metropolitan Region packed supplies for Qantas to take to the earthquake disaster regions in China and Burma.

## Offender Management in Custody

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

### Facilitating visits with families and friends

The Department's policy and procedures to support visits by family and friends are informed by advice from the Offender and Families Integration Committee. This Committee includes representatives from non-government organisations that support offenders' families.

In 2007/08, the Department operated a Family Day program, with designated correctional centres organising time for parents to spend extended time with their children. This program is case-managed jointly by the correctional centre and an appropriate local child and family service agency.

During the year, many NSW correctional centres improved and expanded their visits areas to provide a better experience for visiting families and friends. They also worked closely with SHINE for Kids to encourage children to visit their parents.

**Berrima Correctional Centre** – added an access ramp, a new OHS approved handrail for the stairs, a new vinyl floor covering and upgraded toilet amenities.

**Bolwara Transitional Centre** – initiated games, activity packs and videos for children. Staff also worked closely with SHINE for Kids to assist in transporting children disadvantaged by distance from the Centre.

**Mannus Correctional Complex** – purchased DVDs and toys; also facilitated special visits with Aboriginal Health, legal and other agencies to assist inmates with post-release concerns.

**Goulburn Correctional Centre** – provided financial assistance to eligible visitors who travel long distances and offered visitors an information pack about local services.

**Oberon Correctional Centre** – added more seating and a shelter to its visits area; also established a 'booked visits' program ensuring inmates can have contact visits with their families and friends.

**John Morony Correctional Complex** – worked with SHINE for Kids to organise a weekly toddlers' group and a Child/Parent Activity Day on the last Friday of each school term.



**Kirkconnell Correctional Centre** – began installing shade sails outside the visits area, using inmate labour, in response to a request from the Inmate Development Committee.

**Ivanhoe (Warakirri) Centre** – added garden beds and improved seating; also offered accommodation for an inmate's family once a month for weekend visits.

**St Heliers Correctional Centre** – established a SHINE for Kids program whereby inmates are escorted to Cessnock to visit with their children during school holidays.

**Mid North Coast Correctional Centre** – began converting a house on its grounds into a SHINE for Kids facility, with a full SHINE for Kids program expected to be operational by the end of 2008. During the year, the centre increased its focus on family-oriented programs, with plans to offer Hey Dad, and other parenting courses.

**Glen Innes Correctional Centre** – laid carpets and fitted three electric BBQs.

**Wellington Correctional Centre** – opened a SHINE for Kids cottage on 23 April 2008. Constructed by the Centre's Mobile Outreach Program crew, the cottage was supported by local Wellington tradesmen, with funding of over \$50,000 from the Department and \$10,000 in kind from Richard Crookes Constructions. Wellington Council also contributed road building plant and expertise to the equivalent of \$40,000. Moreover, in conjunction with Wellington Radio Cabs and the Ministry of Transport, the Centre introduced a scheme to help eligible families by subsidising part of their taxi fare.

### Number of visits from family/friends

	2003/04	2004/05	2005/06	2006/07	2007/08
Visits	209,797	218,878	213,119	212,533	<b>202,209</b>
Rate per 100 prisoner	25.07	24.52	23.41	22.45	<b>20.98</b>

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

To ensure the safety of child visitors, the Child Protection Co-ordination and Support Unit (CPCSU) during the year assessed the risk posed by offenders identified by correctional centres as having a child victim or posing other risks to children. The CPCSU also provided ongoing advice and training to support the community-based management of offenders with child protection risk factors. This included delivering 70 training sessions for participants in the integrated induction training, sex offender management training and specialised child

## Offender Management in Custody

protection training. Thirteen sessions were delivered to staff of the Department of Community Services.

### Enhancing re-integration

In 2007/08, the Department offered inmates programs, services and courses to assist their transition back into the community and to help them find work.

In addition to the programs provided through the Department's Adult Education and Vocational Training Institute, correctional centres offered programs for release preparation such as Wise Employment, Works Release, Inside Out, Life Management, MAAD – Mothering at a Distance and the NEXUS Pre-Release Program. A 'Koori Careers Expo' provided Aboriginal inmates with post-release contacts for employment. Workplace skills programs included Traffic Control (one day course), Animal Handling courses, barista courses and Responsible Service of Alcohol course. Other courses dealt with financial record keeping, work place hygiene, small business management information technology and occupational health and safety. Selected and assessed inmates were also offered distance education courses and TAFE vocational courses in small motor maintenance, First Aid, restaurant operations and horticulture.

Another major focus was again on literacy and numeracy classes.

Many correctional centres partnered with outside agencies and groups, which assist re-integration into the community. These partnerships include:

- Prisoners' Legal Services
- Aboriginal Legal Services
- State Debt Recovery Office
- Child Support Agency
- Department of Community Services
- Department of Ageing, Disability and Home Care
- Centrelink
- Creditline
- Lifeline
- Family Law Court
- Medicare
- Department of Housing
- Prisoners' Aid
- Chaplaincy

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

### Court Escort Security Unit

In May 2008, the Department introduced a panel of multiple contractors to quote on each project concerning vehicle refurbishment. This has improved pricing and work quality, while giving the Department access to back-up contractors.

During the year, the metropolitan escort trucks were modified to accommodate inmate property. This has reduced the number of inmate complaints concerning lost property. The Department also began creating refurbishment specifications that will increase the number of cells and ensure property accompanies each inmate on transport. The cost of these planned modifications is estimated at half the cost of a new vehicle.

### Transporting high-risk inmates

During the year, the Department maintained armoured vehicles and high security vehicles to transport inmates who pose a special risk to national security ('AA inmates') and extreme high security inmates.

### Providing court security services

The Department assumed responsibility for custody management for the entire Parramatta Justice Precinct when it officially opened in early 2008.

### 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 2007/08, the annual escort costs avoided through using video conferencing were estimated at \$8.28 million, an increase of 55 percent on the 2006/07 figures.

New video conferencing facilities fitted during the year included two suites at the Surry Hills Cell Complex and three at the Penrith Court Cell Complex. This has helped the Department comply with the Justice Chief Executive Officers' directive that all weekend adult bail applications are heard via audiovisual link.



## 7.11

## Offender Management in Custody

## Number of court appearances by video conferencing

2003/04	2004/05	2005/06	2006/07	2007/08
13,471	12,465	14,945	17,878	<b>27,700*</b>

\* The data which represents the numbers for video conferences for this financial year is captured on a post-conference basis, as against a pre-conference basis in previous years. Facilitation numbers may be higher.

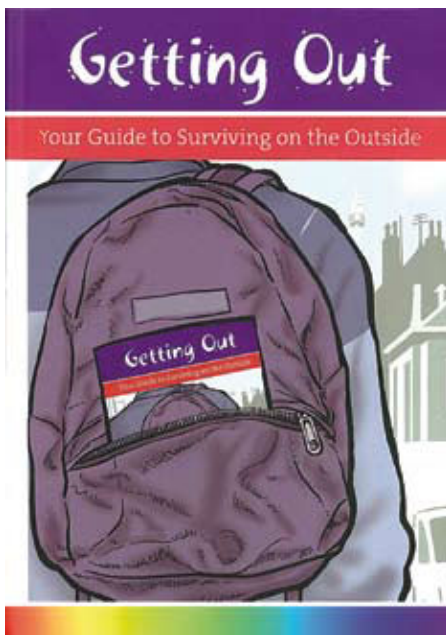
Number of inmate movements<sup>1</sup>

Category	2003/04	2004/05	2005/06	2006/07	2007/08
Prison to prison	39,217	42,305	42,655	40,105	<b>39,945</b>
Prison to hospital	264	397	365	393	<b>336</b>
Prison to court	102,570	85,227	90,945	101,746	<b>98,366</b>
Prison to other	6,831	4,180	4,891	4,936	<b>4,961</b>
<b>Total</b>	<b>148,882</b>	<b>132,109</b>	<b>138,856</b>	<b>147,180</b>	<b>143,608</b>

<sup>1</sup> Includes only those movements conducted by the Court Escort Security Unit



# 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.

## Assessing risk

Of all offenders with a new supervision order registered in 2007/08, 84 percent had a Level of Service Inventory-Revised (LSI-R) completed within the year.

## Sex offender risk assessments

During the year, the Department's psychologists conducted 111 risk management assessments for Community Offender Services (COS) and wrote 126 pre-sentence reports for the Courts, a 90 percent increase on the previous year. Psychologists also completed 14 risk assessments under the *Crimes (Serious Sex Offender) Act 2006*, including affidavits for each of the matters.

## Increased monitoring and surveillance in the community

In 2007/08, the Department increased monitoring and surveillance of high-risk offenders, violent offenders and sex offenders in the community. This included establishing two Community Compliance Groups, one in Blacktown and another in Campbelltown. These groups work closely with police at the local level. Nine more groups are due to start operations over the next six months.

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

	2003/04	2004/05	2005/06	2006/07	2007/08
Restricted movement	200	192	211	213	152
Reparation	4,404	4,769	4,754	4,386	4,015
Supervision	13,676	14,259	14,663	14,265	15,079
<b>Total number of offenders<sup>1</sup></b>	<b>16,840</b>	<b>17,676</b>	<b>18,047</b>	<b>17,970</b>	<b>17,988</b>

<sup>1</sup> Total number of offenders is a unique count of offenders. As one offender may be subject to a number of orders across categories, this figure is not equal to the sum of each category.

## 8.2



### Home Detention

	2003/04	2004/05	2005/06	2006/07	2007/08
Monthly average supervised	199	190	208	213	<b>152</b>
Percent change		-4.3%	+9.3%	+2.2%	<b>-28.6%</b>
Annual caseload intake	425	449	443	446	<b>290</b>
<b>Percent change</b>		+5.6%	-1.3%	+0.7%	<b>-35.0%</b>

### Community Service Orders

	2003/04	2004/05	2005/06	2006/07	2007/08
Monthly average supervised	4,429	4,674	4,759	4,318	<b>4,051</b>
Percent change		+5.5%	+1.8%	-9.3%	<b>-6.2%</b>
Annual caseload intake	5,354	5,930	5,783	5,568	<b>5,307</b>
<b>Percent change</b>		+10.8%	-2.5%	-3.7%	<b>-4.7%</b>

### Parole Orders

	2003/04	2004/05	2005/06	2006/07	2007/08
Monthly average supervised	3,515	3,787	3,967	3,983	<b>4,143</b>
Percent change		+7.7%	+4.7%	+0.4%	<b>+4.0%</b>
Annual caseload intake	3,844	4,588	5,115	5,184	<b>5,524</b>
<b>Percent change</b>		+19.4%	+11.5%	+1.3%	<b>+6.6%</b>

### Probation Orders

	2003/04	2004/05	2005/06	2006/07	2007/08
Number supervised	9,891	10,051	10,278	10,560	<b>11,235</b>
Percent change		+1.6%	+2.3%	+2.7%	<b>+6.4%</b>
Caseload intake	14,635	14,628	14,606	14,690	<b>15,325</b>
<b>Percent change</b>		0.0%	-0.2%	+0.6%	<b>+4.3%</b>

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

In 2007/08, the NSW completion rates of community-based orders continued to be well above the national average.

During the year, the Department strengthened the Community Service Order (CSO) operations and enhanced random and targeted auditing. This was further aided by an increased focus on offender monitoring, including on-site breath testing.

# 8.3

## Offender Management in the Community



The initiatives in this area reported on in the last annual report have also been continued and expanded, with the amalgamation of the Offender Compliance and Monitoring Unit and the Special Visitation Group into the Community Compliance Group (CCG).

### Successful completion of community-based orders

	2003/04	2004/05	2005/06	2006/07	2006/07 National Average	2007/08
Restricted movement	75.46	78.28	83.39	82.82	76.4	<b>87.81</b>
Reparation*	76.71	79.31	78.06	80.13	66.3	<b>80.49</b>
Supervision	84.72	80.06	82.22	81.34	71.4	<b>79.23</b>
<b>Total rate of completion</b>	<b>80.44</b>	<b>81.26</b>	<b>80.54</b>	<b>80.98</b>	<b>69.9</b>	<b>79.67</b>

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

### Community Offender Service Program centres

During the year, the Department introduced Community Offender Services Program centres (COSPs) to reduce recidivism within the community and give offenders a better chance of re-integration into the community. In 2007/08, the first three centres were completed: Nunyara at Long Bay Correctional Complex, Boronia at Emu Plains Correctional Centre and Bundaleer at John Morony Correctional Complex. The COSPs will be open to offenders in early 2008/09, offering residents opportunities to find employment and accommodation, while participating in programs and services to address their re-offending behaviour.

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

In 2007/08, COS provided the following advice to the courts and releasing authorities.

**Pre-sentence reports** – advise the courts on the suitability of the offender for a variety of custodial and/or community-based sentencing options together with a corroborated summary of the background of the offender, current attitudes and circumstances, risk the offender poses to the community and major issues surrounding the offence. During the year, the Department prepared over 26,600 pre-sentence reports on the suitability of offenders for a variety of custodial and/or community-based sentencing options.

**Post-sentence assessments** – advise the courts on the suitability of an offender for entry into programs such as Intensive Supervision (Home Detention and Drug Court). The Department provided more than 900 of these assessments in 2007/08.

**Pre-release reports** – offer the NSW State Parole Authority (SPA) an assessment of an offender's risk of re-offending and the programs and services available to reduce that risk. The report includes details of the offender's behaviour and program attendance while in custody, together with a post-release plan outlining the offender's ability to adjust to life in the community. During the year, the SPA sought almost 3,300 pre-release reports.

# 8.4

## Offender Management in the Community



### Pre-sentence reports

	2003/04	2004/05	2005/06	2006/07	2007/08
Number of reports	26,135	27,605	27,198	27,280	<b>26,668</b>
<b>Percent change</b>		+5.6%	-1.5%	+0.3%	<b>-2.2%</b>

### Post-sentence assessments

	2003/04	2004/05	2005/06	2006/07	2007/08
Number of reports (Home Detention)	637	692	696	813	<b>833</b>
Number of reports (Drug Court)	n.a.	26	52	79	<b>94</b>
<b>Percent change</b>		+12.7%	+4.2%	+19.3%	<b>+3.9%</b>

### Pre-release reports

	2003/04	2004/05	2005/06	2006/07	2007/08
Number of reports	3,257	3,913	3,677	3,352	<b>3,283</b>
<b>Percent change</b>		+20.1%	-6.0%	-8.8%	<b>-2.1%</b>

### Community work availability

Availability of community work is one of the essential requirements necessary before a court can impose a Community Service Order (CSO). During the year, responsibility for ensuring adequate work is available was included as a Key Performance Indicator for the new COS Director and Area Manager positions.

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

#### Diversionary programs

The changes to Home Detention supervision in establishing a centralised monitoring capacity is an important first step in widening geographic availability of this sentencing option. The Department's previous model was dependent on having a certain density of offenders within an area, an attribute unlikely to be satisfied in many regional areas.

In 2007/08, the most significant diversionary program initiative for offenders in regional and remote locations was the Balund-a facility at Tabulam. This allows a court to defer sentencing offenders for up to 12 months from the date of conviction while they participate in the Balund-a program.

Developed in consultation with the NSW Chief Magistrate's Office as well as local magistrates, the facility will receive its first residents in the second half of 2008 from the Lismore Local Court circuit. In the following months, this will be extended to other courts in the Bundjalung Nation,

# 8.5

## Offender Management in the Community

which takes in Grafton, and later in the year Kempsey, Tenterfield and Armidale.

**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 two Aboriginal Client Service Officers (ACSOs) to advise and support probation and parole officers in case-managing Aboriginal offenders. These positions were funded by the Drug Summit. The ACSOs liaise with the courts, rehabilitation services in the area, probation and parole officers and local Aboriginal communities to ensure Aboriginal offenders with drug issues are provided with appropriate support and access to services in the community.

### Addressing sexual assault in Aboriginal communities

In 2007/08, the Department collaborated with NSW Health, the Department of Community Services, the Department of Aboriginal Affairs and the Department of Education and Training to develop an educational package in response to Recommendation 81 of the NSW Interagency Plan Addressing Child Sexual Assault in Aboriginal Communities.

### 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. In 2007/08, they included:

#### Two Ways Together initiative

*Two Ways Together* is the NSW Aboriginal Affairs Policy for 2003–2012, which responds to the findings of the Productivity Commission's *Overcoming Indigenous Disadvantage – Key Indicators 2003* Report.

As part of this, the Department received a total of \$3.8 million for the period from July 2004 to June 2008 under the *Collaborative Approaches to Indigenous Family Violence and Child Abuse, and Reducing Incarceration* initiative. During the year, this funding was extended until 2012 and will continue to be administered across three locations:

#### Rekindling the Spirit (Lismore and Tabulam)

Rekindling the Spirit targets Aboriginal communities with a focus on family violence, drug and alcohol abuse, and child abuse. In 2007/08, 62 male and 18 female offenders joined the program. The Department also forged community partnerships to extend the program to Tabulam.

#### Yindyama La Family Violence Project (Dubbo)

This project focuses on developing an interagency 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 41 supervised Aboriginal male offenders to the program.

#### Walking Together Project (Newtown/Redfern)

During the year, the Department revised the Walking Together program to more specifically target family violence, and continued to develop a parallel program for Aboriginal female offenders.

The program was originally developed to address the problems of loss and lack of cultural identity that affect many urban Aboriginal offenders. The Walking Together program for women will emphasise protecting children and the need to speak out against violence.

The Walking Together programs will become part of a personalised case management strategy. This will allow the offending needs of Aboriginal offenders to be directly targeted at a level of intensity commensurate with the level of risk of re-offending.

While both Walking Together programs are to be based on empirical evidence of the 'what works' principles, the programs are being re-developed in consultation with the local Aboriginal community. They will thus incorporate a culturally appropriate framework of knowledge and Aboriginal social values. The local Aboriginal community will be involved in both developing and delivering the programs.

During the year, 38 men and 23 women were referred to the programs.

**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 important in supporting offenders in leading crime-free lives. The Department requires COS staff to take into account family relationships and responsibilities when providing pre-sentence advice to courts.

## 8.6



## Offender Management in the Community

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

### Community sex offender treatment programs

In 2007/08, Forensic Psychology Services (FPS) received 333 referrals, an increase of 26 percent. During the year, an additional 23 sex offenders started treatment at FPS. By June 2008, 17 had completed treatment and 35 sex offenders were referred to community-based maintenance programs. A further 42 sex offenders commenced community-based maintenance programs, with 20 completing and 48 still attending maintenance. In remote areas, maintenance was conducted individually.

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

### Centrelink

During the year, the Department continued its longstanding partnership with Centrelink, which is fundamental to ensuring community support for and re-integration of offenders. The Program Protocol Agreement, first signed in November 2004, is due for renewal in 2009.

### Mental Health Screening Unit

In 2007/08, the Department operated the Mental Health Screening Unit at the Silverwater Women's Correctional Centre and the Metropolitan Remand and Reception Centre with Justice Health through a joint management plan. These units stabilise newly received inmates and, where possible, divert the mentally ill to a non-custodial setting. An area of growth in the coming year will be a structured referral framework for mentally ill inmates, which will match their mental health/criminal risk factors with mental health agencies.

### Housing NSW

During the year, the Department continued to participate in the NSW Housing and Human Services Accord, with representation on the Senior Officers' Group and on the Housing Accord Assessment Advisory Committee.

### Housing NSW Liaison Committee

The Department was part of the Housing NSW Liaison Committee, helping to drive the State Plan's Sustainable Accommodation and Support Strategy. During the year, this committee identified tasks to achieve the goals of both agencies, addressed barriers to efficient or

### Giving back to the community

As the name of the order says, offenders who are sentenced to a Community Service Order (CSO) must give service to the community. It is a form of retribution for the offence they have committed and restitution to the community. And in many cases, the benefit of such a service is very tangible.

For example, the Salvation Army Street Level in Surry Hills has a second-hand clothing and furniture store at the front of the building and a café at the rear.

The Community Offender Services City District Office has a longstanding collaborative relationship with the 'Salvos'. This year again, per day, up to seven offenders on CSOs, have worked in the kitchen and assisted the catering staff with food preparation, dish washing, cleaning of tables and floors.

At least two CSO workers were allocated per day from Monday to Saturday to the furniture store. They unloaded the donated furniture and clothing off the trucks as they arrived. They cleaned, sorted and prepared goods for sale.

The café provides free meals, welfare, housing and employment internet services for the homeless and unemployed. As part of their service to the community, these CSO offenders did the hands-on work which in turn freed up the 'Salvos' to do their important part.

effective service and put in place common operational structures to reduce complexity and enhance compliance.

To enhance State-wide representational validity, the Committee's terms of reference were altered so all regional and local housing/accommodation committees can report their activities and receive support. This committee has been able to translate local or regional issues into State-wide structures. These procedural structures can then deal more effectively with the housing needs of those entering custody, those preparing for release and those under community-based supervision.

# 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.

As the lead agency for achieving one of the targets set by the State Plan, in 2007/08 the Department continued its concerted effort to liaise and co-operate with other justice and human resources agencies. A temporary position of Manager State Plan Implementation was established so all the strategies to reduce re-offending agreed upon by the different agencies can be put into practice in a co-ordinated fashion, with regular performance reports.

During the year, the tool for establishing a predicted rate of re-offending was finalised. This was a joint project between the Department and the Bureau of Crime Statistics and Research (BOCSAR). Co-operation with BOCSAR will be ongoing. The predicted rate of re-offending model (GRAM—group risk assessment model) will allow meaningful reporting against the State Plan's target of reducing re-offending by 10 percent over 10 years, as this reduction is to be measured by the rate of offenders being re-convicted by a court within two years of a previous conviction.

The professional knowledge and experience of departmental staff is crucial to delivering effective and efficient correctional services. A corporate Human Resources Strategic Plan was finalised this year to make sure that the goals of workplace reforms can be achieved.

In 2007/08, the Environmental Management Plan was completed requiring internal reporting against sustainability outcomes. Also published was a Corporate Communications Plan. Both plans are available on the Department's website.



## 9.2

Organisational Capability,  
Governance and Staff Support
**Achieve the aims of workplace reforms to better align performance and cost efficiency with national best practice**

During the year, the Department continued to integrate community and custodial services in response to the State Plan initiative of reducing re-offending. Integration is a cornerstone of the workplace reform agenda that continues to significantly make service delivery more effective and efficient, particularly by supporting the Throughcare Strategy to reduce re-offending behaviour. This is also in concert with the national key performance indicators for reducing recidivism. In 2007/08, a new Throughcare corporate document was finalised which is available on the Department's website.

The establishment of several Community Offender Support Program centres (COSPs) is another example of significant workplace reform being realised across the Department.

In 2007/08, The Way Forward model of correctional centre management continued to be an outstanding success at Mid North Coast and Dillwynia Correctional Centres. Wellington Correctional Centre was commissioned during the reporting year as the next Way Forward operation and is already providing significant reform results.

**Cost of custody services per inmate per day**

In 2007/08, the cost of custody services continued to climb, above the national average for the previous year. With the continuing increase in the general inmate population in NSW, it is expected that keeping the recurrent cost per offender per day under control will continue to require rigorous effort..

2003/04	2004/05	2005/06	2006/07	2006/07 National Average	2007/08
\$197.80	\$191.50	\$198.80	\$195.76	\$187.10	<b>\$210.48</b>

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

During the year, the cost of community-based correctional services increased by six percent. However, it remained lower than the national average of \$12.50 per day of the previous year.

2003/04	2004/05	2005/06	2006/07	2006/07 National Average	2007/08
\$11.00	\$11.90	\$10.90	\$11.65	\$12.50	<b>\$12.40</b>

## 9.3

## Organisational Capability, Governance and Staff Support



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

### Recruiting and Human Resources Efficiencies

During the year, the Department introduced ongoing 'rolling' recruitment for probation and parole (PPO) officers, which means that applications will be able to be submitted irrespective of whether PPO positions have been advertised.

The Department continued to increase the representation of Aboriginal people and Torres Strait Islanders in the workforce beyond the benchmark of two percent of total staff.

The increase in the number of Aboriginal people and Torres Strait Islanders employed in the Department has occurred in some positions identified for Aboriginal and Torres Strait Islander occupancy, such as the regional Aboriginal Client Services Officer, but principally in non-identified positions such as Correctional Officer.

The Department also introduced a paperless Higher Duties Allowance process for non-custodial staff. Under this new system, the online form is completed by the applicant, endorsed by the supervisor, and then forwarded to Payroll electronically.

### Benefits of video conferencing for recruitment purposes

In 2007/08, the Corporate Recruitment Unit increasingly used video conferencing to conduct interviews. This has meant that staff in centres and country offices are not required to travel and this has resulted in more effective use of resources.

Video conferencing was also used to undertake briefing sessions for appointed officers to assist them in preparing for appeal hearings, once again at minimal cost to the Department and to the applicant.

Conferencing was also used to conduct appeal hearings on Saturdays, another example of being cost-effective for the Department with an estimated saving of \$6,000 per appeal hearing.

### Industrial Relations Corrections Network Inaugural Conference 2007

The inaugural conference of the Industrial Relations Corrections Network was hosted by the Department's Industrial Relations Unit at the Brush Farm Corrective Services Academy on 15 and 16 November 2007.

The conference was an opportunity for industrial relations professionals working in corrections across Australia to build positive

relationships and share information about the management of industrial issues.

The guests were briefed by various senior departmental staff on current issues in NSW Corrective Services, the largest correctional system in Australia. They visited Silverwater Correctional Complex and inspected the Women's Mental Health Screening Unit and the Metropolitan Remand and Reception Centre.

The 2008 conference will be hosted by Queensland.

**Achieve increased efficiencies within budget allocations**

### Standardising administrative support

During the year, the Department began to standardise administrative support service functions and positions within correctional centres across NSW. This Generic Correctional Centre Administrative Support Services (GCCASS) initiative assesses:

- Asset Management
- Visits Processing and Bookings
- Inmate Accounts
- Motor Pool Management
- Inmate Property
- Records and Mail Room
- Switchboard
- Purchasing and Stores
- Cashier
- Administrative support

At 30 June 2008, seven correctional centres had been reviewed. The project will be completed in the next financial year.

### Malabar Integrated Services Environment

In 2007/08, the Department established the Malabar Integrated Services Environment (MISE) to increase efficiency in providing services for the Long Bay Correctional Complex and Inner Metropolitan Regional Office. MISE achieves these efficiencies through shared corporate services, while maintaining a customer focus.

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

# 9.4

## Organisational Capability, Governance and Staff Support

### Information management and technology solutions

In 2007/08, the Department's reliance on technology to facilitate and support its work continued to grow, with a 20 percent increase in technology users during the year. Technology provides the organisational backbone in acquiring business knowledge and intelligence to support effective correctional decision making. It is also a pivotal enabler of the Department's Throughcare approach, which requires that all information about offenders' custodial and community management is recorded and accessible at all stages of their legal order.

#### A five-year plan to bridge business needs and technology provision

In 2007/08, the Department took a strategic lifecycle approach to provide a link between the business, its needs and technology provision. By year end, the Department issued ICT Plans 2008, the culmination of a continuing planning process marked by an annual ICT Planning and Development Forum and collaboration through a range of ongoing forums as part of the ICT customer partnership program.

ICT Plans 2008 incorporates a five-year ICT Strategic Plan, with roadmaps representing 271 potential programs of work across five years, to develop the Department's ICT Enterprise Architecture Framework. This will ensure the Department's technology environment will meet critical business expectations through a planned and lifecycle approach. It also meets whole-of-government expectations with respect to the New South Wales Government's 'People First' ICT Program.

Supporting this whole-of-organisation approach to ICT development, during the year the Department developed the REAL investment business case (Remediation Enhancement and Architecture Lifecycle Program), which seeks overall investment of \$47 million to implement these programs of work.

#### Aligning OIMS with business needs

In 2007/08, the Department continued through the Throughcare E-case management OIMS Renewal Project to develop the Offender Integrated Management System (OIMS) to fulfil business needs and support reprioritising correctional functions towards community-based services and workplace reform initiatives.

This included introducing Single Active Booking in April 2008, converging information held on offenders into a single view reflecting both their custodial and community experience.

Additionally, an Incident Reporting Module was introduced on 1 January 2008. The module aggregates intelligence information evolving from incidents to support a proactive and preventative

approach. This is the first tier of a new way of gathering, interpreting, analysing and acting upon intelligence.

From 1 November 2007, offender images became an integrated and co-ordinated component of OIMS, a co-ordinated approach to using biometrics to identify and authenticate offenders.

#### Improving information management

During the year, the Department continued to improve the Corporate Information Management System (CIMS). With all corporate information now residing within CIMS, subject to access and security protocols, this information is available to all appropriate people in all places.

#### Mobile access services

During the year, wireless technology continued to enable departmental staff to become increasingly mobile. A new 'Blackberry' environment had 120 users at year end, improving information provision and exchange outside the workplace. In addition, 350 notebooks (80 with direct wireless connectivity) allowed officers to access information outside the workplace. The Department intends to significantly expand the number of staff with mobile access to corporate systems in the coming year.

#### Upgraded information security certification

The Department upgraded its information security certification from ISO 7799 to ISO 27001. This means the Department meets an international standard for the safe-keeping and availability of corporate information, as evidenced by zero defaults over security provisions during the year.

#### Renewed offender access to computers

While mindful of the security implications, the Department believes offender access to computers is fundamental to preparation for release. During the year, a new offender access to computers framework was introduced, providing security and facilitating access to approved programs. By year end, 750 recycled staff computers conformed to this framework and were available for secure offender use.

#### Electronic supervision

In 2007/08, the contract for the provision of offender electronic monitoring services was re-tendered and commercial negotiations almost completed. The new contract will support the expected expanded use of offender electronic monitoring, with greater monitoring accuracy and within a significantly improved security environment. The new solution integrates with OIMS, allowing monitoring information to become part of the holistic offender information.

# 9.5

## Organisational Capability, Governance and Staff Support

### Operational services metrics

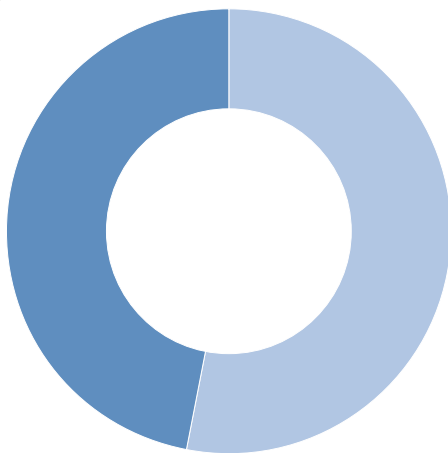
In 2007/08, the Department sustained operational services metrics in accordance with a Service Level Agreement with the business. Performance against these metrics was reported in regular performance reports to the Board of Management. In addition, a daily systems health check has been introduced, allowing intranet users to quickly see if all systems have a 'green light'.

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

### Brush Farm Corrective Services Academy

In 2007/08, Brush Farm Corrective Services Academy (BFCSA) delivered 93 different learning and development programs, both at the Academy itself and in regional locations. This increased the number of staff participating regionally by six percent which is an effective and cost-efficient way of delivering staff programs.

- Participated regionally
- Participated at BFCSA



### Academy accreditation

BFCSA successfully completed a re-registration audit as a Registered Training Organisation and was granted the maximum of five years registration without conditions. The Academy also maintained certification under the ISO 9001:2000 quality management system.

### Integrated induction

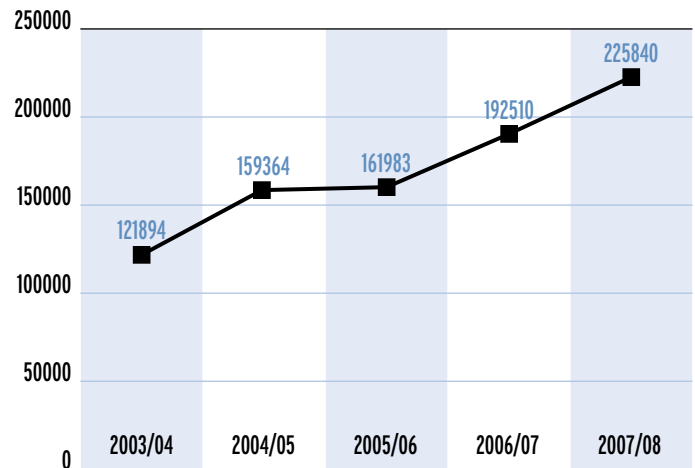
All new members of staff are required to undertake an integrated induction program, which has a special emphasis on policy, probity and security-related issues.

Course	Enrolment 2007/08
Integrated induction	451

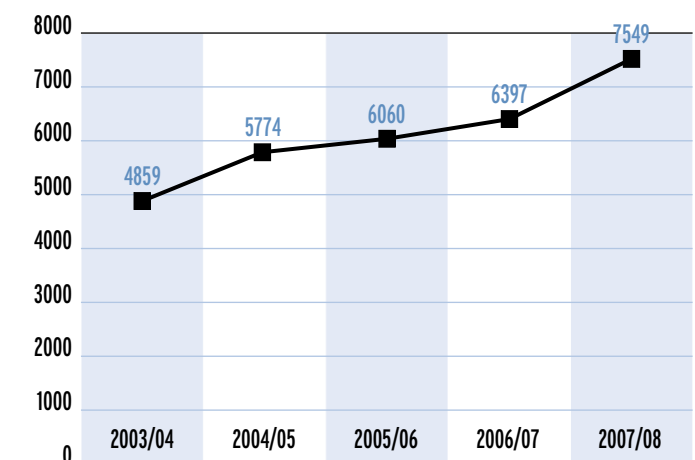
### Primary training

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

### Total Training Hours Delivered Per Financial Year



### Total Participants Attending Academy Training Courses Per Financial Year



## 9.6

## Organisational Capability, Governance and Staff Support



	2004/05	2005/06	2006/07	2007/08
Custodial Training Unit – Trainees	236	261	330	277
Offender Programs Training Unit – Trainees	71	74	126	133

### Balund-a

During the year, primary training was also designed and delivered for 28 staff of the Balund-a Program, an innovative diversionary program for Aboriginal offenders in the Northern Rivers Region at Tabulam. A key component of this program is the participation of Aboriginal elders in providing program support for inmates.

### Professional development

In 2007/08, the Professional Development Unit continued to deliver leadership programs to managers and executives from Australasia.

Program/Qualification	Attendance 2007/08
Australasian Correctional Leadership Program	16 executives in the field of corrective services from Australasia
Executive Leadership Program	47 senior managers
Other Leadership and Management Programs	32 managers
Career Development Program	26 managers and senior managers

Departmental staff also attended a series of in-house training programs in program evaluation, project management and financial management, run in partnership with the Institute of Public Administration of Australia (IPAA).

In addition, 15 employees received professional development grants of up to \$3,000 to engage in self-study and other self-directed professional improvement activities.

### E-learning

BFCSA added Certificate IV in Training and Assessment to its Scope of Registration. This qualification is now being offered to staff in blended delivery modes, including face-to-face, distance education and electronic learning.

### Site sustainability improvements

During the year, staff at BFCSA established an 'ECO-mittee' to improve the facility's environmental sustainability. The committee implemented a number of initiatives to reduce energy and paper use, reviewing products used and increasing awareness and education.

BFCSA continued its landscaping and native garden program and completed the final stage of the accommodation upgrade. All trainee and executive level accommodation has now been upgraded, including the common rooms, meal preparation area and gymnasium.

### Library

During the year, Library Services developed Easy Reader collections in the correctional centre libraries and established a multilingual book loans system between correctional centre libraries.

## 9.7

## Organisational Capability, Governance and Staff Support



Library subscription services were expanded to include NSW Department of Juvenile Justice, and Corrective Services in South Australia, Northern Territory and Indonesia. Certificate IV in Library Services was offered to selected staff and inmates.

### Spokeswomen

In 2007/08, 28 BFCSA female employees represented their colleagues in the Spokeswomen's network. During the year, these spokeswomen organised a number of activities to support and promote women's issues in the Department, attended training, prepared a business plan and represented women's interests on the Department's Uniform Committee.

### Program delivery training

During the year, the Department trained 615 staff to deliver 13 different offender programs.

Programs	Staff trained
Controlling Anger & Learning to Manage it (CALM) Aggression and violence	44
Domestic Abuse Women's Program Aggression and violence	21
Drug & Alcohol Addictions Program, Relapse Prevention Program DAAP/RPP AOD	9
Domestic Abuse Program for male perpetrators Aggression and violence	180
Season For Growth (SFG) Grief & Loss	8
Responsibilities and Rights Community Engagement	10
Self Management and Recovery Training (SMART) AOD	27
THINK FIRST Cognitive skills	22
Life Management Cognitive skills	16
Substance Abuse and Criminal Conduct (Pathways) AOD	12
<b>Sub Total</b>	<b>349</b>
Core facilitator skills	276
<b>Total</b>	<b>625</b>

In 2007/08, the Department used three core facilitator skills programs to support program delivery to offenders.

### Motivational Interaction

Motivational Interaction improves and strengthens professional skills working with offenders. It offers strategies that increase the likelihood that offenders will enter into, and continue with a process of, behavioural change.

## 9.8

## Organisational Capability, Governance and Staff Support

### Introduction to Cognitive Behavioural Therapy

This program teaches how to use basic cognitive behavioural therapy strategies within offender programs.

### Creative Group Work

This assessed program, which is delivered over several months, develops effective group leaders. Staff passing the assessment are eligible to be considered for full membership of the Institute of Group Leaders.

Core facilitator skills program	Staff trained
Introduction to Cognitive Behavioural Therapy	233
Motivational Interaction	92
Creative Group Process Stage 1	22
Creative Group Process Completion	9
<b>Total</b>	<b>356</b>

### New recruitment requirements

In 2007/08, the Department recruited 250 Probationary Correctional Officers, 188 Community Offender Services Officer and 41 Overseers. The overall attrition rate was 6.68 percent, slightly higher than the 6.31 percent recorded in 2006/07.

### Balund-a

During the year, staffing for the Balund-a facility at Tabulam required a range of personnel including program officers, Aboriginal mentors, psychologists, counsellors, a farm supervisor and support staff.

### Community Compliance Group

Recruitment for the newly formed Community Compliance Group required a highly skilled group of custodial officers, probation and parole officers and support staff.

### Community Offender Service Program centres

During the year, COSP centres were progressively opened, requiring new senior management positions in Community Offender Services.

### Psychologists

Newly created psychologist positions required recruitment for roles to work across both community and custody.

### Open days and career fairs

In 2007/08, the Department held a number of open days at Nowra, the site selected for the correctional centre on the South Coast. It also undertook an extensive recruitment campaign in the South West

Region in late 2007, visiting Goulburn, Bathurst, Tumut, Albury, Wagga Wagga, Forbes, Dubbo and Griffith. The Department participated in the annual Country Week career fair in Sydney.

### Drug and Alcohol Workforce Development Plan

In 2007/08, the Department was commended by the NSW Workforce Development Council for significant progress towards implementing initiatives in its Drug and Alcohol Workforce Development Plan. This included developing a training matrix to record and monitor staff qualifications and training in delivering alcohol and other drugs (AOD) programs. All offender services and programs staff were provided with two hours per month of group clinical supervision. In addition, the Department added a new session on managing offenders with AOD problems into primary training for all custodial officers.

During the year, the Department participated in developing the first National Corrections Drug Strategy, which was endorsed by the Ministerial Council on the Administration of Justice and the Ministerial Council on Drug Strategy.

**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**

### Continuing capital works

The increasing custodial population is projected to continue at an estimated rate of about 300 offenders per annum. To meet the requirements of this growing population, during the year, the Department continued to progress its established capital works program. This includes the new 600-bed correctional centre at Wellington, a 500 bed facility at Nowra on the South Coast, a 70 bed facility at Tabulam for offenders subject to community-based sentences and 250 beds at Cessnock Correctional Centre and at another still-to-be-identified location.

The Department also started converting existing Periodic Detention Centres and other identified units into Community Offender Support Program centres (COSPs), supporting transitional full-time residency and program services for offenders in the community.

### Rate of correctional centre utilisation

In 2007/08, the total rate of utilisation decreased from 106.01 to 104.9, only slightly above the national average of 104.3 in 2006/07. This stems from improvements in both open and secure utilisation, resulting from

## 9.9

## Organisational Capability, Governance and Staff Support



The Way Forward model being implemented at the Dillwynia, Mid North Coast and Wellington Correctional Centres.

Security	2003/04	2004/05	2005/06	2006/07	2006/07	
					National Average	2007/08
Open	110.2	110.0	107.3	105.3	101.1	<b>103.7</b>
Secure	101.5	100.9	101.4	106.6	105.5	<b>105.7</b>
<b>Total</b>	105.4	104.9	103.6	106.1	104.3	<b>104.9</b>

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

### Strategic partnerships

The Department partners with many government and non-government agencies to ensure community support for offenders and to meet their re-settlement needs. During the year, these agencies included Centrelink, State Debt Recovery Office, Medicare, Births, Deaths and Marriages, TAFE NSW, RailCorp, Justice Health and NSW Health.

### Community Restorative Centre

In 2007/08, the departmental Throughcare and E-case Management Project produced in partnership with the Community Restorative Centre (CRC) the *Getting Out* handbook. This handbook lists the support services available to released offenders, supporting them as they re-integrate with the community.

### International and interstate partnerships

During the year, the Brush Farm Corrective Services Academy (BFCSA) established strong ties with other Australian States and Territories and New Zealand to deliver the Executive Leadership Program. The program is now accepted in some interstate jurisdictions as a prerequisite for promotion.

The second Australian Correctional Leadership Program was held in October 2007, with participants from most Australian jurisdictions and New Zealand.

Security training was delivered in Canberra, on behalf of ACT Corrective Services.

In 2007/08, the International Programs Unit hosted 12 international delegations and study programs, involving 131 participants from Israel, Denmark, Iraq, Singapore, China, Indonesia, Malaysia and Thailand.

The Department was also invited to participate in the China–Australia Human Rights Technical Co-operation Program in Nanjing, China under the auspices of the Human Rights and Equal Opportunity Commission.



# 9.10

## Organisational Capability, Governance and Staff Support



The Government of Malaysia is introducing a parole system using NSW as its preferred model. To support this project, BFCSA provided training programs and strategic advice, including developing legislation. The Malaysian Parole Board trained with the NSW State Parole Authority in June 2008.

Under a bilateral counter-terrorism program with Indonesia, the Australian Department of Foreign Affairs and Trade invited BFCSA to host two high-level delegations from the Directorate-General of Corrections of Indonesia. Particular interest was shown in the Young Adult Offender Program at Oberon Correctional Centre, as well as programs to manage 'AA' category inmates.

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

### Staff safety

During the year, the Department implemented an internal safety audit. In addition, the Department participated in a pilot program, managed by Treasury Managed Fund for NSW WorkCover under its WorkCover Improvement Strategy *Working Together*. This pilot program will develop OHS and Injury Management Improvement Standards for all government agencies. The schedule requires an audit of one correctional centre, one COS office and a court location in each six month period. It also reviews injury management systems and workers compensation claims management processes every two months. This schedule will continue into the next financial year.

### Injury prevention

In 2007/08, the Department facilitated an inspection program by NSW WorkCover in regional correctional centres, following a similar project in metropolitan centres in the previous year. Injury prevention continued to be a priority, with an OHS training component of the new COS training program and modifications to first aid training courses to reflect new national accreditation guidelines. Additionally, all new custodial recruits were recertified in first aid. To promote employee health, the Department continued the Quit Smoking campaign, conducted a range of workplace seminars and entered a team in the City to Surf.

### Injury management

During the year, the Department achieved positive results against the five injury management targets in the WorkCover Improvement Strategy *Working Together*. Achievements included further reducing workers compensation claim numbers, despite increasing staff numbers, and a continued reduction in overall claims costs. These outcomes have been achieved through strategic and intense case

management of claims, supported by a strong injury management strategy.

	06/07	07/08
Claim costs	\$6,912,049	<b>\$5,809,157.00</b>
Claim numbers	1397 <sup>1</sup>	<b>972<sup>2</sup></b>
Staff numbers	6400.27	<b>6762.4</b>
Claims per 100	21.83	<b>14.37</b>
Costs per 100	\$107,996.20	<b>\$85,903.78</b>
Average costs per claim	\$4,947.78	<b>\$5,976.50</b>

<sup>1</sup> Inclusive of notification of incidents/injuries

<sup>2</sup> Claims only

The 07/08 Injury Management data provided by the Workers Compensation Insurer has been further refined by the Department in that claim numbers and claim costs are now exclusive of notification only incidents/injuries where the employee incurs no treatment or time lost from duty. Accordingly, other reported figures have now been accurately adjusted to report a reduction in the number of claims and the cost of claims per 100 employees, and an increase in the average cost of claims.

### Staff support programs

Training and staff development sessions were delivered across the State in alcohol and other drugs policy and education; bullying and harassment prevention; shift work and stress management. Two new workshops, Change Management and Resilience Training, were also developed.

The Department's Peer Support Program continued to grow, with over 116 Peer Support Officers in 28 locations. In line with custodial officers having access to peer support, recruitment and training began for the Court Escort Security Unit. Approval has been granted for the Peer Support Program to be trialled in COS in 2008/09.

### Random alcohol and other drugs testing program

During the year, 6,113 random alcohol and other drugs tests were completed at 312 work sites, with 23 positive test results – a positive test rate of 0.38 percent. Since it started in 2005, the testing program has completed 16,066 tests and recorded 53 positive test results – an overall positive test rate of 0.33 percent.

**Implement the Departmental Plan for Cultural Inclusion**

During the year, the Department continued to implement the Plan for Cultural Inclusion 2004–2007, while developing a new Ethnic Affairs Priority Statement (EAPS) for 2008–2011.

# 9.11

## Organisational Capability, Governance and Staff Support

The key objectives of the Department's EAPS are:

- Reduce re-offending by offenders from culturally and linguistically diverse (CALD) backgrounds.
- Reduce the additional negative impact of incarceration where this is a consequence of offenders coming from CALD backgrounds.
- Develop, improve and maintain practices that meet the needs of offenders from CALD backgrounds, within custody and the community.
- Improve the skills and professionalism of staff and managers working with offenders from CALD backgrounds and their families.
- Language assistance services accessed and professionally utilised in all circumstances where required.
- Align the EAPS plan with the Department's corporate planning processes.
- Develop and implement mechanisms to collect and analyse data, research and evaluation to further identify the needs of offenders from CALD backgrounds.

### Improving EAPS performance

NSW Government agencies must report against the areas described in the EAPS Standard Framework developed by the Community Relations Commission.

In 2007/08, the Department's performance against the EAPS framework improved. It rated 4/5 for planning and evaluation, staffing and communication; 3/5 for programs and service delivery; and 2/5 for funded services.

These improved ratings were due to:

- translating documents into community languages;
- 3.4 percent increase in the use of language services;
- departmental staff on the Community Language Allowance Scheme increasing to 72, providing basic interpreting assistance in 27 different languages;
- culturally specific education and therapeutic programs;
- cultural awareness and cultural inclusiveness training for all staff.

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

### Excellence in corruption prevention

In 2007/08, for the second consecutive year, 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.

### Supporting ethical behaviour

During the year, ethics officers carried out 70 visits to correctional facilities, Community Offender Services (COS) District Offices, Court Escort Security Unit locations, regional and corporate offices, reaching 1,216 staff. They also ran 20 training sessions for 732 staff and addressed 53 staff at speaking engagements. Ethical awareness was further raised by a monthly newsletter on best practice and ethical decision making.

The ethics officers handled 368 requests for advice from staff on professional conduct and assistance with ethical decision-making. Enquiries came from all levels of the Department, encompassing both individual and general management issues. Issues raised contribute to Department-wide systemic and procedural reform.

In line with an Independent Commission Against Corruption (ICAC) recommendation following the public hearing on the cover-up of an assault on an inmate at Parramatta Correctional Centre, the Department completed a Conflicts of Interest Policy which, to ensure compliance, was linked to Commissioner's Instruction 5/2008.

### Investigations Branch

The Investigations Branch is responsible for conducting assessments and investigations under the disciplinary provisions of the *Public Sector Employment and Management Act 2002* and investigates deaths in custody and escapes. It is also responsible for critical and targeted drug testing. In 2007/08, the Investigations Branch carried out 110 formal disciplinary investigations and assessments and 25 security-related investigations and assessments. This is consistent with the previous period. Eleven critical and target tests were conducted, resulting in two positive tests.

### Corrections Inspectorate

In 2007/08, the Corrections Inspectorate improved business reporting assurance for the Department through the following initiatives:

#### Daily Security Reporting System (DSR)

This is designed to provide departmental senior management with assurance that crucial security systems are in place and operating effectively in each correctional centre. During the year, the Inspectorate conducted full reviews of 14 correctional centres, complemented by follow-up reviews at eight of the 14 centres. To further improve the DSR, staff of the Inspectorate:

- delivered specific DSR training modules to base grade recruits completing their primary training at the Brush Farm Corrective Services Academy; (This training module is accredited as part of the National Training Package for Certificate III in Correctional Practice.)

## 9.12

## Organisational Capability, Governance and Staff Support



- responded to requests from correctional centre managers to assist with developing better practices.

### Key audits

In 2007/08, key audits were carried out at several correctional centres. In addition, an e-key database developed by the Inspectorate was installed at a number of these centres. This process incorporated a complete reconciliation of all security keys prior to loading the data onto the database. This database was installed at several other correctional centres in previous financial years and Inspectorate staff visited these centres periodically to ensure that the database was being effectively maintained.

### Demand for services

There were demands from correctional centre managers to provide assistance on a range of projects. For example, Inspectorate staff assisted in preparing the new prison hospital at Long Bay for commissioning. Inspectorate staff have been involved in a range of projects at this centre, from managing key control and accountability to preparing duty statements and Standard Operating Procedures.

### Professional Standards and Employment and Administrative Law Branch

In 2007/08, the Professional Standards and Employment and Administrative Law Branch (PSALB) provided legal services to the Department as well as managing disciplinary matters.

### PSALB caseload

	05/06	06/07	07/08
Professional Conduct Management Committee	397	448	<b>338</b>
Legal cases	103	67	<b>133</b>
Risk Assessment Committee	69	94	<b>59</b>
<b>Total</b>	<b>569</b>	<b>609</b>	<b>530</b>

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

During the year, the Results and Services Plan (RSP) which provides financial and non-financial data to Treasury and Parliament was further fine-tuned. This specifically aligned the Department's reporting with the result priorities stipulated in the NSW State Plan, to ensure that services provided by the Department have the desired outcomes.

The RSP was drafted and finalised by the Department's Budget Branch, the Corporate Research, Evaluation and Statistics Unit and

the Corporate Strategy Unit. Consistency and rigour in data collection and analysis is also supported by the existence of realistic strategic and business plans. The structural organisational changes, which were introduced to enhance efficiency and effectiveness of offender management, are sustained by operational and business plans with clear objectives and performance measures against which regular progress reports are provided.

### Statutory/central agency reporting requirements

During the year, the Department provided the Results and Services Plan (RSP) 2008–09 to the Minister on time, with increased details on performance measures. This was enhanced by the availability of data relating to offender programming ensuring that offenders assessed as being of medium to high risk of re-offending have access to appropriate effective programs.

The Annual Report 2006/07 was tabled in Parliament on time. All reporting requirements relating to environmental regulations were met in a timely fashion. Budget papers were completed within allocated timeframes.

In accordance with the Premier's Circular No 2003-02, the Department made significant advances in developing a Department-wide Business Continuity Plan. A steering committee has been established chaired by the Deputy Commissioner Corporate Services. All business units have identified their critical business functions, partnership dependencies, and resources to maintain these critical functions.

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

In 2007/08, the Department completed a corporate performance reporting map, a scoping exercise capturing all internal and external reports. This exercise informed the development of the corporate dashboard – a splendid example of how the ICT Division provides technological solutions to the 'business' units of the Department. In developing new and innovative electronic information presentation, several challenges had to be overcome so the corporate dashboard can present relevant, timely and accurate data to senior management for operational efficiency and productivity gains. Most of the dashboard has been 'populated' this year. The project is expected to be completed in the coming year.

# 10.1 Targets

## Targets 2007/08 – Outcomes ('In Progress' or 'Completed')

Targets	Outcome
<b>Offender Management and Operations</b>	
Train 2,500 Classification and Case Management staff in E-case note documentation	In progress
Extend court clustering with correctional centres	In progress
<b>Offender Management in Custody</b>	
Ensure inmates within the new minimum security annex at Cooma Correctional Centre participate in community projects including building maintenance, tree planting, bush regeneration, garden maintenance and fire hazard reduction	Completed
Implement a visits booking system through the Offender Integrated Management System	In progress
<b>Custodial Programs</b>	
Implement and expand PREP – pre-treatment programs	Completed
Re-design and increase CORE (CUBIT Outreach) sex offender treatment program	Completed
<b>Community Offender Services</b>	
Complete recruitment for management positions in the COS restructure	In progress
Implement Community Offender Services Support Program Centres	In progress
Complete training program for new COS management positions	In progress
Implement regionalisation of the Special Visitation Group (SVG)	In progress
<b>Organisational Capability, Governance and Staff Support</b>	
Risk Management	
Develop agency-wide risk management register	In progress
Complete Business Continuity Plan including a Human Influenza Pandemic Strategy	In progress
<b>Efficiency</b>	
Implement shared corporate services units at the Long Bay and Silverwater Correctional Complexes	In progress
Re-tender for electronic monitoring of inmates	In progress
Re-tender for inmate escort vehicles	In progress
<b>Corruption Prevention</b>	
Prepare Conflicts of Interest Policy and Procedures	Completed
Review Guide to Conduct and Ethics	In progress
Introduce revised procedures for video recording of use-of-force incidents	Completed
<b>Infrastructure</b>	
Complete the following areas at the Wellington Correctional Centre: visits/reception, men's minimum security accommodation, transport and response, chapel, gymnasium, programs, industries, and the women's minimum security annexe	Completed
Complete Stage 2 of the Silverwater Women's Correctional Centre, including refurbishing the industries and education areas and constructing a new visits area and kitchen	Completed
Complete Cooma Correctional Centre minimum security annexe	Completed

# 10.2

## Targets



### Targets for 2008/09

#### Offender Management and Operations

- Fully implement The Way Forward model to all centres
- Complete schedule for employing casual correctional officers
- Finalise implementation of centralised rostering
- Establish Community Offender Support Program centres (COSPs)
- Transfer management functions of Long Bay Hospital wards to Justice Health
- Complete Phase 2 of the Throughcare E-case Management OIMS Renewal Project and commence Phase 3
- Further develop electronic data exchange protocols with other justice sector agencies
- Develop performance indicators for all offender programs linked to quality monitoring
- Finalise the full accreditation of the Violent Offenders Treatment Program (VOTP)
- Implement monthly reports against key performance indicators for all Community Offenders Services (COS) district offices
- Develop and implement standards for the management of offenders in the community

#### Organisational Capability, Governance and Staff Support

- Expand direct wireless connectivity to 450 users
- Complete the Generic Correctional Centre Administrative Support Services (GCCASS) project
- Release corporate Business Continuity Plan with guidelines, templates and a departmental Business Continuity Planning Policy
- Update training resources such as video/s, scenarios, pamphlets and posters, including completing the remake of the 'Crossing the Line' training video
- Complete the review of *Guide to Conduct and Ethics* including consultation process

#### Human Resources

- Develop and implement human resources communication strategy for improved service delivery
- Publish human resources policies following referral by the Human Resources Policy Committee for approval to the Board of Management
- Finalise Equal Employment Opportunities (EEO) Management Plan
- Implement 'rolling' recruitment for offender services and program positions
- Implement a suite of on-line human resources management reports

# 11.1

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008


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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 Accounting Interpretations, 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  
October 2008

## 11.2

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008



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 2008, the operating statement, statement of recognised income and expense, cash flow statement, program statement - expenses and revenues and a summary of compliance with financial directives for the year then ended, 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 at 30 June 2008, and its financial performance and 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*.

My opinion should be read in conjunction with the rest of this report.

#### 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 controls 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 controls 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 controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Department Head, as well as evaluating the overall presentation of the financial report.

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

## 11.3

Department of Corrective Services  
Financial Report for the Year Ended 30 June 2008

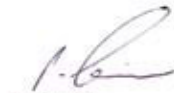
My opinion does not provide assurance:

- 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 of New South Wales 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 of New South Wales are not compromised in their role by the possibility of losing clients or income.



Peter Carr  
Director, Financial audit Services

8 October 2008  
SYDNEY



## 11.4

## Department of Corrective Services Financial Report for the year ended 30 June 2008

### Operating Statement for the year ended 30 June 2008

		Actual 2008	Budget 2008	Actual 2007
	Notes	\$'000	\$'000	\$'000
<b>Expenses excluding losses</b>				
Operating expenses				
Employee related	2(a)	653,424	613,635	607,665
Other operating expenses	2(b)	200,368	185,678	181,973
Depreciation and amortisation	2(c)	62,925	63,800	61,297
Grants and subsidies	2(d)	5,375	4,522	4,921
Other expenses	2(e)	3,388	342	296
<b>Total Expenses excluding losses</b>		<b>925,480</b>	867,977	856,152
<b>Revenue</b>				
Sale of goods and services	3(a)	31,336	27,826	29,465
Investment revenue	3(b)	575	1,037	746
Grants and contributions	3(c)	7,930	5,172	7,013
Other revenue	3(d)	2,415	569	4,066
<b>Total Revenue</b>		<b>42,256</b>	34,604	41,290
<b>Gain / (loss) on disposal</b>	4		-	(22)
<b>Net Cost of Services</b>	21	<b>(883,224)</b>	(833,373)	(814,884)
<b>Government Contributions</b>				
Recurrent appropriations	6	770,697	737,697	700,945
Capital appropriations	6	56,613	97,070	114,104
Acceptance by the Crown Entity of employee benefits and other liabilities	7	36,259	31,969	32,863
<b>Total Government Contributions</b>		<b>863,569</b>	866,736	847,912
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>(19,655)</b>	33,363	33,028

The accompanying notes form part of these financial statements.

## 11.5

Department of Corrective Services  
Financial Report for the Year Ended 30 June 2008

Statement of Recognised Income and Expense for the year ended  
30 June 2008

		Actual 2008	Budget 2008	Actual 2007
	Notes	\$'000	\$'000	\$'000
Net increase/(decrease) in property, plant and equipment asset revaluation reserve	17	50,178	-	96,056
<b>TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY</b>		<b>50,178</b>	-	96,056
Surplus/(deficit) for the year	17	(19,655)	33,363	33,028
<b>TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR</b>		<b>30,523</b>	33,363	129,084

The accompanying notes form part of these financial statements.

## 11.6

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Balance Sheet as at 30 June 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	9	13,061	25,135	10,664
Receivables	10	10,670	7,871	9,355
Inventories	11	7,118	6,940	6,940
<b>Total Current Assets</b>		<b>30,849</b>	39,946	26,959
<b>Non Current Assets</b>				
Property, plant and equipment				
Land and buildings	12	1,392,264	1,543,819	1,235,051
Plant and equipment	12	86,816	76,137	73,434
Work in progress	12	147,728	-	276,201
Total Property, plant and equipment	12	1,626,808	1,619,956	1,584,686
Intangible assets	13	5,477	1,770	3,770
<b>Total Non-Current Assets</b>		<b>1,632,285</b>	1,621,726	1,588,456
<b>Total Assets</b>		<b>1,663,134</b>	1,661,672	1,615,415
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	14	52,913	40,715	36,572
Provisions	15	91,117	95,022	86,271
Other	16	962	4,953	4,953
<b>Total Current Liabilities</b>		<b>144,992</b>	140,690	127,796
<b>Total Liabilities</b>		<b>144,992</b>	140,690	127,796
<b>Net Assets</b>		<b>1,518,142</b>	1,520,982	1,487,619
<b>EQUITY</b>				
Reserves	17	641,642	591,527	591,526
Accumulated funds	17	876,500	929,455	896,093
<b>Total Equity</b>		<b>1,518,142</b>	1,520,982	1,487,619

The accompanying notes form part of these financial statements.

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Cash Flow Statement for the year ended 30 June 2008

		Actual 2008	Budget 2008	Actual 2007
	Notes	\$'000	\$'000	\$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(619,571)	(570,772)	(573,349)
Grants and subsidies		(5,375)	(4,522)	(4,921)
Other		(213,627)	(207,011)	(215,827)
<b>Total Payments</b>		<b>(838,573)</b>	<b>(782,305)</b>	<b>(794,097)</b>
<b>Receipts</b>				
Sale of goods and services		29,527	29,310	29,572
Interest received		649	1,037	942
Other		34,640	28,732	42,394
<b>Total Receipts</b>		<b>64,816</b>	<b>59,079</b>	<b>72,908</b>
<b>Cash Flows From Government</b>				
Recurrent appropriation		770,697	737,697	696,156
Capital appropriation (excluding equity appropriations)		56,613	97,070	116,341
Cash reimbursements from the Crown Entity		10,142	-	9,812
Cash transfers to the Consolidated Fund		(3,991)	-	-
<b>Net Cash Flows From Government</b>		<b>833,461</b>	<b>834,767</b>	<b>822,309</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	21	<b>59,704</b>	<b>111,541</b>	<b>101,120</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Purchases of land and buildings, plant and equipment and Infrastructure systems		(57,307)	(97,070)	(114,768)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(57,307)</b>	<b>(97,070)</b>	<b>(114,768)</b>
<b>NET INCREASE (DECREASE) IN CASH</b>		<b>2,397</b>	<b>14,471</b>	<b>(13,648)</b>
Opening cash and cash equivalents		10,664	10,664	24,312
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	9	<b>13,061</b>	<b>25,135</b>	<b>10,664</b>

The accompanying notes form part of these financial statements.

## 11.8

Department of Corrective Services  
Financial Report for the Year Ended 30 June 2008

Program Statement - Expenses and Revenues for the year ended 30 June 2008

	Program 19.1.1 Containment and Care of Inmates *		Program 19.2.1 Assessment, Classification and Development of Inmates *		Program 19.3.1 Alternatives to Custody*		Not Attributable		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
<b>AGENCY'S EXPENSES AND REVENUES</b>										
<b>Operating expenses</b>										
• Employee related	441,252	416,402	129,392	114,818	82,780	76,445	-	-	653,424	607,665
• Other operating expenses	161,380	141,901	17,857	21,225	21,131	18,847	-	-	200,368	181,973
Depreciation and amortisation expenses	57,077	54,339	2,881	3,387	2,967	3,571	-	-	62,925	61,297
Grants and subsidies	166	-	5,174	4,921	35	-	-	-	5,375	4,921
Other expenses	2,390	273	616	23	382	-	-	-	3,388	296
<b>Total Expenses excluding losses</b>	<b>662,265</b>	<b>612,915</b>	<b>155,920</b>	<b>144,374</b>	<b>107,295</b>	<b>98,863</b>	<b>-</b>	<b>-</b>	<b>925,480</b>	<b>856,152</b>
<b>Revenue</b>										
Sale of goods and services	11,300	9,691	19,725	19,622	311	152	-	-	31,336	29,465
Investment income	390	504	129	157	56	85	-	-	575	746
Grants and contributions	3,945	4,052	2,481	1,675	1,504	1,286	-	-	7,930	7,013
Other revenue	1,492	2,674	619	886	304	506	-	-	2,415	4,066
<b>Total Revenue</b>	<b>17,127</b>	<b>16,921</b>	<b>22,954</b>	<b>22,340</b>	<b>2,175</b>	<b>2,029</b>	<b>-</b>	<b>-</b>	<b>42,256</b>	<b>41,290</b>
Gain/(loss) on disposal	-	(14)	-	(5)	-	(3)	-	-	-	(22)
<b>Net Cost of Services</b>	<b>645,138</b>	<b>596,008</b>	<b>132,966</b>	<b>122,039</b>	<b>105,120</b>	<b>96,837</b>	<b>-</b>	<b>-</b>	<b>883,224</b>	<b>814,884</b>
Government contributions **							863,569	847,912	863,569	847,912
<b>NET EXPENDITURE/(REVENUE) FOR THE YEAR</b>	<b>645,138</b>	<b>596,008</b>	<b>132,966</b>	<b>122,039</b>	<b>105,120</b>	<b>96,837</b>	<b>(863,569)</b>	<b>(847,912)</b>	<b>19,655</b>	<b>(33,028)</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 2008

### Summary of Compliance with Financial Directives for the year ended 30 June 2008

	2008				2007			
	Recurrent Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000	Recurrent Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000
<b>ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE</b>								
• Appropriation Act	737,697	737,697	97,070	56,613	679,793	679,793	128,095	114,104
	737,697	737,697	97,070	56,613	679,793	679,793	128,095	114,104
<b>OTHER APPROPRIATIONS/EXPENDITURE</b>								
Treasurer's Advance	33,000	33,000						
* Transfers to/from another agency (s 27 of the Appropriation Act)				-	21,152	21,152	(7,127)	
	33,000	33,000	-	-	21,152	21,152	(7,127)	-
<b>Total Appropriations / Expenditure / Net Claim on Consolidated Fund (includes transfer payments)</b>	<b>770,697</b>	<b>770,697</b>	<b>97,070</b>	<b>56,613</b>	<b>700,945</b>	<b>700,945</b>	<b>120,968</b>	<b>114,104</b>
<b>Amount drawn down against Appropriation</b>		<b>770,697</b>		<b>56,613</b>		<b>700,945</b>		<b>118,095</b>
<b>Liability to Consolidated Fund*</b>		-				-		(3,991)

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 Appropriations 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 2008

### 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 the Community Offenders Service.

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 2008 has been authorised for issue by the Commissioner on 8 October 2008.

#### (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 Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983* 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 statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

#### (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

Except as specified below, parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenue 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. Unspent appropriations are recognised as liabilities rather than revenue, as the authority to spend the money lapses and the unspent amount must be repaid to the Consolidated Fund. The liability is disclosed in Note 16 as part of 'Current liabilities – Other'. 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 revenue

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) Insurance

The agency's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

Government agencies. The expense (premium) is determined by the Fund Manager based on past claim experience.

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

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

- 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 and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the cash flow statement on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

#### (g) Assets

##### (i) Acquisitions of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. 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 asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. deferred payment amount is effectively discounted at an asset-specific rate.

##### (ii) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$10,000 and above individually (or forming part of a network costing more than \$10,000) are capitalised.

##### (iii) 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.



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## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

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 five years with incremental adjustments for each intervening year. The next detailed revaluation is to be undertaken as at 30 June 2012.

#### **(iv) 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.

#### **(v) 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 of each class of depreciable assets 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.

Leasehold office fitouts over the term of the lease.

	30 June 2008	30 June 2007
<b>Depreciation Rates</b>	% Rate	% Rate
<b>Plant &amp; Equipment</b>		
Office furniture and fittings	10	10
Computer equipment	33.3	33.3
General plant and equipment	10	10

#### **(vi) Restoration costs**

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.

#### **(vii) 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.

#### **(viii) 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.

#### **(ix) Intangible assets**

The Department recognises intangible assets only if it is probable that future economic benefits will flow to the Department 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.

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

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

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

#### **(x) Receivables**

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.

#### **(xi) Inventories**

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. 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. 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.

#### **(xii) 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.

#### **(xiii) 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.

#### **(h) Liabilities**

##### **(i) Payables**

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.

##### **(ii) Employee benefits and other provisions**

###### **(a) 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 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 12 months is measured at present value in accordance with AASB 119 Market yields on government bonds of 5.736% 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,

## Notes to the financial statements for the year ended 30 June 2008

which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

### (b) 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 five 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 (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

### (c) 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 5.736%, 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.

### (i) 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 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).

### (j) Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

### (k) New Australian Accounting Standards issued but not effective

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

- AASB 101 (September 2007) Presentation of Financial Statements;
- AASB 1004 (December 2007) Contributions;
- AASB 1049 (October 2007) Whole of Government and general Government Sector Financial Reporting;
- AASB 1052 (December 2007) Disaggregated Disclosures;
- AASB 2007 8 to AASB 101 Presentation of Financial Statements;
- AASB 2007 9 amendments arising from the review of AAS 27, AAS 29 and AAS 31;
- Interpretation 4 (February 2007) Determining whether an Arrangement Contains a Lease;
- Interpretation 1038 (December 2007) Contributions by Owners Made to Wholly Owned Public Sector Entities.

While the impact of these standards in the period of initial application has not been specifically quantified, they are not expected to materially impact the financial report.

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

#### 2. Expenses Excluding Losses

	2008	2007
	\$'000	\$'000
<b>(a) Employee related expenses</b>		
Salaries and wages (including recreation leave)	530,945	494,295
Superannuation defined benefit plans	17,476	16,885
Superannuation defined contribution plans	32,465	29,017
Long service leave	17,734	14,965
Workers compensation insurance	18,400	18,853
Payroll tax and fringe benefit tax	36,404	33,650
	<b>653,424</b>	<b>607,665</b>
Employee costs of \$865,000 (\$1,717,000 in 2006/07) have been capitalised and therefore excluded from the above amounts.		
<b>(b) Other operating expenses</b>		
Auditor's remuneration - audit of financial reports	265	256
Bad and doubtful debts	19	75
Rental expense relating to operating leases	11,432	10,397
Insurance	6,373	6,459
Property and plant outgoings	18,948	19,109
Motor vehicle expenses	16,158	14,153
Inmate catering	21,236	19,764
Inmate education and welfare	22,877	23,819
PFP contractor fee	193	-
Correctional centre management fees	26,648	24,599
Corrective Services Industries – direct cost of goods sold **	8,819	9,412
Staff uniforms, travel and development	12,090	10,748
Telecommunications	7,867	6,886
General administration	17,105	15,016
Maintenance	30,338	21,280
	<b>200,368</b>	<b>181,973</b>
** Total cost of goods sold is as follows		
Direct cost as reported above	8,819	9,412
Indirect costs – determined on a pro rata basis comprising salaries and wages, property outgoings, repairs and maintenance and depreciation	6,627	6,559
	<b>15,446</b>	<b>15,971</b>

## 11.16

Department of Corrective Services  
Financial Report for the Year Ended 30 June 2008

Notes to the financial statements for the year ended 30 June 2008

2. Expenses Excluding Losses (continued)

	2008 \$'000	2007 \$'000
<b>(c) Depreciation and amortisation expenses</b>		
Depreciation		
Buildings	38,580	42,439
Plant and equipment	22,549	17,568
Total depreciation	61,129	60,007
Amortisation		
Intangible	1,796	1,290
	62,925	61,297
<b>(d) Grants and subsidies</b>		
Religious attendance on inmates	2,031	2,084
Prisoner after-care activities (including community grants)	3,091	2,837
Capital Grants	253	-
	5,375	4,921
<b>(e) Other expenses</b>		
Other	374	296
Workers' Compensation Hindsight Adjustments for 2003-04	3,014	-
	3,388	296

3. Revenues

	2008 \$'000	2007 \$'000
<b>(a) Sale of goods and services</b>		
Corrective Services Industries	15,977	16,197
Canteen sales	1,354	1,168
ACT inmates recovered from the ACT Government	8,607	8,566
Rent	264	317
Other user charges	5,134	3,217
	31,336	29,465
<b>(b) Investment revenue</b>		
Interest from NSW Treasury	575	746
	575	746

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

	2008	2007
<b>(c) Grants and contributions</b>		
Department of Health	1,400	1,400
Justice Health	-	275
Department of Education and Training	2,201	1,246
Attorney General's Department	3,452	3,319
Roads & Traffic Authority	850	600
Other	27	173
	<b>7,930</b>	<b>7,013</b>
<b>(d) Other revenue</b>		
Insurance hindsight adjustments 1999/00 to 2004/05	1,542	3,062
Other Miscellaneous	873	1,004
	<b>2,415</b>	<b>4,066</b>

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

	2008	2007
	\$'000	\$'000
<b>Gain/(loss) on disposal of assets</b>		
Proceeds from disposal	-	1
Written down value of assets disposed	-	(23)
Net gain/(loss) on disposal of assets	-	(22)

Gross value of assets disposed of were \$10,547,000. These assets were fully depreciated and there were no proceeds from the disposal, refer note 12.

#### 5. Conditions on Contributions

- a) There were contributions of \$390,000 recognised as revenue during the financial year, which were provided specifically for expenditure over a future period.
- b) There were contributions of \$257,000 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.

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

#### 6. Appropriations

	2008	2007
	\$'000	\$'000
<b>Recurrent appropriations</b>		
Total recurrent draw downs from NSW Treasury (per Summary of Compliance)	770,697	700,945
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	-
	<b>770,697</b>	<b>700,945</b>
Comprising:		
Recurrent appropriations (per Operating Statement)	770,697	700,945
	<b>770,697</b>	<b>700,945</b>
<b>Capital appropriations</b>		
Total capital draw downs from NSW Treasury (per Summary of Compliance)	56,613	118,095
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	(3,991)
	<b>56,613</b>	<b>114,104</b>
Comprising:		
Capital appropriations (per Operating Statement)	56,613	114,104
	<b>56,613</b>	<b>114,104</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:

	2008	2007
	\$'000	\$'000
Superannuation - defined benefits	17,476	16,885
Long service leave	17,734	14,965
Payroll tax	1,049	1,013
	<b>36,259</b>	<b>32,863</b>

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

#### 8. Programs/Activities of the Agency

##### (a) Program 19.1.1 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 19.2.1 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 19.3.1 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 a State-wide range of community based offender management programs.

#### 9. Current Assets - Cash and Cash Equivalents

	2008	2007
	\$'000	\$'000
Cash at bank	12,856	10,476
Cash on hand	205	188
	<b>13,061</b>	<b>10,664</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 2008:

- (i) Cheque cashing authority of \$470,000 (\$465,000 in 2006/07) which is the total of the credit limit.
- (ii) MasterCard facility of \$200,000 (\$200,000 in 2006/07) which is the total of the credit limit for all issued credit cards.
- (iii) Tape negotiation authority of \$152 million (\$152 million 2006/07). 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 2008

Notes to the financial statements for the year ended 30 June 2008

	2008	2007
	\$'000	\$'000
Cash and cash equivalents (per Balance Sheet)	13,061	10,664
Closing cash and cash equivalents (per Cash Flow Statement)	13,061	10,664

10. Current Assets – Receivables

	2008	2007
	\$'000	\$'000
<b>Current Receivables</b>		
Sale of goods and services	6,554	5,340
Less: Allowance for impairment	(386)	(396)
Goods and Services Tax recoverable from ATO	3,116	2,893
Prepayments	1,386	1,518
	<b>10,670</b>	<b>9,355</b>
Movement in the allowance for impairment		
Balance at 1 July	(396)	(493)
Increase/(decrease) in allowance recognised in profit or loss	(18)	(44)
Amounts written off during year	28	141
Balance at 30 June	<b>(386)</b>	<b>(396)</b>

11. Inventories

	2008	2007
	\$'000	\$'000
<b>Held for Resale</b>		
<b>Raw Materials</b>		
At cost	4,110	3,913
	<b>4,110</b>	<b>3,913</b>
<b>Held for resale</b>		
<b>Work in progress</b>		
At cost	388	686
	<b>388</b>	<b>686</b>

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## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

	2008	2007
	\$'000	\$'000
<b>Held for Resale</b>		
<b>Finished Goods</b>		
At cost	2,058	2,127
Less: Provision for obsolescence	400	400
	1,658	1,727
<b>Held for Resale</b>		
<b>Livestock</b>		
At net realisable value	962	614
	962	614
<b>TOTAL</b>	<b>7,118</b>	<b>6,940</b>

### 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 2007 – fair value</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>At 30 June 2008 – fair value</b>				
Gross carrying amount	2,214,335	201,661	147,728	2,563,724
Accumulated depreciation and impairment	(822,071)	(114,845)	-	(936,916)
Net carrying amount at fair value	1,392,264	86,816	147,728	1,626,808
<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.				
Gross value of assets disposed of were \$10,547,000. These assets were fully depreciated and there were no proceeds from the disposal – refer note 4				
<b>Year ended 30 June 2008</b>				
Net carrying amount at start of year	1,235,051	73,434	276,201	1,584,686
Additions	-	-	53,073	53,073
Transfers from work in progress	145,615	35,931	(181,546)	-

## 11.22

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

	Land and Buildings \$'000	Plant and Equipment \$'000	Work in Progress \$'000	Total \$'000
Net revaluation increment less revaluation decrements	50,178	-	-	50,178
Depreciation expense	(38,580)	(22,549)	-	(61,129)
Net carrying amount at end of year	<b>1,392,264</b>	<b>86,816</b>	<b>147,728</b>	<b>1,626,808</b>

#### At 1 July 2006 – fair value

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	<b>1,169,632</b>	<b>68,355</b>	<b>195,308</b>	<b>1,433,295</b>

#### At 30 June 2007 – fair value

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	<b>1,235,051</b>	<b>73,434</b>	<b>276,201</b>	<b>1,584,686</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.

#### Year ended 30 June 2007

Net carrying amount at start of year	1,169,632	68,355	195,308	1,433,295
Additions	-	-	115,364	115,364
Transfers 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>

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 2007</b>	
Cost (gross carrying amount)	9,708
Accumulated amortisation and impairment	(5,938)
Net carrying amount	<b>3,770</b>

## 11.23

Department of Corrective Services  
Financial Report for the Year Ended 30 June 2008

Notes to the financial statements for the year ended 30 June 2008

	Software \$'000
<b>At 30 June 2008</b>	
Cost (gross carrying amount)	9,657
Accumulated amortisation and impairment	(4,180)
Net carrying amount at fair value	5,477
<b>Year ended 30 June 2008</b>	
Net carrying amount at start of year	3,770
Additions acquired separately	3,504
Amortisation (recognised in depreciation and amortisation)	(1,797)
Net carrying amount at end of year	5,477
<b>At 1 July 2006</b>	
Cost (gross carrying amount)	9,578
Accumulated amortisation and impairment	(4,648)
Net carrying amount	4,930
<b>At 30 June 2007</b>	
Cost (gross carrying amount)	9,708
Accumulated amortisation and impairment	(5,938)
Net carrying amount	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

14. Current Liabilities - Payable

	2008	2007
	\$'000	\$'000
<b>Current Liabilities - Payable</b>		
Accrued salaries, wages and on costs	12,246	9,316
Creditors	40,667	27,256
	<b>52,913</b>	<b>36,572</b>

## 11.24

Department of Corrective Services  
Financial Report for the Year Ended 30 June 2008

Notes to the financial statements for the year ended 30 June 2008

15. Current Liabilities – Provisions

	2008	2007
	\$'000	\$'000
<b>Employee Benefits and Related On Costs</b>		
Recreation leave	69,856	66,558
Sundays and public holidays	2,581	2,314
Payroll tax	10,960	10,208
Annual leave loading	7,309	6,876
Superannuation not assumed by Treasury	320	315
	91,026	86,271
<b>Other provisions</b>		
Restoration cost	91	-
	91	-
	91,117	86,271
<b>Aggregate Employee Benefits and Related On Costs</b>		
Provisions – current	55,517	50,743
Provisions – non current	35,509	35,213
Accrued salaries, wages and on costs (Note 14)	12,246	9,631
	103,272	95,587

**Movements in provisions (other than employee benefits)**

Movements in each class of provision during the financial year, other than employee benefits are set out below

	Restoration Cost
	\$'000
<b>2008</b>	
Carrying amount at the beginning of financial year	-
Additional provisions recognised	120
Amounts used	(24)
Carrying amount at end of financial year	96

## 11.25

Department of Corrective Services  
Financial Report for the Year Ended 30 June 2008

Notes to the financial statements for the year ended 30 June 2008

16. Current Liabilities - Other

	2008	2007
	\$'000	\$'000
Other current liabilities		
Liability to consolidated fund	-	3,991
Asset sale proceeds due to Treasury	962	962
	<b>962</b>	<b>4,953</b>

17. Changes in Equity

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2008	2007	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Equity</b>						
Balance at the beginning of the financial year	896,093	860,792	591,526	497,743	1,487,619	1,358,535
Restated opening balance	896,093	860,792	591,526	497,743	1,487,619	1,358,535
<b>Changes in equity other than transactions with owners as owners</b>						
Surplus/(deficit) for the year	(19,655)	33,028	-	-	(19,655)	33,028
Increment/(decrement) on revaluation						
Land and buildings	-	-	50,178	96,056	50,178	96,056
Total	(19,655)	33,028	50,178	96,056	30,523	129,084
<b>Transfers within equity</b>						
Asset revaluation reserve balance transferred to accumulated funds on disposal of revalued land and buildings	62	2,273	(62)	(2,273)	-	-
Total	62	2,273	(62)	(2,273)	-	-
Balance at end of the financial year	<b>876,500</b>	896,093	<b>641,642</b>	591,526	<b>1,518,142</b>	1,487,619

## 11.26

Department of Corrective Services  
Financial Report for the Year Ended 30 June 2008

Notes to the financial statements for the year ended 30 June 2008

18. Commitments for Expenditure

	2008	2007
	\$'000	\$'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	96,181	43,088
Later than one year and not later than five years	44,122	-
Later than five years	-	-
Total (including GST)	140,303	43,088
<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	32,308	36,887
Later than one year and not later than five years	60,599	56,375
Later than five years	94,380	101,446
Total (including GST)	187,287	194,708
Includes facilities management costs of \$101.323m (2007 \$101.323m) for the New Long Bay Correctional Complex 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	18,167	15,815
Later than one year and not later than five years	27,095	24,075
Later than five years	-	-
Total (including GST)	45,262	39,890

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

**(d) Future Finance Lease Commitments**

In 2006/07 a private sector company, 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 Gatehouse component was completed on 18 June 2008 and the Prison Hospital on 14 July 2008. The Department of Corrective Services will recognise the new Prison Hospital as an asset. The basis for the accounting treatment is that custodial services will be delivered by

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

the Department of Corrective Services for the duration of the term until July 2034.

In addition, the Department will recognise a finance lease liability, payable over the period to 2034 for the construction of the new facilities.

An estimate of the commitments is as follows:

	2008	2007
	\$'000	\$'000
Not later than one year	6,028	-
Later than one year and not later than five years	30,673	29,033
Later than five years	162,950	170,618
Present value of minimum lease payments	199,651	199,651

The commitments include Goods and Services Tax. Related input tax credits of \$52.04m (2007 \$43.39m) 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. The Department is not aware of any significant contingent liabilities at balance date. At balance date there were \$Nil claims outstanding. (2007 \$170,000).

Liabilities that may arise from claims made prior to 1 July 1989 are covered by the Solvency Fund held by the Insurance Ministerial Corporation.

The liability 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 \$57.5m partly offset by an increase in total revenue of \$7.6m.	\$49.8m
Employee-related expenses including overtime of \$19.4m. exceeded budget by Filling vacant custodial staff positions on overtime consistent with the 'Way Forward' workplace reform strategies, plus 2.5% award increase on Recreation Leave for 2008/09 not included in budget.	\$39.8m
Other operating expenses includes an increase in maintenance of \$9.1m. due to the catchup in arrears in maintenance.	\$14.5m



## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

Other expenses increased due to a hindsight adjustment for 2004/05 by	\$3.0m
The increase in total revenue includes increases in sales of goods and services \$3.5m, grants and contributions \$2.7m and hindsight adjustment on insurance of \$1.8m	\$7.6m
<b>Assets and liabilities</b>	
Current assets were under budget by (Cash decreased by \$12.1m and Other Assets increased by \$3m. The reduction in cash funds arose from the higher than anticipated expenditure for which no additional funding was provided).	\$9.1m
Non-current assets were over budget due to a higher level of capital expenditure	\$10.6m
Current liabilities were over budget by Creditors increased by \$12.2m while provisions decreased by \$3.9m due to budgeted award increases of 4% compared with actual of 2.5% for 2008/09 not included in Budget and Other Liabilities decreased by \$4m.	\$4.3m
<b>Cash flows</b>	
Total payments were over budget by (Employee related increased by \$48.8m. due to the filling of custodial positions on overtime and expansion of the Community Offender Service and other payments including hindsight adjustment of \$3m)	\$53.3m
Total receipts were over budget by Recovery of GST from ATO not included in budget.	\$5.7m
Cash flows from Government were under budget by Recurrent increased by \$33.0m, Capital decreased by \$44.4m. and Cash Reimbursements from Crown Entity increased by \$10.1m	\$1.3m
Cash flows from Investing activities were under budget by Cash flow on capital projects deferred due to delay in development applications and other issues.	\$39.8m

### 21. Reconciliation of Cash Flows from Operating Activities to Net Cost of Services

	2008 \$'000	2007 \$'000
Net cash from on operating activities	59,704	101,120
Cash flows from Government/Appropriations	(823,319)	(812,497)
Acceptance by the Crown Entity of employee benefits and other liabilities	(36,259)	(32,863)
Depreciation	(62,925)	(61,297)
Net gain/(loss) on Disposal of Plant, Property and Equipment	-	(22)
Decrease/(increase) in Provisions	(5,161)	(8,274)
Increase/(decrease) in Receivables and other assets	1,315	(1,853)
Increase/(decrease) in Inventories	178	71
Decrease/(increase) in Creditors	(16,757)	731
Net cost of services	(883,224)	(814,884)

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

#### 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.

	2008	2007
	\$'000	\$'000
Cash balance at the beginning of the year	2,918	2,537
Add: Receipts	33,075	30,696
Less: Expenditure	(32,780)	(30,315)
Cash balance at the end of the financial year	3,213	2,918

#### 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 2008 was \$94,928,000 (2007 \$87,267,000). 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's operations or are required to finance the Department's operations. The Department of Corrective Services does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Department's main risks arising from financial instruments are outlined below, together with the Department's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout this financial report.

The Commissioner has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Department, to set risk limits and controls and to monitor risks.

## 11.30

## Department of Corrective Services Financial Report for the Year Ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

#### (a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	
			2008	2007
Class			\$'000	\$'000
Cash and cash equivalents	9	N/A	13,061	10,664
Receivables	10	Receivables at amortised cost	6,168	4,941
<b>Financial Liabilities</b>				
<b>Class</b>				
Payables	14	Financial liabilities measured at amortised cost	49,569	33,848

#### Notes

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

#### (b) Credit Risk

Credit risk arises when there is the possibility of the Department's debtors defaulting on their contractual obligations, resulting in a financial loss to the Department. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Department, including cash, receivables and authority deposits. No collateral is held by the Department. The Department has not granted any financial guarantees.

Credit risk associated with the Department's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards. Authority deposits held with NSW TCorp are guaranteed by the State.

#### Cash

Cash comprises cash on hand and bank balances within the NSW 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 NSW Treasury.

#### Receivables - trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectibility of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible 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. This evidence includes past experience, and current and expected changes in economic conditions. No interest is earned on trade debtors. Sales are made on 30 day terms.

## Department of Corrective Services Financial Report for the year ended 30 June 2008

### Notes to the financial statements for the year ended 30 June 2008

The Department is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2008: \$1,375,000; 2007: \$164,000) and not less than six months past due (2008: \$4,793,000; 2007: \$4,777,000) are not considered impaired and together these represent 94% of the total trade debtors. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the balance sheet.

	\$'000		
	Total	Past due but not impaired	Considered impaired
<b>2008</b>			
< 3 months overdue	4,311	4,311	-
3 months – 6 months overdue	104	104	-
> 6 months overdue	764	378	386
<b>2007</b>			
< 3 months overdue	1,994	1,994	-
3 months – 6 months overdue	1,123	1,123	-
> 6 months overdue	2,056	1,660	396

#### (c) Liquidity risk

Liquidity risk is the risk that the Department will be unable to meet its payment obligations when they fall due. The Department continuously manages risk through monitoring future cash flows.

No assets have been pledged as collateral. The Department's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

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

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## 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 2007 to 30 June 2008

Commissioner Woodham is responsible for the largest correctional system in Australia. Despite a continuous upward trend in the State's inmate population of about four percent per year, Commissioner Woodham has achieved outstanding results which contribute significantly to community safety in New South Wales.

During 2007/08, the Commissioner instigated major organisational change which furthered the Department's operational and administrative efficiencies. For example, Commissioner Woodham established Community Offender Support Program (COSP) centres, an initiative which is directly linked to accomplish the reduction in re-offending target of the State Plan. COSPs provide stable accommodation, a major factor for breaking the re-offending cycle. So does Balund-a, an innovative residential program opened at Tabulam specifically designed to assist young Aboriginal offenders re-integrate into their communities.

During the year, the Commissioner has established the Community Compliance Group which monitors serious offenders in the community State-wide, a vital factor in protecting the community.

In 2007/08, the number of inmates rose to a peak of 9,928. There was a total of over 29,000 receptions into full-time custody. The 500-bed Wellington Correctional Centre was officially opened with great community support in September 2007. It is forecast that the centre will inject about \$14 million per annum into the local economy. The successful tender was announced for the new 500-bed correctional centre on the NSW South Coast which is due for completion in 2010.

Inmate escapes remained at a low of seven. Under Commissioner Woodham's leadership, death from apparent unnatural causes also remained low at four and there was no Aboriginal death from apparent unnatural causes. Rates of serious assaults by inmates on inmates were at a five-year low and there were no serious assaults by inmates on officers.

During the year, 28,937 inmate court matters were facilitated by video conferencing which represents operational efficiencies of \$8.278 million for 2007/08.

Commissioner Woodham has also excelled in the management of offenders in the community. The successful completion rate of community-based orders (79.67 percent) is again higher than the national average of the previous year, a significant achievement under very challenging circumstances. The Department provided 26,668 pre-sentence reports to courts.

In 2007/08, Commissioner Woodham implemented the Department's Efficiency Improvement Plan which achieved savings, including increases in productivity, totalling \$31.5 million.

Commissioner Woodham received a total remuneration package of \$392,300 per annum.

  
 John Hatzistergos  
 25 September 2008

Postal: GPO Box 5341 Sydney NSW 2001 Telephone: (02) 9228 4977 Facsimile: (02) 9228 3600

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## 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 2007 to 30 June 2008

As the Deputy Commissioner, Offender Management and Operations, Mr McLean has responsibility for the overall operational management of custodial and community offender services.

During the reporting period, Mr McLean has supported the Commissioner in achieving major departmental reform. The reform has resulted in significant efficiencies in service delivery within the community and custodial services in a time of an increasing offender population, working toward the Department's goal within the State Plan of reducing re-offending.

- Consistently provided outstanding leadership and direction to all custodial and community offender services staff;
- Managed the rising inmate population when confronted with bed capacity constraints during periods of operational reform;
- Provided an integrated service approach by actively restructuring correctional centre activities to provide Juvenile Justice with additional beds in time of need;
- Oversighted the commissioning and operation of Wellington Correctional Centre;
- Maintained industrial harmony in a difficult industrial environment;
- Actively promoted the establishment of Balund-a, a diversionary program for Aboriginal offenders at Tabulam;
- Restructured various Community Offender Services offices and operations around the State;
- Assisted the Commissioner in the establishment of Community Offender Support Program (COSPs) centres at various locations around the State;
- Continued to expand the use of Audio Visual Link technology as an efficient cost and operational alternative to inmate transport to court and other appointments;
- Significantly progressed the centralised Operations Scheduling Unit in preparation for full state-wide centralisation of rosters;
- Continued to achieve capital and minor works efficiencies through the enhancement of the specialised Infrastructure Team;
- Co-ordinated community consultation regarding centre expansions and variations;
- Refined the Department's workplace reform program in preparation for full implementation;
- Oversighted the progress including the design of the new South Coast correctional centre at Nowra;
- Oversighted the planning and designing of the new 250 bed expansion of Cessnock Correctional Centre;
- Oversighted consultation, construction, operational development and commissioning of the new Long Bay Hospital;
- Actively promoted Community Consultative Committees;
- Progressed the expansion of the Custody Based Intensive Treatment (CUBIT) sex offender program and the Violent Offenders Therapeutic Program (VOTP);
- Promoted offender employment; Corrective Services Industries provided employment to more than 80 percent of eligible offenders which is above the national average of about 78 percent.

Mr McLean receives a total remuneration package of \$284,950 per annum.

  
 RON WOODHAM  
 Commissioner  
 25 September 2008

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## 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 to 30 June 2008

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.

These strategies include measures to achieve substantial productivity savings across the department in relation to shared corporate services. Significant progress has been made in providing the underlying technology platform to align ICT services with departmental business needs.

Significant results have been achieved in a number of areas:

- oversaw the Department's asset management program, which included the following major works:
  - completion of the new correctional centre at Wellington which opened in September 2007
  - continuing the program which is installing video conferencing facilities in a number of correctional centres
  - completion of the Long Bay Prison Hospital in July 2008 and the continuation of the new Long Bay Prison and Forensic hospitals as a public/private partnership project
  - upgrade and refurbishment of accommodation at the Corrective Services Academy to 3 star standard
  - establishment of facilities and infrastructure support for the introduction of the Offender Monitoring Compliance Unit (OCMU) and 10 Community Compliance Group facilities throughout NSW
  - successful tendering for the construction of a new \$140M 500 bed multi classification correctional centre for the south coast to be built at South Nowra commencing in July 2008
  - planning for a new 250 bed expansion for Cessnock Correctional Centre
  - ensured improved standards for office accommodation for Community Offender Services throughout the State were implemented
  - refined the single point of contact maintenance contracts, in conjunction with Operations, for both facilities and security equipment incorporating these refinements into new tender documents which realigned risks more effectively
  - examined proposals for changes to provision of the electronic monitoring of offenders, following the re-tendering of the contract
- sought and gained an exemption from NSW Health from a restriction under the Public Health Act which prevented two unrelated people sharing a room which was less than 11 sq metres in area. This allowed the department to alleviate its short-term bed shortage by having bunk bed accommodation installed in correctional centres.
- established and chaired the steering committee for the re-tender of the Junee Correctional Centre management contract due for renewal in April 2009

Henry Deane Building, 20 Lee Street, Sydney NSW 2000 GPO Box 31 Sydney NSW 2001 Tel 02 8346 1333 Fax 02 83461010 DX 22 Sydney



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## Appendices

## Appendix 3: Performance Statement, Deputy Commissioner, Corporate Services (continued)

- ensured the department's Total Asset Management plan was submitted on time
- achieved productivity savings across the Department, particularly through the continued development of a shared corporate services model – in 2007/08 the project aimed at standardising administrative support service functions across correctional centres commenced. To date seven correctional centres have been reviewed, with a total of twelve being reviewed before implementation in 2009.
- broadened the scope of the newly established Career Recruitment Office to offer custodial, community and programs positions through a shopfront at the corporate office in Sydney – which has streamlined recruitment processes and is supporting the increased focus on community supervision
- achieved a further reduction in workers compensation claims and a continued reduction in overall claims costs
- provided strategic leadership in the developing the DCS ICT plan for 2008, reflecting the strategies of the NSW ICT People First plan
- presided over the substantial implementation of the Government Broadband Service in Corrective Services, providing vastly improved IT connectivity to DCS locations
- 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
- supported realignments of the Human Resources and Legal Services portfolios to better deliver services in those areas – implementation will take place in 2008/09
- oversighted streamlining of human resources processes, including the implementation of electronic forms and transfer of information
- lead the introduction of the single active booking module of the Offender Integrated Management System in April 2008, merging information held on offenders in custody and in the community to improve offender management
- upgraded the department's information security certification from ISO 7799 to ISO 27001
- presided over the expansion of the department's mobile technology environment with 120 users on a new Blackberry server by June 2008. In addition, 350 laptop computers were purchased to improve access to information for officers in the field.

Mr Schipp receives a remuneration of \$253,000 per year.

  
RON WOODHAM  
Commissioner

## 12.5

## Appendices

## Appendix 4: Boards, Councils and Committees

**Departmental Representation on External Boards and Committees****Corrective Services Administrators Conference (held annually)**

Ron Woodham, Commissioner

**Corrective Services Ministers Conference (held annually)**

Ron Woodham, Commissioner

**Justice Health Board Meeting (held monthly)**

Luke Grant, Assistant Commissioner, Offender Services and Programs

**Chief Executive Officers Network Meeting (held every 3 months)**

Ron Woodham, Commissioner

**Human Services and Justice Chief Executive Officers Standing Committee (held approximately every 2 months)**

Ron Woodham, Commissioner

**Criminal Justice Chief Executive Officers Standing Committee (held approximately every 2 months)**

Ron Woodham, Commissioner

**Serious Sex Offenders Assessment Committee Meeting (internal and external) (held monthly)**

Ron Woodham, Commissioner

**Sentencing Council of NSW (held monthly)**

Ron Woodham, Commissioner

**NSW Government Procurement Senior Officer Committee (held every 4 months)**

Gerry Schipp, Deputy Commissioner, Corporate Services represented by Neil Daines, Executive Director, Asset Management

**Riverina - Murray Regional Co-ordination Management Group**

Phil Ruse, Regional Executive Director, North West Region

**Illawarra/South East Regional Co-ordination Management Group**

Phil Ruse, Regional Executive Director, North West Region

**Western Sydney Human Services Group**

Phil Ruse, Regional Executive Director, North West Region

**Corrections Industry Advisory Committee (3 per year)**

Jo Quigley, Executive Director, Learning and Staff Development

**Board of Government Skills Australia (held quarterly)**

Jo Quigley, Executive Director, Learning and Staff Development

**Legal Services Committee**

Gerry Schipp, Deputy Commissioner, Corporate Services

**Risk Management Champions Coalition**

Gerry Schipp, Deputy Commissioner, Corporate Services

**June Management Tender Steering Committee**

Gerry Schipp, Deputy Commissioner, Corporate Services

**Aboriginal Participation for Construction Steering Committee**

Neil Daines, Executive Director, Asset Management represented by Peter Hay, Director Asset Management

**Mental Health (Criminal Procedure) Act Meeting**

Luke Grant, Assistant Commissioner, Offender Services and Programs

**Department of Corrective Services Aboriginal Taskforce (DOCSAT) (held every 3 months)**

Luke Grant, Assistant Commissioner, Offender Services and Programs

Ken Jurotte, A/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**

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  
Kim Blinkhorn, A/Regional Executive Director, North West Region

**Regional Community Consultative Committees**

John Dunthorne, Assistant Commissioner, South West Region  
Col Kelaher, Assistant Commissioner, North West Region  
Brian Kelly, Assistant Commissioner, Inner Metropolitan Region  
Bernadette O'Connor, A/Assistant Commissioner, Outer Metropolitan Region

**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

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## Appendices

## Appendix 4: Boards, Councils and Committees (continued)

**Department of Premier and Cabinet – Remote Areas Pilot Attraction and Retention Steering Committee**

Paul Irving, Assistant Commissioner, Probity and Staff Development

**Child Protection Watch Committee**

Lee Downes, Executive Director, Community Offender Services

**Anti Social Behaviour Steering Committee (held quarterly)**

Phil Ruse, Regional Executive Director, North West Region

**Public Sector Risk Management Association**

Paul Irving, Assistant Commissioner, Probity and Staff Performance

**Senior Officers Group on Mental Health**

Rhonda Booby, Director, Offender Services and Programs

**Capital Works Steering Committee**

Ron Woodham, Commissioner  
Ian McLean, Deputy Commissioner, Offender Management and Operations  
Gerry Schipp, Deputy Commissioner, Corporate Services

**Senior Officers Committee on Alcohol and Drugs**

Sue Henry-Edwards, Principal Advisor, Alcohol and other Drugs/HIV 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

**Human Services and Justice 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 Officers Group**

Rosemary Caruana, Director, Program Development and Implementation

**Aboriginal Child Sexual Assault Interagency Plan Implementation Senior Officers Group**

Luke Grant, Assistant Commissioner, Offender Services and Programs

**State Plan R2 Priority Delivery Committee**

Luke Grant, Assistant Commissioner, Offender Services and Programs  
Rosemary Caruana, Director, Program Development and Implementation

**Interagency Working Group on Ageing**

Luke Grant, Assistant Commissioner, Offender Services and Programs  
Rhonda Booby, Director, Offender Services and Programs

**Interagency Working Group on Fines and Penalty Notices**

Rhonda Booby, Director, 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**

Rhonda Booby, Director, Offender Services and Programs

**Department of Corrective Services/ Department of Housing Liaison Committee**

Ken Jurotte, A/Director, Aboriginal Support and Planning Unit  
Nita Dowell, Senior Project Officer Community Strategy, Aboriginal Support and Planning Unit

**Murdi Paaki COAG Trail, Law and Justice Sub Interagency Committee**

Ken Jurotte, A/Director, Aboriginal Support and Planning Unit

**Criminal Justice Program (CLP) Reference Group**

Ken Jurotte, A/Director, Aboriginal Support and Planning Unit  
Anne Langford, Manager, 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

**NSW Health Blood Borne Virus and Diseases Working Group**

Ken Jurotte, A/Director, Aboriginal Support and Planning Unit

**Dairy Board of Management**

Steve Thorpe, Executive Director, Corrective Services Industries  
Karen Boyko, General Manager, Emu Plains/ Berrima Cluster  
Jeremy Hildreth, Food Services Manager, Corrective Services Industries  
Chris Russell, Dairy Consultant  
Essam Abdelsayed, Manager of Industries, Emu Plains Correctional Centre  
Judy Woodward, Senior Overseer, Dairy Unit  
Peter Craft, Manager Business Unit, Milk Processing Unit

## 12.7

## Appendices

## Appendix 4: Boards, Councils and Committees (continued)

**Joint Community Consultative Meeting**

Lee Downes, Executive Director, Community Offender Services

**Serious Offenders Review Council (SORC)**

Superintendent Steve Tandy (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**

Barry Bell, Principal Advisor, Family and Community

**NSW Government Aboriginal Affairs Policy Justice Cluster Sub Committee**

Ken Jurotte, A/Director, Aboriginal Support and Planning Unit

**Two Ways Together Co-ordination Committee - Department of Aboriginal Affairs NSW**

Ken Jurotte, A/Director, Aboriginal Support and Planning Unit

**Aboriginal Child Sexual Assault Senior Officers Group**

Luke Grant, Assistant Commissioner, Offender Services and Programs

**Justice Sector Information Exchange Co-ordination Committee**

Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources  
Wayne Ruckley, Executive Director, Information Communication and Technology

**Board of Management (held bi-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 and Human Resources

Luke Grant, Assistant Commissioner, Offender Services and Programs  
Don Rodgers, Assistant Commissioner, Logistics and Strategic Operations  
Col Kelaher, Assistant Commissioner, North West Region  
John Dunthorne, Assistant Commissioner, South West Region  
Brian Kelly, Assistant Commissioner, Inner Metropolitan Region  
Bernadette O'Connor, A/Assistant Commissioner, Outer Metropolitan Region  
Paul Irving, Assistant Commissioner, Probity and Staff Development  
Wayne Ruckley, Executive Director, Information Communication and Technology  
Jo Quigley, Executive Director, Learning and Staff Development  
John Simon, Executive Director, Legal Services

**Board of Management Policy Committee (held bi-monthly)**

Ian McLean, Deputy Commissioner, Offender Management and Operations  
Gerry Schipp, Deputy Commissioner, Corporate Services  
Luke Grant, Assistant Commissioner, Offender Services and Programs  
Paul Irving, Assistant Commissioner, Probity and Staff Development  
Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources  
Wayne Ruckley, Executive Director, Legal Services Information Communication and Technology  
Col Kelaher, Assistant Commissioner, North West Region  
Bernadette O'Connor, A/Assistant Commissioner, Outer Metropolitan Region  
Lioba Rist, Director, Corporate Strategy Unit  
Kim Blinkhorn, Director, Offender Policy Unit  
Jo Quigley, Executive Director, Learning and Staff Development  
Margaret Anderson, Director, Corporate Legislation and Parliamentary Support Unit  
Barry Priestly, A/Co-ordinator, Corporate Communications

**Board of Management for Learning and Staff Development**

Ron Woodham, Commissioner (Chair)  
Ian McLean, Deputy Commissioner, Offender Management and Operations  
Gerry Schipp, Deputy Commissioner, Corporate Services  
Luke Grant, Assistant Commissioner, Offender Services and Programs  
John Dunthorne, Assistant Commissioner, South West Region  
Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources  
Paul Irving, Assistant Commissioner, Probity and Staff Development  
Colin Kelaher, Assistant Commissioner, North West Region  
Don Rodgers, Assistant Commissioner, Logistics and Strategic Operations  
Brian Kelly, Assistant Commissioner, Inner Metropolitan Region  
Jo Quigley, Executive Director, Learning and Staff Development  
Bernadette O'Connor, A/Assistant Commissioner, Outer Metro Region  
Wayne Ruckley, Executive Director, Information Communication and Technology  
John Simon, Executive Director, Legal Services

**Information Communication and Technology Board of Management (held every 2 months)**

Ron Woodham, Commissioner  
Ian McLean, Deputy Commissioner, Offender Management and Operations  
Gerry Schipp, Deputy Commissioner, Corporate Services  
Luke Grant, Assistant Commissioner, Offender Services and Programs  
Don Rodgers, Assistant Commissioner, Logistics and Strategic Operations  
Col Kelaher, Assistant Commissioner, North West Region  
John Dunthorne, Assistant Commissioner, South West Region  
Brian Kelly, Assistant Commissioner, Inner Metropolitan Region  
Bernadette O'Connor, A/Assistant Commissioner, Outer Metropolitan Region

## 12.8

## Appendices

## Appendix 4: Boards, Councils and Committees (continued)

Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources  
Wayne Ruckley, Executive Director, Information Communication and Technology  
Paul Irving, Assistant Commissioner, Probity and Staff Development  
Jo Quigley, Executive Director, Learning and Staff Development  
Julie Babineau, Deputy Chief Executive, Justice Health  
Neil Daines, Executive Director, Asset Management  
Judy Windle, Director, Human Resources  
Steve Thorpe, Executive Director, Corrective Services Industries

**Ethics Committee**

Luke Grant, Assistant Commissioner, Offender Services and Programs (Chair)  
Simon Eyland, Director, Corporate Research Evaluation and Statistics Unit  
Paul Irving, Assistant Commissioner, Probity and Staff Development  
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  
Father Rodney Moore, Chaplaincy Co-ordinator  
Reg Pollock, Official Visitor  
Prof. Julie Stubbs, Asst. Prof and Asst. Dean, Faculty of Law, University of Sydney

**Interdepartmental Committee on Custodial Witness Protection (fortnightly)**

Ron Woodham, Commissioner  
Don Rodgers, Assistant Commissioner, Logistics and Strategic Operations  
Greg Snedon, 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  
Paul Irving, Assistant Commissioner, Probity and Staff Development  
Assistant Commissioner, Offender Services and Programs (represented by Rhonda Booby)  
Brian Kelly, Assistant Commissioner, Inner Metropolitan Region  
Arthur Abraham, Director, Audit  
Neil Daines, Executive Director, Asset Management  
Wayne Ruckley, Executive Director, Information Communication and Technology  
David White, Director, Corrections Inspectorate  
Steve Thorpe, Executive Director, Corrective Services Industries (represented by Gail Malpass)  
Lou Sartori, Executive Director, Finance  
Lioba Rist, Director, Corporate Strategy  
Lyn Colley, Director, OHS and Workers Compensation Unit  
David Owen Hicks, A/Administration Manager  
John Simon, Executive Director, Legal Services  
Executive Director, Community Offender Services (represented by Susan Wojciechowski)  
Terry Halloran, Director Inmate Classification and Case Management  
Mal Tiedeman, Regional Superintendent, South West Region  
Michael Tuckey, Regional Business Manager, South West Region  
Candace Sutton, Director, Commissioner's Media Unit  
Jim Greig, Project Manager, Corporate Strategy  
Vivienne Porzolt, Senior Planning and Projects Officer, Corporate Strategy  
Jong Nheu, Finance and Administration Officer, Security and Intelligence  
James Au, Employers Mutual  
Lilian Kikivi, Employers Mutual  
Eddie Dunaj, GIO

**Proclamations Review Committee**

Neil Daines, Executive Director, Asset Management

Peter Hay, Director, Asset Management  
John Simon, Executive Director, Legal Services  
Peter Byrnes, A/ Director of Administration, Offender Management and Operations Branch  
Chris Quilkey, Senior Legislation and Policy Officer, Corporate Legislation and Parliamentary Support

**Professional Conduct Management Committee (held weekly)**

Paul Irving, Assistant Commissioner, Probity and Staff Development  
Don Rodgers, Assistant Commissioner, Logistics and Strategic Operations  
Mark Wilson, Chief Superintendent, Security Division  
Dave Byrne, Commander, Corrective Services Investigation Unit  
Liz Ball, A/Director, Professional Standards and Administrative Law Branch  
Tony Hodgetts, General Manager, Taskforce Sky

**Prison Officers Vocational Branch - POV B (held bi-monthly)**

Ian McLean, Deputy Commissioner, Offender Management and Operations (Chair)  
Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources  
Don Rodgers, Assistant Commissioner, Logistics and Strategic Operations  
Col Kelaher, Assistant Commissioner, North West Region  
John Dunthorne, Assistant Commissioner, South West Region  
Bernadette O'Connor, A/Assistant Commissioner, Outer Metropolitan Region  
Gary McCahon, General Manager, Operations  
Deirdre Hunter, Director, Workforce Relations  
Fiona Winfield, Industrial Officer, Work Place Relations  
Judy Windle, Director, Human Resources  
Andrew Wilson, Industrial Officer, Public Service Association  
Dave McCauley, Organiser, Public Service Association  
Matthew Bindley, Chairperson, POV B  
Brian McCann, Honorary Secretary, POV B

## 12.9

## Appendices

## Appendix 4: Boards, Councils and Committees (continued)

Steve MacMahon, Country Vice-Chairperson, POVB  
 Nicole Jess, Vice-Chairperson, POVB  
 Michael Hay, Assistant Secretary, POVB  
 Brian Kelly, Assistant Commissioner, Inner Metropolitan Region

**Commissioned Officers Vocational Branch - COVB (held bi-monthly)**

Ian McLean, Deputy Commissioner, Offender Management and Operations (Chair)  
 Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources  
 Don Rodgers, Assistant Commissioner, Logistics and Strategic Operations  
 Colin Kelaher, Assistant Commissioner, North West Region  
 John Dunthorne, Assistant Commissioner, South West Region  
 Brian Kelly, Assistant Commissioner, Inner Metropolitan Region  
 Bernadette O'Connor, A/Assistant Commissioner, Outer Metropolitan Region  
 Ian Farquhar, Superintendent, Operations  
 Fiona Winfield, Industrial Officer, Workforce Relations  
 Judy Windle, Director, Human Resources  
 Deirdre Hunter, Director, Workforce Relations  
 Shane O'Brien, Assistant General Secretary, PSA  
 Pat Armstrong, Chairman, COVB  
 Greg Delprado, Executive Member, COVB  
 Darren Metcalfe, Executive Member, COVB  
 Tracey Melrose, Honorary, COVB  
 Ron Gerion, 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 Representative  
 Barry Tubner, Unions NSW Representative  
 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, Logistics and Strategic Operations  
 Glenda Fisher, Justice Health Service  
 Steve Thorpe, Executive Director, Corrective Services Industries (Secretary)  
 Jeremy Hildreth, Food Services Manager, Corrective Services Industries  
 Tom Breckenridge, General Manager, Goulburn/Cooma Cluster  
 Lorraine Bridge, General Manager, St Heliers/Tamworth  
 Tony Kelly, Regional Superintendent, Outer Metropolitan Region  
 Bruce Mercer, General Manager, John Morony/Oberon/Kariong Cluster  
 Shari Martin, General Manager, Dillwynia  
 Bob Maher, Manager Security, Offender Policy Unit  
 Rod Moore, Chaplaincy Advisor, Offender Services and Programs  
 Bill Holland, Manager of Industries, St Heliers

**Offender and Families Committee**

Steve Thorpe, Executive Director, Corrective Services Industries (Secretary)  
 Barry Mood, Superintendent, Office of the Commissioner  
 Barry Bell, Principal Advisor, Family and Community Support  
 Nicola Wilson, 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  
 Deirdre Hyslop, Principal Advisor Women Offenders

**Glen Innes Sawmill Board of Management**

Colin Kelaher, Assistant Commissioner, North West Region  
 Steve Thorpe, Executive Director, Corrective Services Industries  
 Steve Harrison, General Manager, Grafton and Glen Innes Cluster  
 Mal Tiedmann, Regional Superintendent, North West Region  
 Rob Steer, Business Development Manager  
 Pat McClymont, Manager Security, Glen Innes  
 Andrew Wilson, A/Operations Manager, Glen Innes  
 Peter Rouse, Manager, Sawmill Business Unit  
 Peter Thompson, Manager, Inmate Services and Programs

**Audit Committee (held every 3 months)**

Ron Woodham, Commissioner, Chair  
 Ian McLean, Deputy Commissioner, Offender Management and Operations  
 Paul Irving, Assistant Commissioner, Probity and Staff Development  
 Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources  
 Arthur Abraham, Director, Audit  
 Maria Spriggins, Audit Office Representative  
 David Daniels, Audit Office Representative  
 Carol Holley, Independent - Hill Rogers Chartered Accountants

**Honours Awards Committee (held every 3 months)**

Ron Woodham, Commissioner, Chair  
 Ian McLean, Deputy Commissioner, Offender Management and Operations (Chair)  
 Gerry Schipp, Deputy Commissioner, Corporate Services  
 Brian Kelly, Assistant Commissioner, Inner Metropolitan Region  
 Paul Irving, Assistant Commissioner, Probity and Staff Development  
 Don Rodgers, Assistant Commissioner, Logistics and Strategic Operations  
 Col Kelaher, Assistant Commissioner, North West Region  
 John Dunthorne, Assistant Commissioner, South West Region

## 12.10

## Appendices

## Appendix 4: Boards, Councils and Committees (continued)

Jo Quigley, Director, Learning and Development

Luke Grant, Assistant Commissioner, Offender Services and Programs

Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources

Wayne Ruckley, Executive Director, Information Communication and Technology

#### Non Custodial Departmental Committee (held every 3 months)

Luke Grant, Assistant Commissioner, Offender Services and Programs

Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources

Deirdre Hunter, Director, Workforce Relations  
Rhonda Booby, Director, Offender Services and Programs

Karen Fitzgerald, Senior Industrial Officer

Helen Sourlas, Industrial Officer, PSA

Kathy Dwyer, DCS Workplace delegate (Chair)

Linda Codling, DCS Workplace delegate, (Secretary)

Scott Chapman, DCS Workplace Delegate

Ron Chinchin, DCS Workplace Delegate

Peter Devine, DCS Workplace Delegate

Karen Doyle, DCS Workplace Delegate

Ross Mowatt, DCS Workplace Delegate

Robert Patricelli, DCS Workplace Delegate

Darren Plumb, DCS Workplace Delegate

Manual Rodriguez, DCS Workplace Delegate

David Rowe, DCS Workplace Delegate

Kathleen Stewart, DCS Workplace Delegate

Henry Zugai, DCS Workplace Delegate

Franc Woods, DCS Workplace Delegate

Craig Wunsch, DCS Workplace Delegate

#### Periodic Detention Review Committee

Peter Byrnes, A/Senior Manager, Sentence Administration

Steve D'Silva, Director, Periodic Detention

Dion Ngatai, Stage 2 Co-ordinator, Periodic Detention

Pierette Mizzi, Commonwealth Director of Public Prosecutions Office

Tom Symonds, Community Member

#### Risk Assessment Committee

Paul Irving, Assistant Commissioner, Probity and Staff Development

Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources

Liz Ball, A/Director, Professional Standards and Administrative Law Branch

John Simon, Executive Director, Legal Services

Wayne Creighton, Superintendent,

Corrections Intelligence Group

#### Investigations Review Committee

Ron Woodham, Commissioner

Ian McLean, Deputy Commissioner, Offender Management and Operations

Brian Kelly, Assistant Commissioner, Inner Metropolitan Region

Don Rodgers, Assistant Commissioner, Logistics and Strategic Operations

Paul Irving, Assistant Commissioner, Probity and Staff Development

Margaret Parmeter, A/Executive Director, Statewide Administration of Sentences and Orders

John Crawford, Director, Professional Conduct Investigations Branch

Dave Byrne, Commander, Corrective Services Investigation Unit

Mark Wilson, Chief Superintendent, Security Division

#### NSW Department of Corrective Services / TAFE Monitoring and Liaison Committee (quarterly)

Luke Grant, Assistant Commissioner, Offender Services and Programs

Rhonda Booby, Director, Offender Services and Programs

Ken Jurotte, A/Director, Aboriginal Support and Planning Unit

Karen Banfield, Principal, AEVTI

David Gould, AEVTI, State Manager

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, R/SEO, Corrections, TAFE Equity and Outreach Unit

Derek Waddell, R/Manager, TAFE Equity and Outreach Unit

Heather McGregor, A/Principal Education Officer, Aboriginal Education Training Directorate (DET)

NSW Department of Corrective Services / Teachers Federation Consultative Committee

Luke Grant, Assistant Commissioner, Offender Services and Programs

Rhonda Booby, Director, Offender Services and Programs

Deirdre Hunter, Director, Workforce Relations

Karen Fitzgerald, Senior Industrial Officer

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

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 Communities

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, Manager, Disability Services

## 12.11

## Appendices

## Appendix 4: Boards, Councils and Committees (continued)

**Other Departmental Committees**

Assistant Commissioner and Regional Executive Directors Meeting  
 Aboriginal Programs and Mobile Camps Steering Committee  
 Authorised Visitor Review Committee  
 Justice Health/DCS Liaison Meeting  
 Child Protection Steering Committee  
 Combined Shared Services/Productivity Saving Meeting  
 Court Escort Security Meeting  
 Criminal Justice Program  
 DCS/Legal Practitioners Meeting  
 DCS/Ombudsman Liaison Meeting  
 Disability Advisory Council  
 Directors Review Committee  
 Ellipse Project Management Committee  
 Families of Prisoners' Research and Project Development Reference Group, (Quakers Hill Family Centre and Blacktown LGA)  
 Human Resources Policy Committee  
 High Risk Management Unit Goulburn Committee  
 High Security Inmate Management Committee (HSIMC)  
 Shared Corporate Services Committee  
 BIMS (Ellipse) Upgrade Steering Committee  
 Corporate Information Management Steering Committee  
 Hep C Council  
 ICT Planning and Development Forum  
 Information Security Steering Committee  
 Integrated Services Project - Interagency Reference Group  
 Integrated Services Project - Clinical Reference Group  
 John Morony School Meeting  
 Johnston Report Steering Committee  
 Junee Management Meeting  
 Long Bay Hospital Forensic Meeting  
 LSI-R Steering Committee  
 Mothers and Children's Committee  
 Mobile Outreach Program Committee  
 Occupational Health and Safety Committee  
 OIMS Review Program Sponsor Committee  
 Ombudsman Liaison Meeting  
 Parklea Area 5 Redevelopment Committee  
 Periodic Detention Strategic Committee  
 Regional General Managers Meetings

Security Threat Group (STG) Committee  
 Security and Investigation Committee  
 Oversight 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  
 Shared Ellipse Upgrade Project  
 Throughcare E-case Management Steering Committee  
 Taskforce Oversight Committee  
 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  
 PAH – 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 UNSW)  
 Jailbreak Health Steering Committee  
 DADHC CJP External Reference Group  
 DADHC CJP Referral and Assessment Committee  
 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  
 Junee Working Group  
 Partnership Against Homelessness

**Regional Committees:**

Board of Management – Inner Metropolitan Region  
 Board of Management – Outer Metropolitan Region



## 12.12

## Appendices

## Appendix 5: Sponsorships

During the year ended 30 June 2008, the Department brought to account a total of \$12,398 as income from sponsorships received from 22 business organisations. The sponsorship is in recognition of Corporate Excellence and is awarded to Corrective Services Industries 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 sponsorship amounts were less than \$1,000 with the following exceptions being:**

Kraft Foods	\$4,548
Gilbert & Roach	\$2,000
Manildra Flour Mills	\$1,500

## Appendix 6: Government Contributions to Departmental Expenditure

	2003/04 \$'000	2004/05 \$'000	2005/06 \$'000	2006/07 \$'000	2007/08 \$'000
Recurrent	547,403	602,066	645,792	700,945	770,697
Capital	80,242	70,301	123,246	114,104	56,613
Acceptance by the Crown	49,428	58,483	26,300	32,863	36,259

## Appendix 7: Industrial Relations

## Awards

In 2007/08, a number of awards covering departmental staff were reviewed by the Industrial Relations Commission as per the requirement under the *Industrial Relations Act 1996*. The main purpose of the reviews is to modernise and update awards making minor changes where appropriate. Award reviews were successfully completed for the following:

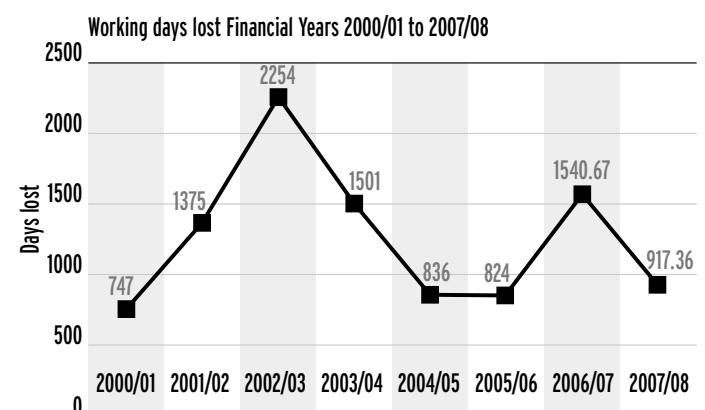
- Crown Employees (Correctional Officers, Department of Corrective Services) Award 2007 for Kempsey, Dillwynia and Wellington Correctional Centres;
- Crown Employees (Correctional Officers, Department of Corrective Services) Award;
- Crown Employees (General Managers, Superintendents, Managers Security and Deputy Superintendents, Department of Corrective Services) Award 2005;
- Crown Employees (Transport Drivers, &C.) Award.

No new awards were created, however applications have been filed by the Public Service Association before the Industrial Relations Commission for two new awards. One is the Crown Employees (Public Sector – Salaries 2008) Award which applies across the public service, with the Department being listed as one of the sample agencies. The

second is the Crown Employees (Department of Corrective Services – Community Offender Services) Award.

## Industrial action

A number of disputes resulted in industrial action. For 2007/08, there were 917.36 days lost. This compares favourably with the previous seven financial years as shown by the following chart.



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## Appendices

## Appendix 8: Commissioner's Statement of Responsibility

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

## Appendix 9: Correctional Industries Consultative Council of NSW – Annual Report 2007/08

The Correctional Industries Consultative Council of NSW (CICC) is an integral part of the NSW Correctional Industries. 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.

During the year, 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 representative and Department of Corrective Services staff including two 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 2007/08 is included in the table at the end of this text.

The role of the CICC ensures that Corrective Services Industries (CSI) programs 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 (which have been placed on CSI website CSI@dcs.nsw.gov.au) covering the development and operation of correctional industry programs in NSW 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 correctional industries.

The CICC maintains oversight of occupational health and safety practices and performance within correctional industry programs. The

Council again noted that correctional industry programs 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. Council believes that CSI's documented integrated Occupational Health and Safety (OHS), Quality and Environmental Management System combined with planned OHS training for staff and inmates contributes to this excellent result. Staff and inmates are to be congratulated on their efforts.

### Events during the year included:

- Review of seven separate major business development opportunities presented to CICC and the proposed commercial business units and self-sufficiency industries for the new Wellington Correctional Centre which resulted in the establishment of 573 additional inmate work positions and employment of 44 additional staff involved in the use of a range of Australian made materials and consumables.
- Recognition of the importance of the R2 objective of the State Plan relating to reducing re-offending and focus on developing and supporting initiatives that will assist offenders gain employment upon release. These initiatives include working with the Construction Forestry Mining and Energy Union (CFMEU), Department of Education and Training (DET), Department of Education Employment and Workplace Relations (DEEWR) and Department of Corrective Services (DCS) in establishing the Construction Traineeship Initiative at Cessnock and Goulburn Correctional Centres.
- Focus on establishing industries that are relevant to the community, particularly where there is a skill shortage.
- Monitoring of the basic education and vocational education and training opportunities being provided to offenders.

## 12.14

## Appendices

## Appendix 9: Correctional Industries Consultative Council - Annual Report 2007/08 (continued)

## Attendance

2007/08 Meeting Attendance Schedule	15/08/07	17/10/07	12/12/07	13/02/08	09/04/08	11/06/08
<b>Ian McLean</b> Chairperson Deputy Commissioner Offender Management and Operations	Apologies	Apologies	Apologies	Apologies	Chair	Apologies
<b>Luke Grant</b> Assistant Commissioner Offender Services and Programs	A/Chair	Apologies	Apologies	Apologies	P	A/Chair
<b>Rhonda Booby</b> Director Offender Services and Programs	-	Apologies	-	-	-	-
<b>P. Donovan</b> NSW Business Chamber	P	P (A/Chair)	P	P (A/Chair)	P	P
<b>B. Tubner</b> Unions NSW	P	P	P	P	P	P
<b>A. Thomas</b> Australian Industry Group	P	P	P	P	P	P
<b>C. Christodoulou</b> Unions NSW	Apologies	Apologies	P	P	Apologies	P
<b>B. Parker</b> Unions NSW (Proxy for C. Christodoulou / B. Tubner)	P	Apologies	-	-	P	-
<b>J. Doubell</b> Community Representative	P	Apologies	P	P	P	P
<b>Steve Thorpe</b> Executive Director Corrective Services Industries (CSI)	P (Secretary)	P (Secretary)	P (Secretary)	Apologies	P (Secretary)	P (Secretary)
<b>Jeremy Hildreth</b> Food Services Manager, CSI	-	-	-	P (Secretary)	-	-
<b>Derek Brindle</b> A/Operations Development Manager, CSI	P	-	-	-	-	-
<b>Gail Malpass</b> A/Operations Development Manager, CSI	-	P	P	Apologies	-	P
<b>Paul Fleming</b> A/Operations Development Manager, CSI	-	-	-	P	-	-
<b>Rob Steer</b> Business Development Manager, CSI	P	P	P	P	P	Apologies
<b>Michael Chapple</b> A/Business Development Manager, CSI	-	-	-	-	-	P

## Appendix 10: Annual Trends in the Inmate Population - 2002/03 to 2007/08

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
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%
2007/08	9634	1.8%	9471	9928	457	4.7%

<sup>1</sup> Includes correctional centres, transitional centres and court cell complexes (24 hour and other).

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## Appendices

## Appendix 11: Cost of Contractors and Contracted Employees

<b>Over \$30,000</b>		
<b>Firm</b>	<b>Type of service</b>	<b>Amount \$</b>
Ross Human Directions	Clerical, administrative, secretarial and accounting assistance	1,881,455
DFP Recruitment Services	Clerical, administrative and accounting assistance	1,022,689
Smalls Recruiting	Clerical, administrative, secretarial and accounting assistance	488,886
Manpower Services (Aust) Pty Ltd	Clerical, administrative and food service delivery	510,468
Finite Recruitment Pty Ltd	Corporate desktop server project	359,736
Australian Training Company	Clerical, administrative, computer support, trainees, etc.	189,614
Paxus Australia Pty Ltd	Information management projects - web management	135,793
Hays Personnel Services (Aust) Pty Ltd	Clerical and accounting assistance	134,507
Hudson Global Resources (Aust) Pty Ltd	Corporate desktop server project	126,277
Mosaic Recruitment Pty Ltd	Desktop support	102,006
Outsource Australia	Outsourcing Business Centre	83,507
Peoplebank	Develop the executive reporting dashboard	79,736
Ambit Recruitment Group	Corporate information management system production support	75,630
Marinov Consulting Pty Ltd	Technical writing services	70,832
Chefnet Pty Ltd	Temporary staff - kitchen hand	66,846
Opscentre Pty Ltd	Information security management certification upgrade support	56,480
Taylor Transcription and Word Processing	Transcription services	45,775
Alison Bell Training Consult	Develop protocols for improved cross-agency management of dually diagnosed offenders	41,697
Quay Appointments	Clerical, administrative and other special projects	37,119
Just Occupation Safety	Supply of OHS auditing services and training	34,723
Decision Software Pty Ltd	Audit of documents - management services	32,407
<b>Total More Than \$30,000</b>		<b>5,576,183</b>
<b>Under \$ 30,000</b>		
<b>Total Less Than \$ 30,000</b>		434,240
<b>Total No. of Contracting Firms</b>	<b>57</b>	
<b>Total Cost of Contractors and Contracted Employees</b>		<b>6,010,421</b>

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## Appendices

## Appendix 12: Cost of Consultants

**Consultants equal to or more than \$30,000**

<b>Consultants</b>	<b>\$ Cost</b>	<b>Title/Nature</b>
University of Western Sydney	95,896	Consultancy for 'Shed Programs'
Access Macquarie	86,823	Group therapy training
Decision Software Pty Ltd	81,914	Audit of Document Management Services in NSW centres
W.L. Marshall & L.J. Webber	69,812	Psychology services
Opscentre Pty Ltd	44,800	Upgrade of information security management system
Department of Housing	40,000	Consultancy on Mt Druitt Probation and Parole Project
Uberconsult Solutions	35,100	To assist in the upgrade of OIMS and implementation of SAB
Edwina Deakin T/A EJD Consulting	35,000	Provide advice on Dual Diagnosis
Deloitte Touche Tohmatsu	31,473	Fuel tax credit and FBT parking consultancy
Scienserv Consultancy	30,091	Provide microbiologist services

**Total Consultancies Equal to or More Than \$30,000**      **550,908**

**Consultancies Less Than \$30,000**

Offender Management	143,880
Management Services	63,844
Human Resources	56,719
Information Technology	31,944
Training	42,872
Special Investigation	27,252
Organisational Review	26,219
Occupational Health & Safety	19,332
Engineering	3,238
Legal	1,623
<b>Total Consultancies Less Than \$30,000</b>	<b>416,922</b>

**Total Consultancies**      **967,831**

## 12.17

## Appendices

## Appendix 13: Equal Employment Opportunity (EEO) Statistics

## A. Trends in the Representation of EEO Groups

EEO Group	Benchmark or Target	% of Total Staff			
		2005	2006	2007	2008
Women	50%	35%	36%	38%	38%
Aboriginal people and Torres Strait Islanders	2%	3.7%	3.8%	4%	4.3%
People whose first language was not English	20%	14%	14%	14%	14%
People with a disability	12%	8%	8%	7%	7%
People with a disability requiring work-related adjustment	7%	2.7%	2.6%	2.1%	1.7%

## B. Trends in the Distribution of EEO Groups

EEO Group	Benchmark or Target	Distribution Index			
		2005	2006	2007	2008
Women	100	102	100	100	100
Aboriginal people and Torres Strait Islanders	100	100	98	97	97
People whose first language was not English	100	97	95	97	97
People with a disability	100	103	102	103	103
People with a disability requiring work-related adjustment	100	105	104	105	118

## 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 14: 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)
2003/04	\$76,000
2004/05	\$80,000
2005/06	\$82,000
2006/07	\$99,376
2007/08	\$93,014

## 12.18

## Appendices

## Appendix 15: 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 Library at the Brush Farm Corrective Services Academy 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 on the internet 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 contained 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.

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 formulation

Generally, members of the public may participate in policy formulation 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.

#### 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 inmates and staff at the local level. Official Visitors submit quarterly reports to the Commissioner and six monthly reports to the Minister.

From time to time, the Department advertises in relevant newspapers calling for applications from interested persons. The Minister selects and appoints the preferred applicants to the pool of Official Visitors.

#### 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; 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.

## 12.19

## Appendices

## Appendix 15: Freedom of Information Statement of Affairs (continued)

**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 Executive Director, Corrective Services Industries on (02) 8346 1601.

**Serious Offenders Review Council and State Parole Authority**

Community representatives sit on both the Serious Offenders Review Council (SORC) 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 request access to certain documents held by the State Parole Authority and to make written and oral submissions concerning the granting of parole to the serious offender. For further details contact the Co-ordinator, Victims' Register on (02) 8346 1374.

**Public Participation in Independent Associations**

CRC (Community Restorative Centre) Justice Support, and SHINE for Kids 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.

**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 (refer to point 5 for contact details).

**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.

Memoranda are also issued by the Deputy Commissioner, Corporate Services, known as 'DCCSS'.

**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
Assessment	Information about an offender prepared by Community Offender Services.
Case Management	Information about an inmate's case management, day-to-day imprisonment and participation in services and programs.
Community Service Order	Information about an offender prepared by Community Offender Services.
Employer	Information about employers participating in the inmate work release program.
Fine Default	Information about an offender prepared by Community Offender Services.
High Security Inmate Management	Information about an inmate managed by the High Security Inmate Management Committee of the SORC.
Leave	Information about an inmate's participation in pre-release leave programs, for example, education, day or weekend leave.
Offender	Information about an inmate usually in relation to correspondence between the inmate and the Department.



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## Appendices

## Appendix 15: Freedom of Information Statement of Affairs (continued)

File Type	Contents of File
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 concerning personnel matters.
Psychology	Information about an inmate prepared by a departmental psychologist.
SORC	Information about a serious offender, or other inmate who comes within the jurisdiction of the SORC.
State Parole Authority	Information about an inmate eligible for parole.
Supervision/Case History	Information about an offender prepared by Community Offender Services.
Warrant	Information about an inmate – e.g., warrants, court appearances.

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 (02) 9289 5011.

#### 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 (OIMS). Further details regarding databases are provided in the Department's Privacy Management Plan, which is available on the Department's website at: [www.dcs.nsw.gov.au](http://www.dcs.nsw.gov.au).

#### 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 current and former inmates, offenders, detainees and trainees
- information about some of the family members and friends of current and former inmates, offenders, detainees and trainees;
- 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
- 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* may be viewed for free on the Internet at [www.advertising.nswp.commerce.nsw.gov.au/gazette](http://www.advertising.nswp.commerce.nsw.gov.au/gazette), or back copies of hard copies may be read in the Department of Corrective Services Library.

##### 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 of 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 (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 (access is granted according to the provisions of the Personnel Handbook). 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.

## 12.21

## Appendices

## Appendix 15: Freedom of Information Statement of Affairs (continued)

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**

Current and former inmates, offenders, detainees, trainees 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, FOI and Privacy Unit prior to submitting a formal application. The Amendment of Records Application Form can be obtained from the FOI and Privacy Unit.

\* Current or former employees should contact their relevant Human Resources Unit of the Department to have records amended according to the provisions of the *Personnel Handbook*.

**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, issues of the *Corrective Services Bulletin* and videos. Enquiries to the Library can be made on (02) 9804 5459, by email at [vinay.sharma@dcs.nsw.gov.au](mailto:vinay.sharma@dcs.nsw.gov.au) or from late 2008 [www.bfcsa.nsw.gov.au](http://www.bfcsa.nsw.gov.au). The Library can also be accessed through the Department's website.

**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, FOI and 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, FOI 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, Community Offender Services' offices, the FOI 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 FOI 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:

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## Appendices

## Appendix 15: Freedom of Information Statement of Affairs (continued)

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

The telephone numbers for the FOI 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 FOI and Privacy Unit to arrange an appointment if they wish to visit the Unit.

\* 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.

## Appendix 16: Freedom of Information Applications (FOI) Statistical Reports

Comparison period: No data is entered in some sections for the previous year, 2006/07 because the required data and format has changed for this report.

## Section A - New FOI applications – How many FOI applications were received, discontinued or completed

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
A1 New	288	279	19	26	307	305
A2 Brought forward	18	9	3	4	21	13
A3 Total to be processed	306	288	22	30	328	318
A4 Completed	288	275	18	22	306	297
A5 Discontinued	8	4	1	6	9	10
A6 Total processed	296	279	19	28	315	307
A7 Unfinished (carried forward)	10	9	3	2	13	11

## Section B – Discontinued applications. Why were FOI applications discontinued?

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
B1 Request transferred out to another agency (s. 20)	0	0	0	0	0	0
B2 Applicant withdrew request	0	3	0	0	0	3
B3 Applicant failed to pay advance deposit (s. 22)	0	1	0	6	0	7
B4 Applicant failed to amend a request that would have been an unreasonable diversion of resources to complete (s. 25(1)(a1))	0	0	0	0	0	0
B5 Total discontinued	8	4	1	6	9	10

Note: If request discontinued for more than one reason, select the reason first occurring in the above table. The figures in B5 should correspond to those in A5.

## 12.23

## Appendices

## Appendix 16: Freedom of Information Applications (FOI) Statistical Reports (continued)

## Section C – Completed applications. What happened to completed FOI applications?

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
C1 Granted or otherwise available in full	37	40	6	8	43	48
C2 Granted or otherwise available in part	236	211	8	4	244	215
C3 Refused	15	4	4	9	19	13
C4 No documents held	0	20	0	1	0	21
C5 Total completed	288	275	18	22	306	297

Note: A request is granted or otherwise available in full if all documents requested are either provided to the applicant (or the applicant's medical practitioner) or otherwise publicly available. The figures in C5 should correspond to those in A4. \*The 2006-07 year figures in C3 include the figures in C4.

## Section D – Applications granted or otherwise available in full. How were the documents made available to the applicant?

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
D1 Provided to the applicant	37	40	6	8	43	48
D2 Provided to the applicant's medical practitioner	0	0	0	0	0	0
D3 Available for inspection	0	0	0	0	0	0
D4 Available for purchase	0	0	0	0	0	0
D5 Library material	0	0	0	0	0	0
D6 Subject to deferred access	0	0	0	0	0	0
D7 Available by a combination of any of the reasons listed in D1-D6 above	0	0	0	0	0	0
D8 Total granted or otherwise available in full	37	40	6	8	43	48

Note: The figures in D8 should correspond to those in C1.

## Section E – Applications granted or otherwise available in part. How were the documents made available to the applicant?

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
E1 Provided to the applicant	37	40	6	8	43	48
E2 Provided to the applicant's medical practitioner	0	0	0	0	0	0
E3 Available for inspection	0	0	0	0	0	0
E4 Available for purchase	0	0	0	0	0	0
E5 Library material	0	0	0	0	0	0
E6 Subject to deferred access	0	0	0	0	0	0
E7 Available by a combination of any of the reasons listed in E1 – E6 above	0	0	0	0	0	0
E8 Total granted or otherwise available in full	37	40	6	8	43	48

## 12.24

## Appendices

## Appendix 16: Freedom of Information Applications (FOI) Statistical Reports (continued)

## Section F – Refused FOI applications. Why was access to the documents refused?

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
F1 Exempt	0	3	0	3	0	6
F2 Deemed refused *	0	1	0	6	0	7
F3 Total refused	15	4	4	9	19	13

Note: The figures in F3 should correspond with those in C3. \*F2 is the number of applications where the advance deposit or final payment was not paid. No breakdown of this total, F3, is available for the previous period, 2006-07.

## Section G – Exempt documents. Why were the documents classified as exempt? (identify one reason only)

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
G1 Cabinet document (clause 1)	0	0	0	0	0	0
G2 Executive Council documents (clause 2)	0	0	0	0	0	0
G3 Documents affecting law enforcement and public safety (clause 4)	0	17	0	2	0	19
G4 Documents affecting counter terrorism measures (clause 4A)	0	0	0	0	0	0
G5 Documents affecting intergovernmental relations (clause 5)	0	0	0	0	0	0
G6 Documents affecting personal affairs (clause 6)	0	191	0	3	0	194
G7 Documents affecting business affairs (clause 7)	0	0	0	0	0	0
G8 Documents affecting the conduct of research (clause 8)	0	0	0	0	0	0
G9 Schedule 2 exempt agency	0	0	0	0	0	0
G10 Documents containing information confidential to Olympic Committees (clause 22)	0	0	0	0	0	0
G11 Documents relating to threatened species, Aboriginal objects or Aboriginal places (clause 23)	0	0	0	0	0	0
G12 Documents relating to threatened species conservation (clause 24)	0	0	0	0	0	0
G13 Plans of management containing information of Aboriginal significance (clause 25)	0	0	0	0	0	0
G14 Private documents in public library collections (clause 19)	0	0	0	0	0	0
G15 Documents relating to judicial functions (clause 11)	0	0	0	1	0	1
G16 Documents subject to contempt (clause 17)	0	0	0	0	0	0
G17 Documents arising out of companies and securities legislation (clause 18)	0	0	0	0	0	0
G18 Exempt documents under interstate FOI legislation (clause 21)	0	0	0	0	0	0
G19 Documents subject to legal professional privilege (clause 10)	0	0	0	1	0	1
G20 Documents containing confidential material (clause 13)	0	0	0	0	0	0
G21 Documents subject to secrecy provisions (clause 12)	0	0	0	0	0	0
G22 Documents affecting the economy of the State (clause 14)	0	0	0	0	0	0

## 12.25

## Appendices

## Appendix 16: Freedom of Information Applications (FOI) Statistical Reports (continued)

## Section G – Exempt documents. Why were the documents classified as exempt? (identify one reason only) (continued)

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
G23 Documents affecting financial or property interests of the State or an agency (clause 15)	0	0	0	0	0	0
G24 Documents concerning operations of an agency (clause 16)	0	6	0	0	0	6
G25 Internal working documents (clause 9)	0	0	0	0	0	0
G26 Other exemptions (e.g., clauses 20, 22A and 26)						
G27 Total exempt	0	214	0	7	0	221

Note: Where more than one exemption applies to a request select the exemption category first occurring in the above table. The figures in G27 should correspond to the sum of the figures in C2 and F1.

No data available in this section for the previous period, 2006-07, because these statistics were not required

## Section H – Ministerial Certificates (s. 59) How many Ministerial Certificates were issued?

	2006/07	2007/08
H1 Ministerial Certificates issued	0	0

## Section I – Formal consultations. How many formal consultations were conducted?

	2006/07	2007/08
I1 Number of applications requiring formal consultation	56	49
I2 Number of persons formally consulted	81	68

Note: Includes all formal offers to consult issued irrespective of whether a response was received.

## Section J – Amendment of personal records. How many applications for amendment of personal records were agreed or refused?

	2006/07	2007/8
J1 0 – 21 days	0	0
J2 22 – 35 days	0	0
J3 Over 35 days	0	0
J4 Totals	0	0

## Section K – Notation of personal records. How many applications for notation of personal records were made (s. 46)?

	2006/07	2007/8
K1 Applications for notation	0	0

## Section L – Fees and costs. What fees were assessed and received for FOI applications processed (excluding applications transferred out)?

	2006/07	2007/08	2006/07	2007/08
All completed applications	\$48,394.50	\$45,459.50	\$6,447.00	\$8,697.00

## 12.26

## Appendices

## Appendix 16: Freedom of Information Applications (FOI) Statistical Reports (continued)

## Section M – Fee discounts. How many fee waivers or discounts were allowed and why?

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
M1 Processing fees waived in full	0	0	0	0	0	0
M2 Public interest discounts	0	0	2	0	2	0
M3 Financial hardship discounts – inmates, pensioner or child	221	234	4	2	225	236
M4 Financial hardship discounts – non-profit organisation	0	0	0	0	0	0
M5 Total	221	234	6	2	227	236

## Section N – Fee refunds. How many refunds were granted as a result of significant correction of personal records?

	2006/07	2007/8
N1 Number of fee refunds granted as a result of significant correction of personal records.	0	0

## Section O – Days taken to complete application. How long did it take to process completed applications? (Note: calendar days)

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
O1 0–21 days Statutory determination period	182	225	5	5	187	230
O2 22–35 days Extended statutory determination period for consultation or retrieval of archived records (s. 59B)	*	30	*	4	*	34
O3 Over 21 days Deemed refusal where no extended determination period applies	*	11	*	5	*	16
O4 Over 35 days Deemed refusal where extended determination period applies	*	12	*	5	*	17
O5 Total	N/A	278	N/A	19	N/A	297

## Section P – Processing time: hours. How long did it take to process completed applications?

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
P1 0 – 10 hours	260	260	13	20	273	280
P2 11 – 20 hours	27	10	4	1	31	11
P3 21 – 40 hours	1	5	1	0	2	5
P4 Over 40 hours	0	0	0	1	0	1
P5 Total	288	275	18	22	306	297

Note: Figures in P5 should correspond to figures in A4.

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## Appendices

## Appendix 16: Freedom of Information Applications (FOI) Statistical Reports (continued)

## Section Q – Number of reviews. How many reviews were completed?

	2006/07	2007/08
Q1 Internal reviews	22	17
Q2 Ombudsman reviews	3	5
Q3 ADT reviews	1	2

## Section R – Results of internal reviews. What were the results of internal reviews finalised?

	Personal		Other		Total	
	Upheld	Varied	Upheld	Varied	Upheld	Varied
R1 Access refused	1	3	0	1	1	4
R2 Access deferred	0	0	0	0	0	0
R3 Exempt matter deleted from documents	0	10	0	0	0	10
R4 Unreasonable charges	0	0	1	0	1	0
R5 Failure to consult with third-parties	0	0	0	0	0	0
R6 Third-parties' views disregarded	0	0	0	0	0	0
R7 Amendment of personal records refused	0	1	0	0	0	1
R8 Total	1	14	1	1	2	15

## Appendix 17: Payment Performance Indicators

## Aged analysis at the end of each quarter

Quarter	Current (i.e., within due date) \$,000	Less than 30 days overdue \$,000	Between 30 and 60 days overdue \$,000	Between 60 and 90 days overdue \$,000	more than 90 days overdue \$,000
September 07 First Quarter	1,569	384	66	48	32
December 07 Second Quarter	1,340	365	39	35	15
March 08 Third Quarter	1,472	4,678	24	14	47
June 08 Fourth Quarter	9,711	11,320	72	18	60

## Accounts paid on time within each quarter

Quarter	Total Accounts Paid on Time		Total Amount Paid	
	Target %	Actual %	\$,000	\$,000
September '07 First Quarter	80	83.1	75,874	91,259
December '07 Second Quarter	80	78.6	50,582	64,346
March '08 Third Quarter	80	73.7	47,239	64,120
June '08 Fourth Quarter	80	57	50,776	89,121



## 12.28

## Appendices

## Appendix: 18 Freedom of Information - Summary and Commentary of the Freedom of Information Statistics of the Freedom of Information and Privacy Unit

The Department received 305 Freedom of Information (FOI) applications for documents in the 2007/08 reporting period compared with 307 FOI applications for documents in 2006/07 and 400 in 2005/06. The figure of 305 represents a decrease of 0.65 percent compared with the 2006/07 figure and a decrease of 23.75 percent compared with the 2005/06 figure.

As in previous years, most FOI applications for documents received in 2007/08, related to the files of inmates or ex-inmates. Each year a significant number of applications are received from Legal Aid NSW on behalf of offenders. In 2007/08 111 applications were received and in 2006/07 129 applications were received from Legal Aid NSW. Applicants also sought access to documents relating to departmental statistics, correctional management and staff disciplinary matters.

Thirteen applications were brought forward from the previous reporting period, resulting in a total of 318 applications for documents to be processed in 2007/08. Of these:

- 297 applications were completed
- Ten applications were discontinued (three withdrawn; seven advance deposit not paid, therefore, application was not processed)
- Nil applications were transferred
- 11 applications were carried over to the next reporting period.
- Access to documents in 2007/08 compared with 2006/07 and 2005/06
- 16 percent of applicants gained access to all requested documents, compared with 14 percent in the previous year and 19 percent in 2005/06. #
- 71 percent of applicants gained access to some of the requested documents, compared with 80 percent in the previous year and 71 percent in 2005/06.\*
- 13 percent of applicants were denied access to all requested documents compared with 6 percent in the previous year and 10 percent in 2005/06.\*

# A significant reason for these statistics is applicants being denied access to information concerning the personal affairs of third-parties.

\* These statistics include circumstances where applicants applied for documents that were not held by the Department, but were otherwise available, and where applicants did not pay a deposit or final payment.

### Internal reviews

Seventeen applications (one of which was for amendment of records – original application received in 2006/07) were finalised in the 2007/08 reporting period compared with 22 applications finalised in 2006/07.

Of the 17 applications for this reporting period, none were withdrawn. Two applications had the original determination upheld. In 15 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.

### External reviews

In 2007/08, five applications for review to the NSW Office of the Ombudsman were received and finalised. In three cases the Ombudsman decided to take no further action. In the remaining two cases, the Department followed the Ombudsman's suggestions.

In the 2007/08 reporting period, two new applications for review to the Administrative Decisions Tribunal were received. In both cases the matters were not resolved by the end of the financial year. However, two applications from previous financial years were finalised. In one matter the Department partly amended a document and in the other matter no extra documents could be found.

One application (original application lodged in previous financial year) was lodged with the Appeal Panel. Appeal allowed and orders made by consent that the document in question be amended.

### Other applications

There was one new application for an amendment of records.

### Ministerial Certificates

There were no Ministerial Certificates issued during the reporting period.

### Consultations

In the 2007/08 reporting period, 49 applications required formal consultation, compared with 56 in 2006/07, and 64 in 2005/06. Some applications required consultation with more than one party; as a result, the Department made a total of 68 consultations compared with 81 in 2006/07 and 157 in 2005/06.

### Time taken to complete FOI applications for documents

- 30 applications (77 percent) were completed within 21 days, compared with (61 percent of applications in 2006/07.
- 34 applications (12 percent) were completed within 22 to 35 days in cases where the statutory determination period for consultation or retrieval of archived records was taken into account\*.
- 16 applications (5 percent) exceeded 21 days to complete, where no extended determination period applies\*.
- 17 applications (6 percent) exceeded 35 days to complete, where extended determination period applies\*.
- \* No comparison figures available.

## 12.29

## Appendices

## Appendix: 18 Freedom of Information - Summary and Commentary of the Freedom of Information Statistics of the Freedom of Information and Privacy Unit (continued)

### Processing time for FOI applications for documents

- 280 applications were processed in 10 hours or less;
- 11 applications took 11 – 20 hours to process
- Five applications took 21 – 40 hours to process
- One application took over 40 hours to process.

### Costs and fees/charges for applications processed

The assessed cost of dealing with the applications for documents was \$45,459.50. 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 \$8,697.00 In 2006/07, \$6,447.00 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 FOI 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 27 June, 2008.

The Statement of Affairs for 2007/08 is incorporated in the Department's Annual Report.

## Appendix 19: Average Number of Employees by Category

	2003/04	2004/05	2005/06	2006/07	2007/08
<b>Custody of Inmates and Detainees</b>					
Operational staff, correctional centres and courts	4,119.89	4,158.76	4,317.63	4,405.6	4,668.37
Operational staff are those involved in the custody or care of inmates and periodic detainees. Includes general managers 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	1,005.77	1,056.61	1,033.52	1,176.99	1,269.23
Includes all support staff in correctional centres, head office, regional offices, Corrective Services Industries and the Brush Farm Corrective Services Academy.					
<b>Community Supervision</b>					
Operational staff	549.26	600.05	615.72	659.19	666.6
Operational staff including probation and parole officers are those involved in the direct supervision of offenders.					
Administrative, management and other staff	200.07	210.03	219.16	158.49	158.2
All staff who are not involved in the direct supervision of offenders including all support staff in Community Offender Services (COS) head office and district offices and home detention.					
<b>Total</b>	<b>5874.99</b>	<b>6025.45</b>	<b>6186.03</b>	<b>6400.27</b>	<b>6762.41</b>

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.

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## Appendix 20: 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
<b>Bathurst Correctional Centre</b>			<b>Cooma Correctional Centre</b>		
Bathurst Correctional Centre	A Wing	STATE	Cooma Correctional Centre	Administration Building and Courtyard	LOCAL
Bathurst Correctional Centre	Activities Building	STATE	Cooma Correctional Centre	Gatehouse	LOCAL
Bathurst Correctional Centre	B Wing	STATE	Cooma Correctional Centre	Main Walls and Watch Towers	LOCAL
Bathurst Correctional Centre	C Wing	STATE	Cooma Correctional Centre	Services Building	LOCAL
Bathurst Correctional Centre	D Wing	STATE	Cooma Correctional Centre	Staff Amenities Building	LOCAL
Bathurst Correctional Centre	E Block Administration	STATE	<b>Emu Plains Correctional Centre</b>		
Bathurst Correctional Centre	G Block Education	STATE	Emu Plains Correctional Centre	Clinic Building	LOCAL
Bathurst Correctional Centre	Gatehouse Block O	STATE	<b>Goulburn Correctional Centre</b>		
Bathurst Correctional Centre	General Office	STATE	Goulburn Correctional Centre	Boiler Stack	STATE
Bathurst Correctional Centre	Perimeter Walls and Towers	STATE	Goulburn Correctional Centre	Buy Ups	STATE
Bathurst Correctional Centre	Visitors Building	STATE	Goulburn Correctional Centre	Chapel	STATE
Bathurst Correctional Centre	Water Tower	STATE	Goulburn Correctional Centre	Civilian Service Building	STATE
<b>Berrima Correctional Centre</b>			Goulburn Correctional Centre	Clinic	STATE
Berrima Correctional Centre	Arts and Crafts Shop	LOCAL	Goulburn Correctional Centre	Deputy's Office/Administration	STATE
Berrima Correctional Centre	Dangerous Goods Store	LOCAL	Goulburn Correctional Centre	Dog Unit/Single Officers Quarters	STATE
Berrima Correctional Centre	Farm Buildings	LOCAL	Goulburn Correctional Centre	G Block/Electrician/Plumbers	STATE
Berrima Correctional Centre	Gatehouse	STATE	Goulburn Correctional Centre	Gatehouse	STATE
Berrima Correctional Centre	Officer Amenities	LOCAL	Goulburn Correctional Centre	Guard Towers and Walls	STATE
Berrima Correctional Centre	Outer Wall	STATE	Goulburn Correctional Centre	Inner Grounds	STATE
<b>Broken Hill Correctional Centre</b>			Goulburn Correctional Centre	Old Tailor Shop	STATE
Broken Hill Correctional Centre	Demolished Watch Tower	LOCAL	Goulburn Correctional Centre	Southern Emergency Unit	STATE
Broken Hill Correctional Centre	Dormitory and Cells for Women	STATE	Goulburn Correctional Centre	Unit 1	STATE
Broken Hill Correctional Centre	Inmates Pergola	LOCAL	Goulburn Correctional Centre	Unit 2	STATE
Broken Hill Correctional Centre	Main Administration Building	STATE	Goulburn Correctional Centre	Unit 3	STATE
Broken Hill Correctional Centre	Main Brick Security Wall	STATE	Goulburn Correctional Centre	Unit 4	STATE
Broken Hill Correctional Centre	Main Cell Block	STATE	<b>Grafton Correctional Centre</b>		
Broken Hill Correctional Centre	Showers	LOCAL	Grafton Correctional Centre	A Wing	LOCAL
Broken Hill Correctional Centre	Water Tower	STATE	Grafton Correctional Centre	Administration Building	STATE
			Grafton Correctional Centre	Gatehouse Area A	LOCAL

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## Appendix 20: Heritage Register Items (continued)

Facility	Item	Level of Significance	Facility	Item	Level of Significance
Grafton Correctional Centre	Perimeter Wall (Old Gaol)	LOCAL	Parramatta Correctional Centre	4 Wing	STATE
Grafton Correctional Centre	Visiting Facilities	LOCAL	Parramatta Correctional Centre	5 Wing	STATE
<b>Kirkconnell Correctional Centre</b>		LOCAL	Parramatta Correctional Centre	6 Wing	STATE
Kirkconnell Correctional Centre	Education and Silk Screen	LOCAL	Parramatta Correctional Centre	Chapel	STATE
Kirkconnell Correctional Centre	Kirkconnell House	LOCAL	Parramatta Correctional Centre	External Walls	STATE
Kirkconnell Correctional Centre	Pottery and Generator Room	LOCAL	Parramatta Correctional Centre	Gatehouse/Visitors Waiting Room	STATE
Kirkconnell Correctional Centre	Reception Office and Main S/B	LOCAL	Parramatta Correctional Centre	Kitchen	STATE
<b>Long Bay Metropolitan Medical Transient Centre</b>		LOCAL	Parramatta Correctional Centre	Maintenance Building	STATE
Long Bay MSPC Area 3		STATE	Parramatta Correctional Centre	Old Administration Building	STATE
Long Bay MSPC Area 3	Wing 5 Education	LOCAL	Parramatta Correctional Centre	Programs Building	STATE
Long Bay MSPC Area 3	Administration Block	STATE	Parramatta Correctional Centre	Programs Office and Library	STATE
Long Bay MSPC Area 3	Entrance Block	STATE	<b>Silverwater Correctional Complex</b>		STATE
Long Bay MSPC Area 3	Perimeter Wall and Towers	STATE	Silverwater Correctional Complex	Irwin House	STATE
Long Bay MSPC Area 3	Wings 1, 2, 5 and 6, including Yards	STATE	Silverwater Correctional Complex	Newington Chapel and Grounds	STATE
Long Bay MSPC Area 3	Wings 3 and 4 including Yards	STATE	Silverwater Correctional Complex	Newington House and Grounds	STATE
Long Bay MSPC Areas 1, 2 and 4		STATE	Silverwater Correctional Complex	SHINE for Kids Cottage	LOCAL
Long Bay MSPC Areas 1, 2 and 4	Acute Crisis Centre	LOCAL	<b>Silverwater Women's Correctional Centre</b>		STATE
Long Bay MSPC Areas 1, 2 and 4	Administration Building	STATE	Silverwater Women's Correctional Centre	Blaxland House	LOCAL
Long Bay MSPC Areas 1, 2 and 4	Crisis Intervention Centre	LOCAL	Silverwater Women's Correctional Centre	Caroline Chisholm Building	LOCAL
Long Bay MSPC Areas 1, 2 and 4	Entrance Block	STATE	Silverwater Women's Correctional Centre	Margaret Catchpole Building	LOCAL
Long Bay MSPC Areas 1, 2 and 4	Laundry	LOCAL	<b>St Heliers Correctional Centre</b>		LOCAL
Long Bay MSPC Areas 1, 2 and 4	Maintenance Workshop	LOCAL	St Heliers Correctional Centre	Administration Building	LOCAL
Long Bay MSPC Areas 1, 2 and 4	Perimeter Walls and Towers	STATE	St Heliers Correctional Centre	Officers Accommodation	LOCAL
Long Bay MSPC Areas 1, 2 and 4	Special Care Unit	STATE	St Heliers Correctional Centre	Stables	LOCAL
Long Bay MSPC Areas 1, 2 and 4	Wings 7, 9 and 10	STATE	<b>Tamworth Correctional Centre</b>		LOCAL
Long Bay MSPC Areas 1, 2 and 4	Workshop 5 and Wing 8	STATE	Tamworth Correctional Centre	Administration	LOCAL
Long Bay MSPC Areas 5 and 6		LOCAL	Tamworth Correctional Centre	Cell Block	LOCAL
<b>Long Bay Outer Complex</b>		STATE	Tamworth Correctional Centre	Dry Cell	LOCAL
Long Bay Outer Complex	Camelot Building, Credit Union	LOCAL	Tamworth Correctional Centre	Gatehouse and Visitors	LOCAL
Long Bay Outer Complex	Perimeter Fence	LOCAL	Tamworth Correctional Centre	Internal Administration Buildings	LOCAL
Long Bay Outer Complex	Vagg Building	LOCAL	Tamworth Correctional Centre	Walls and Towers	LOCAL
<b>Parklea Correctional Centre</b>		STATE			
<b>Parramatta Correctional Centre</b>		STATE			
Parramatta Correctional Centre	1 Wing	STATE			
Parramatta Correctional Centre	2 Wing	STATE			
Parramatta Correctional Centre	3 Wing	STATE			

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## Appendices

## Appendix 21: Junee Correctional Centre 2007/08 Performance Assessment Report

### Background

The Global Expertise Outsourcing Group (GEO) Australia manages Junee Correctional Centre. The GEO is the State's only privately operated correctional centre, under a management agreement with the 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 2007/08 performance assessment:

- Completion of a PLF checklist to assess GEO's performance in key result areas, derived from the minimum standards provided for in the management agreement;
- Completion of the monitor's monthly checklist that 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. (All this involves the observation of staff in the performance of their duties and the questioning of staff about the understanding of their roles. Source documentation is reviewed relating to the elements of the checklist.)
- Completion of minimum standard checklists to assess GEO's compliance with selected minimum standards for the operation of correctional centres under contract management;
- interviews with staff, inmates and management team members;
- The random sampling of documents, files and records.

### Performance Linked Fee

Each financial year, the PLF is calculated as a maximum payment of 2.5 per cent 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 Group's 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 level for any of the agreed KPIs. For performance assessed as above the base level, the portion of the PLF is based on a sliding scale, up to that of best practice performance.

In the previous contract year 2006/ 07, the Performance Review Panel recommended to the Commissioner of the Department of Corrective Services that the GEO Group receive the full PLF payment.

For the 2007/ 08 contract year, there were two issues regarding the attainment of the following PLF indicator: 'Sentenced inmates transferred to Junee CC have their case plan and classification reviewed'.

Non-compliance with this indicator was detected by staff at Junee. Centre management then reported the cases to the monitor. Junee management have implemented a range of strategies addressing these issues of non-compliance.

The monitor has reviewed the revised practices and is satisfied with the levels of control that have been implemented. However, this aspect of operation will be monitored on an ongoing basis.

For the 2007/08 contract year, the Performance Review Panel recommended to the Commissioner of the Department of Corrective Services that the GEO Group receive the full PLF payment. The Commissioner supported this recommendation.

### Monitor's Checklist

The monitor's checklist was introduced to assess compliance with 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, weapons and electronic security systems, search information and management records and urinalysis procedures.

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## Appendices

## Appendix 21: Junee Correctional Centre 2007/08 Performance Assessment Report (continued)

There were a number of recurring issues identified during the contract year which included:

1. Searching inmates entering the Industries facility and the recording of the searches
2. Frequency and format of some of the case note entries
3. Maintenance of current inmate identification in units
4. Armoury inventory checks – GEO submitted a request to vary the standard to the Department
5. Records management validation.

**Urinalysis Figures**

The percentage of positive samples returned from random sampling rose sharply between July 2007 (10.26 percent positive return rate) and September 2007 (34.21 percent positive return rate).

Two drug detector dogs and handlers commenced searching and screening inmates, and staff throughout the correctional centre at the beginning of November 2007. This appeared to have a positive effect as there was a decline in the rate of positive returns after that date. It was down to an average of 15.8 percent of samples taken in October/November 2007.

**Minimum Standards**

The following minimum standards were assessed during the contract year:

- 2.8 Correctional Centre Intelligence
- 2.9 Contraband
- 2.15 Serious Incident Reporting
- 2.16 Inmate Discipline Procedures
- 2.21 Management of Inmates Requiring Protection From Other Inmates
- 2.43 Registers, Journals, Reports and Statistics

Junee Management complied with the conditions of these minimum standards, with the exception of the following issue of non-compliance with standard 2.16 Inmate Discipline Procedures:

Of the 220 disciplinary matters heard during period 1 January 2007 to 17 April 2007, 102 matters had not been initially heard within the 24 hours since the offence occurred (as per OPM section 16.1.1 which states 'An inquiry into a correctional centre offence should commence within twenty-four hours of the alleged offence being committed').

Subsequent follow-up reviews throughout the contract year found Junee were complying with this minimum standard.

**Highlights****Assistance Dogs**

The introduction of the 'Pups in Prison Program' was a positive highlight during the contract year. The program will benefit the community when Valentine, Viva, Simba and Sonny graduate as assistance dogs for people with disabilities in the community.

**Community Assistance**

A number of community assistance projects were initiated including the construction and donation of BBQ trailers to the Riverina Cancer Care Foundation and the donation of bicycles to a group of Chinese workers who had their bikes stolen.

**Cultural Centre**

The opening of the Junee Cultural Centre in January 2008 was a positive event for Aboriginal and culturally and linguistically diverse inmate groups at the centre. It will be primarily used to facilitate culturally based programs and activities for these inmates.

**15-Year Anniversary**

The 15-year anniversary of the opening of Junee Correctional Centre was on 19 March 2008. GEO marked this occasion with a celebration dinner held to recognise and thank the staff who have given 15 years of dedicated service to the organisation.

**Conclusion**

Apart from the issues of non-compliance raised, the GEO met its contractual obligations for the 2007/08 contract year.

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## Appendices

## Appendix 22: Major Works in Progress, Cost to Date, Estimated Dates of Completion and Cost Overruns as at 30 June 2008

### 1000 Inmate Beds

ETC: \$296.355 million  
 Cost up to 30.06.08: \$25.532 million  
 Completion date: Jun 2011 (expected)  
 Cost overruns: NIL

### Armoury Replacement

ETC: \$1.267 million  
 Cost up to 30.06.08: \$0.959 million  
 Completion date: Jun 2008 (achieved)  
 Cost overruns: NIL

### Community Offender Services Program

ETC: \$13.050 million  
 Cost up to 30.06.08: \$13.050 million  
 Completion date: Jun 2008 (expected)  
 Cost overruns: NIL

### Dog Squad Accommodation

ETC: \$1.970 million  
 Cost up to 30.06.08: \$1.970 million  
 Completion date: Jun 2008 (achieved)  
 Cost overruns: NIL

### Electronic Case Management

ETC: \$8.921 million  
 Cost up to 30.06.08: \$6.835 million

Completion date: Jun 2009 (expected)  
 Cost overruns: NIL

### Inmate Escort Vehicles

ETC: \$9.230 million  
 Cost up to 30.06.08: \$1.756 million  
 Completion date: Jun 2013 (expected)  
 Cost overruns: NIL

### Kariong Juvenile Correctional Centre

ETC: \$5.329 million  
 Cost up to 30.06.08: \$3.486 million  
 Completion date: Dec 2010 (expected)  
 Cost overruns: NIL

### Long Bay Hospital Redevelopment

ETC: \$83.024 million  
 Cost up to 30.06.08: \$18.364 million  
 Completion date: Dec 2008 (expected)  
 Cost overruns: NIL

### Long Bay Redevelopment

ETC: \$46.170 million  
 Cost up to 30.06.08: \$46.170 million  
 Completion date: Dec 2007 (achieved)  
 Cost overruns: NIL

### Men's Transitional Centre Tabulam

ETC: \$1.681 million  
 Cost up to 30.06.08: \$1.681 million  
 Completion date: Jun 2008 (achieved)  
 Cost overruns: NIL

### North Coast Second Chance (Tabulam)

ETC: \$10.825 million  
 Cost up to 30.06.08: \$10.825 million  
 Completion date: Jun 2008 (achieved)  
 Cost overruns: NIL

### Silverwater Women's Correctional Centre (formerly Mulawa) Redevelopment

ETC: \$52.751 million  
 Cost up to 30.06.08: \$40.848 million  
 Completion date: Dec 2009 (expected)  
 Cost overruns: NIL

### Western Region Correctional Centre (Wellington)

ETC: \$125.561 million  
 Cost up to 30.06.07: \$125.561 million  
 Completion date: Aug 2007 (achieved)  
 Cost overruns: NIL

## Appendix 23: Privacy and Personal Information Protection Statement

The Department's Privacy Management Plan has been completed, submitted to Privacy NSW and published on the Department's intranet and internet sites. Training for staff on privacy issues will be developed and implemented.

### Internal Reviews

In 2007/08, the Department received two applications for internal review. One of the applications has not been finalised yet and the findings will be included in the annual report for 2008/09. The findings for the other internal review found no wrong doing by the Department; however, the applicant lodged an application with the Administrative Decisions Tribunal where a decision is yet to be made.

### Requests

In 2007/08, the Department received no requests under either section 14 or section 15 of the *Privacy and Personal Information Protection Act 1998* (PPIP Act).

### Section 45 Complaints

In 2007/08, the Department received one complaint pursuant to section 45 of the PPIP Act. Response was sent to Privacy NSW. The Department is awaiting a reply from Privacy NSW.

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## Appendices

## Appendix 24: New Legislation and Significant Judicial Decisions

**Crimes (Administration of Sentences) Legislation Amendment Act 2008**

The *Crimes (Administration of Sentences) Legislation Amendment Act 2008* commenced on assent on 20 May 2008. This Act amended the *Crimes (Administration of Sentences) Act 1999* and the *Crimes (Administration of Sentences) Regulation 2001* as a consequence of a statutory review.

The principal amendments were:

- to insert an objects clause into the Act
- to enable the Commissioner to make submissions with respect to the making of parole orders in exceptional circumstances
- to modify provisions of the Act with respect to the appointment and functions of Official Visitors
- to abolish the office of Inspector General
- to enable the Australian Capital Territory to intervene in proceedings before the Serious Offenders Review Council in relation to offenders in custody in NSW under ACT law.

**Objectives of the Act**

Four objectives of the *Crimes (Administration of Sentences) Act 1999* (the Act) have been inserted by a new section, section 2A, as follows:

- to ensure that those offenders who are required to be held in custody are removed from the general community and placed in a safe, secure and humane environment
- to ensure that other offenders are kept under supervision in a safe, secure and humane manner
- to ensure that the safety of persons having the custody or supervision of offenders is not endangered
- to provide for the rehabilitation of offenders with a view to their reintegration into the general community.

The new section 2A also provides that due regard must be had to the interests of victims in the pursuit of these objectives, and that nothing in section 2A can form the basis of civil litigation proceedings.

**Introductory Notes**

To assist in the navigation of the Act, introductory notes have been added to all Parts of the Act. These notes do not form part of the Act. For example, under Part 4A of the Act, an introductory note has been added as follows:

Introductory note. This Part applies to those offenders who have been sentenced to imprisonment by the Drug Court for the purpose of undergoing compulsory drug treatment. It deals with the following matters:

- (a) a general description of the 3 stages of compulsory drug treatment detention and the general obligations of offenders (Division 1),
- (b) the way in which compulsory drug treatment orders are to be administered (Division 2),
- (c) the revocation of compulsory drug treatment orders (Division 3),
- (d) the role of the Drug Court as the parole authority for offenders (Division 4),
- (e) other miscellaneous matters (Division 5).

**Official Visitors**

Section 228, which deals with the appointment and functions of Official Visitors, has been replaced. The Official Visitor scheme has been changed as follows:

- the Minister for Justice approves the appointment of an Official Visitor generally, not to a specific correctional centre
- the Minister must appoint sufficient numbers of Official Visitors to cover absences and emergency situations
- the Department of Corrective Services administers the Official Visitors Scheme on behalf of the Minister for Justice
- while Official Visitors are not appointed to specific correctional centres, at least one Official Visitor must be assigned to each correctional facility at all times.

The new provision also makes the important clarification that there are no investigative or general auditing functions assigned to Official Visitors.

**Submissions to the State Parole Authority**

A new section (s. 160AA) has been inserted into the Act to allow the Commissioner of Corrective Services to make submissions to the State Parole Authority when it is considering granting parole orders in exceptional circumstances (for example, if an inmate is dying), and provides that the Parole Authority must not make a decision without taking the Commissioner's submission into account.

This provision parallels the existing section 141A of the Act, which covers submissions by the Commissioner in relation to parole orders in ordinary circumstances.

**Submissions to the Serious Offenders Review Council**

Section 71 of the Act has been amended to provide that in proceedings before the Serious Offenders Review Council with respect to the classification of serious offenders, the Australian Capital Territory has the same right of intervention in relation to offenders in custody in NSW under ACT law as the State of New South Wales has in relation to offenders in custody under NSW law.



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## Appendices

## Appendix 24: New Legislation and Significant Judicial Decisions (continued)

### Telephone calls to exempt bodies

Clause 152 of the Regulation has been amended to specify that the right to make telephone calls to exempt bodies is not a withdrawable privilege and cannot be withdrawn from an inmate for the purposes of punishment for a correctional centre offence.

### Confinement to cell on suspicion of an offence

Clause 237 of the Regulation has been amended to specify that inmates suspected of having committed offences cannot be confined to their cells for more than 48 hours. That clause authorises an offender who is suspected of having committed an offence to be confined to their cell pending further action being taken in relation to the suspected offence.

### Essential medical care

Clause 255 of the Regulation has been amended so that inmates subject to lock-downs are not required to be kept under daily observation by Justice Health.

Clause 255 previously stated that 'an inmate who is confined to cell or is subject to a segregated or protective custody direction must be kept under daily observation by a prescribed Justice Health officer'. The phrasing of clause 255 was such that if an inmate was subject to lock-down, Justice Health was legally required to keep such inmates under daily observation.

Clause 255 now makes clear that daily observation by Justice Health is only required for inmates who are confined to their cell for the purposes of punishment, or under a segregated or protective custody direction.

Although the requirement for daily observation has been removed, officers must still accommodate access to inmates by Justice Health during lock-downs, for necessary clinical purposes.

### Minor and consequential amendments

Amendments were made to the Act and Regulation to remove all references to the Office of Inspector General, which was closed in 2003.

The Act was also amended to make it abundantly clear that the Supreme Court does not have the jurisdiction to review the merits of a decision by the State Parole Authority (sections 155, 156, 176 and 177 of the Act).

### Crimes (Administration of Sentences) (Interstate Leave) Order 2008

The *Crimes (Administration of Sentences) Interstate Leave Order 2008* was made on 12 March 2008.

The object of this Order is to consolidate all previous declarations as to corresponding interstate laws for the purpose of interstate leave of absence made under section 28 of the *Crimes (Administration of Sentences) Act 1999* into a single order, and to include new declarations relating to the legislation of South Australia and the Northern Territory.

Pursuant to section 28 of the *Crimes (Administration of Sentences) Act 1999*, the following laws are declared to be corresponding interstate laws for the purpose of interstate leave of absence:

- (a) the *Corrective Services Act 2006* and Corrective Services Regulation 2006 of Queensland;
- (b) the *Correctional Services Act 1982* of South Australia;
- (c) the *Corrections Act 1986* of Victoria;
- (d) the *Corrections Management Act 2007* of the Australian Capital Territory;
- (e) the *Prisons (Correctional Services) Act* of the Northern Territory.

### Crimes (Administration of Sentences) Amendment Act 2007

The *Crimes (Administration of Sentences) Amendment Act 2007* commenced on assent on 7 December 2007.

This Act amended the *Crimes (Administration of Sentences) Act 1999* to:

- clarify the provisions with respect to the appointment and functions of compliance and monitoring officers
- enable the Commissioner to authorise persons who are not correctional officers to exercise specified correctional officer functions
- provide that an offender who is taken into custody while on release on parole (otherwise than following revocation of parole) does not become eligible for further parole until 12 months after he or she is taken into custody
- make further provision with respect to money that is held on behalf of offenders held in full-time imprisonment.

### Compliance and monitoring officers

Section 235G was amended to:

- extend the range of offenders with respect to whom a compliance and monitoring officer may exercise functions
- extend the range of functions that a compliance and monitoring officer may exercise, but restrict their exercise to offenders who are of or above the age of 18 years
- expressly permit the use of reasonable force by a compliance and monitoring officer.

A definition of compliance and monitoring officer was also inserted into section 3 (1).

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## Appendices

## Appendix 24: New Legislation and Significant Judicial Decisions (continued)

**Exercise of correctional officer functions by persons other than correctional officers**

Section 235 was amended so as to enable the Commissioner to authorise a person who is not a correctional officer to exercise correctional officer functions. The amended section provides that such a person is taken to be a correctional officer while exercising any such function, so giving the person the same immunities as a correctional officer and subjecting the person to the same accountabilities as a correctional officer.

**Eligibility for parole of offenders returned to custody while on parole**

An offender who is subject to imprisonment becomes eligible for parole on what is described as his or her 'parole eligibility date'. That date is defined to be the date on which the offender first becomes eligible for release on parole (determined at the time the offender is sentenced) or, if the offender is returned to custody following revocation of parole, the date occurring 12 months after the date on which he or she is so returned. The definition of parole eligibility date in section 3 was amended so as to ensure that the same 12 month waiting period applies if the offender is taken into custody otherwise than following revocation of parole (such as if the offender is imprisoned for a new offence).

**Money held on behalf of offenders in full-time imprisonment**

The new section 76A requires money held on behalf of offenders subject to full-time imprisonment to be deposited into a bank or other authorised deposit-taking institution, allows it to be invested, and allows the proceeds of investment to be applied for the benefit of such offenders, and their families, in such manner as the Commissioner may determine.

**Additional and minor amendments**

- Sections 81 and 104 (dealing with the obligations of offenders under periodic detention orders and home detention orders) were amended so as to make it clear that an offender must not only permit home visits by correctional officers and other members of staff of the Department of Corrective Services but must also permit them entry to the home.
- Section 141(3) was amended, and a new section 143(3AA) was added so as to make it clear that the State Parole Authority need only to specify a period during which an offender is to be released on parole (leaving the actual day to be determined administratively having regard to the need to ensure that arrangements are in place to enable the offender to make the transition from custody) rather than to fix the actual day of release.

**Amendment of the Crimes (Administration of Sentences) Regulation 2001**

The *Crimes (Administration of Sentences) Amendment Act 2007* also amended the *Crimes (Administration of Sentences) Regulation 2001* so as:

- to enable an exempt person (such as a Member of Parliament) or exempt body (such as the Ombudsman, Judicial Commission or Anti-Discrimination Board) to ask the Commissioner not to forward to them any mail from specified offenders (for example, if previous mail from that offender has been abusive or threatening). Mail that is from any such offender that is addressed to a body or person from whom such a request has been made may be confiscated and dealt with as the Commissioner directs;
- to enable an offender under a community service order to be tested for drugs and alcohol while in attendance to perform community service work (which parallels similar requirements that apply to offenders who are in full-time or periodic detention and in attendance to perform community service work).

**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* 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* of the Commonwealth, which provides that the Commonwealth Attorney General may make arrangements for the travel of an offender 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.

The Act establishes an approval process that allows an offender to travel to, and requires the offender to return from, a foreign country pursuant to a request made by the Commonwealth Attorney General under the Commonwealth Act by allowing the Commissioner or, in the case of an offender who is on release on parole or is subject to a home detention order, the State Parole Authority to grant approval to a request from the Commonwealth Attorney General for an offender to be authorised to travel to a foreign country for the purpose of giving evidence in a proceeding, or giving assistance in relation to an investigation, relating to a criminal matter.

**Crimes (Sentencing Procedure) Amendment (Life Sentences) Act 2008**

The *Crimes (Sentencing Procedure) Amendment (Life Sentences) Act 2008* commenced on 1 July 2008. This Act amended the *Crimes (Sentencing Procedure) Act 1999* so that an offender sentenced to life imprisonment

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## Appendices

## Appendix 24: New Legislation and Significant Judicial Decisions (continued)

prior to 'truth in sentencing' may only make one application, or one further application, to the Supreme Court for redetermination of the life sentence; and may not withdraw an application without leave of the Court.

### Child Protection (Offenders Registration) Amendment Act 2007

The *Child Protection (Offenders Registration) Amendment Act 2007*

commenced on assent on 13 December 2007. This Act amended the *Child Protection (Offenders Registration) Act 2000* so that:

- a person who has been found guilty of a single Class 2 offence may be required to comply with reporting requirements regardless of the sentence imposed (instead of the reporting requirement only being applicable to persons sentenced to imprisonment)
- any person who is subject to reporting requirements under a corresponding Act, or who is subject to reporting requirements under any other foreign law in respect of a Class 1 or Class 2 offence, and who would be required to continue to comply with those reporting requirements if he or she were still in that jurisdiction, will be required to comply with reporting requirements in NSW (including persons who are subject to reporting requirements in other jurisdictions that pre-date the commencement of the *Child Protection (Offenders Registration) Act 2000*;
- for the purposes of the *Child Protection (Offenders Registration) Act*, a sentence includes action taken by a court under section 10A of the *Crimes (Sentencing Procedure) Act 1999*, (that is, where a court convicts an offender and disposes of the proceedings without imposing any other penalty);
- additional types of child protection registration orders may be made, including:
  - by a Local Court in relation to a person found guilty of an offence in a foreign jurisdiction;
  - by a Local Court in relation to a person who has been sentenced for a Class 1 offence committed before 15 October 2001;
  - by a court that grants bail to a person in respect of a Class 1 offence or a Class 2 offence under section 10(3) (b), 14(b) (ii) or 17(2) of the *Mental Health (Criminal Procedure) Act 1990* (which relate to the procedure for dealing with an alleged offender in respect of whom a question of unfitness to be tried has been raised)
  - by a Local Court after the conclusion of criminal proceedings in respect of the relevant offence (previously, orders could only be made concurrently with sentencing)
- the current requirement for a review of provisions relating to child protection registration orders (which is now redundant) has been removed;
- a registrable person must seek the approval of the Commissioner of Police before making an application to legally change his or her name, and the Commissioner of Police will be able to approve a change of name only if satisfied that the change of name is necessary or reasonable. The Commissioner must not give approval where the change is reasonably likely to be regarded as offensive by a victim of crime or an appreciable sector of the community, or reasonably likely to frustrate the administration of justice in respect of the registrable person
- it is an offence (Maximum penalty: 100 penalty units or imprisonment for 2 years, or both) for a person to disclose information about a registrable person except in specified circumstances
- there are increased penalties for failing to comply with reporting obligations and for furnishing false or misleading information in purported compliance with reporting obligations; (Such offences will now carry a maximum penalty of 500 penalty units or imprisonment for 5 years, or both, if dealt with on indictment; or a lower penalty if the offence is dealt with summarily.)
- additional relevant personal information that must be reported by a registrable person, including telephone numbers and internet activity details
- in all cases, a child protection registration order may be made only if the court is satisfied that the person poses a risk to the lives or sexual safety of one or more children, or of children generally.

### Child Protection (Offenders Registration) Amendment (Suspended Sentences) Act 2007

The *Child Protection (Offenders Registration) Amendment (Suspended Sentences) Act 2007* commenced on assent on 28 June 2007. This Act amended the *Child Protection (Offenders Registration) Act 2000* so as to ensure that a person who is subject to a suspended sentence of imprisonment for a single Class 2 offence is not excluded from the reporting requirements of that Act merely because the person's sentence has been suspended.

This Act also:

- amended the definition of *existing controlled person* in the *Child Protection (Offenders Registration) Act* so as to ensure that a person who was subject to a suspended sentence as at 15 October 2001 (when the substantive provisions of the *Child Protection (Offenders Registration) Act* commenced) is also not excluded from the reporting requirements of that Act merely because the person's sentence was, at that time, subject to a sentence suspension order;
- amended section 4 of the *Child Protection (Offenders Registration) Act* so as to make it clear that a court that sentences a person to a term of imprisonment must notify the person of his or her reporting obligations under that Act, and of the consequence of

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## Appendix 24: New Legislation and Significant Judicial Decisions (continued)

not meeting those obligations, even if the term of imprisonment is subject to a sentence suspension order.

**Children (Detention Centres) Amendment Act 2008**

The *Children (Detention Centres) Amendment Act 2008* commenced on assent on 1 July 2008. It amended the *Children (Detention Centres) Act 1987* so as to (relevantly to the Department of Corrective Services) clarify the provisions of that Act with respect to the transfer of detainees from detention centres to correctional centres.

In particular, the amendments provided that:

- persons who are 21 or over are not to be detained in a detention centre if they are subject to an arrest warrant of any kind
- persons who are between 18 and 21 are not to be detained in a detention centre if they are subject to an arrest warrant issued in relation to an alleged breach of a good behaviour bond, probation or community service order or an alleged escape from custody;
- a transfer order (to a correctional centre) can be made regardless of whether or where the detainee is currently in custody
- two new grounds for making a transfer order with respect to a detainee who is between 18 and 21 years of age have been added: (a) that the detainee has been at the detention centre for at least 6 months and the Director-General is satisfied that it would be preferable for the detainee to be at a correctional centre, and (b) that the detainee is, or has previously been, at a correctional centre (other than a juvenile correctional centre) for more than 4 weeks;
- Section 28(2) of the *Children (Detention Centres) Act* (which restricts the power to transfer a detainee who is under 18 to a juvenile correctional centre for behavioural reasons) does not apply to a detainee who has previously been transferred to a correctional centre during his or her current period of detention
- Section 28(2A) of the *Children (Detention Centres) Act* (which restricts the power to transfer a detainee who is over 18 but under 21) does not apply to a detainee who has previously been transferred to a correctional centre during his or her current period of detention or during any previous period of detention.

**Courts and Crimes Legislation Amendment Act 2008**

The *Courts and Crimes Legislation Amendment Act 2008* commenced on assent on 1 July 2008.

This Act amended the *Crimes (Administration of Sentences) Act 1999*:

- to update provisions regarding the conveyance and detention of offenders received from the Australian Capital Territory as a consequence of the replacement of the *Removal of Prisoners Act 1968* of the Australian Capital Territory by the *Crimes (Sentence Administration) Act 2005* (ACT);

- to enable disclosure of information in connection with the administration or execution of interstate laws in their application to inmates who have been transferred interstate, despite anything to the contrary in the *Privacy and Personal Information Protection Act 1998* or the *Health Records and Information Privacy Act 2002*.

This Act also amended the *Crimes (Serious Sex Offenders) Act 2006* to extend the definition of serious sex offence to include offences of assault with intent to have sexual intercourse and persistent sexual abuse of a child, to enable the extended supervision and continuing detention of a person who has been convicted of either offence, including offences committed before the commencement of the amendment.

**Law Enforcement and Other Legislation Amendment Act 2007**

The *Law Enforcement and Other Legislation Amendment Act 2007* commenced on 21 December 2007. Relevantly, it amended the *Crimes (Serious Sex Offenders) Act 2006* and the *Bail Act 1978* in relation to serious sex offenders, in particular to extend continuing detention orders to such offenders who breach extended supervision orders or interim supervision orders.

The amendments:

- make it clear that the primary object of the *Crimes (Serious Sex Offenders) Act 2006* is to provide for the extended supervision and continuing detention of serious sex offenders so as to ensure the safety and protection of the community, and to change the other object of the Act to encouraging such offenders to undertake rehabilitation
- provide for proceedings for extended supervision orders and continuing detention orders for serious sex offenders, and applications for variation or revocation of extended supervision orders or interim supervision orders to be taken by the State of New South Wales rather than the Attorney General
- enable the Supreme Court to make a continuing detention order against a sex offender who breaches an extended supervision order or interim supervision order,
- enable a condition that a person reside at an address approved by the Commissioner of Corrective Services to be imposed on an extended supervision order or interim supervision order
- enable the State of New South Wales to apply to the Supreme Court for a continuing detention order against a person who has been found guilty of the offence of failing to comply with the requirements of an extended supervision order or interim supervision order
- require the Supreme Court to consider the nature of the failure to comply with an extended supervision order or interim supervision

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## Appendix 24: New Legislation and Significant Judicial Decisions (continued)

- order and the likelihood of further failures to comply before making such an order
- insert a new section to revoke a parole order if the person subject to the order is made the subject of a continuing detention after breaching an extended supervision order
  - enable the arrest of a person in respect of whom a warrant of commitment is issued as a result of a continuing detention order and who is not in custody
  - apply the amendments to offences committed before the commencement of the Amending Act and to persons subject to orders before that commencement
  - amend the *Bail Act 1978* to provide for a presumption against bail for an offence of breaching an extended supervision order or an interim supervision order; and to add, as an offence to the serious personal violence offences listed for the purposes of the presumption against bail for repeat offenders, the offence of breaching an extended supervision order or interim supervision order.
- There were no significant judicial decisions that impacted on the Department's operations in 2007/08.

## Appendix 25: Ethnic Affairs Priority Statement (EAPS) 2008

The Plan for Cultural Inclusion 2004 – 2007 continues to be the Department's EAPS plan. A new plan was drafted for 2008 – 2011.

The key objectives of the Department's EAPS are:

1. Reduce re-offending by offenders from culturally and linguistically diverse (CALD) backgrounds.
2. Reduce the additional negative impact of incarceration where this is a consequence of offenders coming from CALD.
3. Develop, improve and maintain practices that meet the needs of offenders from CALD backgrounds, within custody and Community Offender Services.
4. Improve the skills and professionalism of staff and managers working with offenders from CALD backgrounds and their families.
5. assistance services accessed and professionally utilised in all circumstances where required.
6. The EAPS plan is aligned with the Department's 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 CALD backgrounds.

### EAPS Standard Framework

The EAPS Standard Framework describes five activity areas developed by the Community Relations Commission against which key NSW Government agencies must report. These activity areas are:

- Planning and evaluation
- Programs and service delivery
- Staffing
- Communication
- Funded services.

During this reporting year, the Department submitted its 2005-2007 EAPS Standard Framework Report to the Community Relations Commission (CRC). Overall, the Department's performance with regard to EAPS activity areas has improved from previous years. The Department was rated: 4/5 for planning and evaluation, staffing and communication; 3/5 for programs and service delivery; 2/5 for funded services.

Some of the key initiatives for the Department in this reporting period include:

- Translation of various departmental documents to community languages for offenders from CALD backgrounds.
- The use of language services for the year has increased by 3.4 per cent to \$82,542.
- The number of departmental staff on the Community Language Allowance Scheme (CLAS) has increased to 72, providing basic interpreting assistance in 27 different languages.
- The Department continues to provide a variety of culturally specific education and therapeutic programs in custody and in the community. Such programs include: health information and gambling cessation for Vietnamese offenders; the Anger Transformation Program for Arabic speaking offenders, delivered in partnership with the local Maronite Church at Harris Park; the Pacific Island Offenders Program at Mt Druitt and Level 1, 2 and 3 certificates in Spoken and Written English.
- Staff training into cultural appropriate programs continues. During Primary Training, all new staff undergo cultural awareness and cultural inclusiveness training.

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Appendix 26: Number of Inmates in NSW Custody<sup>1</sup> at 30 June by Aboriginality<sup>2</sup>; 1982 to 2007

Year	Correctional Centres				Periodic Detention			
	Non-ATSI*		ATSI		Non-ATSI		ATSI	
	Male	Female	Male	Female	Male	Female	Male	Female
1982	3132	125	203	6	240	6	7	-
1983	3096	161	220	10	229	11	6	-
1984	2707	149	229	8	247	9	5	-
1985	3355	191	287	9	258	7	7	1
1986	3407	188	319	13	275	21	6	-
1987	3623	192	338	16	340	27	12	3
1988	3694	207	344	24	384	21	14	3
1989	4116	231	357	32	494	26	25	1
1990	4682	306	515	35	757	43	28	1
1991	5048	287	578	47	1050	54	35	4
1992	5331	287	567	43	1157	62	32	6
1993	5440	265	647	40	1146	52	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	288	903	84	1134	97	91	13
1999	5749	354	1083	107	962	103	69	6
2000	5809	371	1068	99	1024	96	71	11
2001	6133	412	1126	130	892	70	75	8
2002	6064	387	1276	149	744	61	70	8
2003	6210	380	1355	149	676	52	48	11
2004	6611	447	1377	152	640	55	43	4
2005	6912	453	1472	168	734	62	49	10
2006	6745	470	1705	210	622	51	42	9
2007	7073	491	1779	214	615	67	67	12

\*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-ATSI.

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## Appendix 27: Overseas Visits

Officers	Period	Days	Countries / Cities Visited	Purpose	Cost to DCS	Source of Funds
<b>Luke Grant</b> Assistant Commissioner Offender Services and Programs	4 – 6 June 2008	3 days	Jakarta, Indonesia	Represent the Department at the International Transfer of Prisoners Workshop	Nil	Commonwealth Attorney General's Department (Canberra)
<b>Rhonda Booby</b> Director Offender Services and Programs	27 – 30 November 2007	4 days	Wellington, New Zealand	Attend a residential subject as part of her Executive Masters in Public Administration administered by the Australian and New Zealand School of Government (ANZOG)	\$1,833.15	Recurrent Allocation
<b>Lauren Oliver</b> Manager, Offender Program Training Unit (OPTU)	31 August – 11 September 2007	12 days	Kuala Lumpur, Malaysia	Provide parole training to Malaysian Prisons Department	Nil	Malaysian Prisons Department
<b>Lauren Oliver</b> Manager, OPTU	9 – 17 November 2007	9 days	Kuala Lumpur, Malaysia	Provide parole training to Malaysian Prisons Department	Nil	Malaysian Prisons Department
<b>Peter McEwen</b> Learning and Development Facilitator, OPTU	27 October – 17 November 2007	22 days	Kuala Lumpur, Malaysia	Provide parole training to Malaysian Prisons Department	Nil	Malaysian Prisons Department
<b>Joshua Sampson</b> Learning and Development Facilitator, OPTU	31 August – 11 September 2007	12 days	Kuala Lumpur, Malaysia	Provide parole training to Malaysian Prisons Department	Nil	Malaysian Prisons Department
<b>Joshua Sampson</b> Learning and Development Facilitator, OPTU	27 October – 17 November 2007	22 days	Kuala Lumpur, Malaysia	Provide parole training to Malaysian Prisons Department	Nil	Malaysian Prisons Department
<b>Paul Irving</b> Assistant Commissioner Probity and Staff Development	15 – 17 November 2007	3 days	Kuala Lumpur, Malaysia	Provide parole training to Malaysian Prisons Department	\$4,968.44	Recurrent Allocation
<b>Jayson Ware</b> Statewide Clinical Co-ordinator, Sex Offender Programmes	10 – 12 September 2007 8 – 12 October 2007	3 days 5 days	Prato, Italy Wakefield, London, UK Wales	Attend What Works With Women Offenders Conference Meeting with Dr Ruth Mann, Head of Her Majesty Prison Service (HMPS) in England and Wales to review current policies, practices, initiatives and their effectiveness on treating sexual offenders	\$3,000.00	Recurrent Allocation
<b>Glen Duhigg</b> Mediator and Facilitator Co-ordinator, Restorative Justice Unit	14 – 20 May 2008	6 days	Qingdao, China	Present Post-Sentencing Restorative Justice Programs for Victims of Crime at a conference on invitation by the Human Rights and Equal Opportunity Commission (HREOC)	Nil	HREOC and the Chinese Supreme People's Court
<b>Wayne Ruckley</b> Executive Director, Information Communications & Technology	3 – 7 May 2008	5 days	Colorado Springs, USA	Attend 2008 Annual Conference of Corrections Technology Association of North America	\$663.24	Recurrent Allocation
<b>Wayne Creighton</b> A/Superintendent Court Escort Security Unit	25 – 29 February 2008	5 days	Ryhad, Saudi Arabia	Attend a Conference	Nil	Saudi Government
<b>Wayne Creighton</b> A/Superintendent Warren Ward Senior Assistant Superintendent Court Escort Security Unit	20 – 24 September 2007	5 days	Hong Kong	Escort the transfer of an inmate from Hong Kong to Sydney	\$3,250.30	Recurrent Allocation

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## Appendix 27: Overseas Visits (continued)

Officers	Period	Days	Countries / Cities Visited	Purpose	Cost to DCS	Source of Funds
<b>Colin Kelaher</b> Assistant Commissioner North West Region	25 – 30 November 2007	6 days	Hanoi, Vietnam	Attend the Asian and Pacific Conference of Correctional Administrators (APCCA)	\$10,954.00	Recurrent Allocation
<b>Janet Ruecroft</b> General Manager Offender Management and Operations	18 – 27 October 2007	10 days	Bangkok, Thailand	Attend the Annual General Meeting and Conference of the International Corrections and Prisons Association (ICPA) as the NSW representative	\$5,825.63	Recurrent Allocation

## Appendix 28: 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, Broken Hill, Cessnock, Cooma, Dillwynia (South Windsor), Emu Plains, Glen Innes, Goulburn, Grafton, Ivanhoe, John Morony 1 and 2 (Berkshire Park), Junee, Kirkconnell, Mid North Coast Correctional Centre (Kempsey), Lithgow, Long Bay Complex (Malabar), Long Bay Prison Hospital, Mannus, St Heliers (Muswellbrook), Norma Parker (Parramatta), Oberon, Parklea, Parramatta, Silverwater Complex (including Silverwater Men's, Silverwater Women's Correctional Centres and Metropolitan Remand and Reception Centre), Tamworth, Wellington

**Periodic Detention Centres**

Bathurst, Grafton, Mannus, Metropolitan (Parramatta), Tomago, Tamworth, Wollongong.

**Community Offender Service Offices**

Katoomba

**Other**

Bolwara House Transitional Centre for Women, Emu Plains  
Parramatta Transitional Centre for Women  
Biyani  
Tabulam (Balund-a)  
Corrective Services Academy, Eastwood  
Campbelltown Community Offender Support Program (COSP) centre  
Emu Plains COSP  
Malabar COSP  
Windsor COSP

## Appendix 29: 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 2008



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## Appendices

## Appendix 30: Persons Under Detention in Each Correctional Centre; 24 June 2007 and 29 June 2008

Correctional Centre	Population at 24 June 2007					Population at 29 June 2008				
	Remand <sup>1</sup>		Sentenced		Total	Remand <sup>1</sup>		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
<b>Full-Time Custody <sup>2</sup></b>	2122	199	6750	497	9568	2307	222	6888	479	9896
<b>Correctional Centres <sup>3</sup></b>	2065	196	6746	468	9475	2192	215	6825	478	9710
<b>Bathurst</b>	103	2	401	4	510	100	3	436	2	541
• Main (Medium)	103	2	256	4	365	100	3	291	2	396
• X Wing (Minimum)	-	-	145	-	145	-	-	145	-	145
<b>Berrima (Female)</b>	-	-	-	66	66	-	-	-	75	75
<b>Brewarrina (Yetta Dhinnakkal)</b>	-	-	43	-	43	-	-	47	-	47
<b>Broken Hill</b>	19	1	98	5	123	16	-	81	4	101
• Main (Medium)	19	-	32	-	51	16	-	23	-	39
• X-Wing (Minimum)	-	1	23	5	29	-	-	23	4	27
• Ivanhoe (Warakirri)	-	-	43	-	43	-	-	35	-	35
<b>Cessnock</b>	61	-	380	-	441	53	-	397	-	450
• Maximum	61	-	44	-	105	53	-	60	-	113
• Minimum	-	-	336	-	336	-	-	337	-	337
<b>Compulsory Drug Treatment</b>	-	-	26	-	26	-	-	48	-	48
<b>Cooma</b>	-	-	137	-	137	-	-	133	-	133
<b>Dillwynia (Female)</b>	-	70	-	115	185	-	59	-	127	186
• Medium	-	70	-	106	176	-	59	-	102	161
• Minimum <sup>4</sup>	-	-	-	9	9	-	-	-	25	25
<b>Emu Plains (Female)</b>	-	28	-	176	204	-	36	-	151	187
<b>Glen Innes</b>										
<b>Goulburn</b>	55	-	494	-	549	61	-	484	-	545
• Main (Maximum)	48	-	350	-	398	59	-	339	-	398
• HRMU	7	-	30	-	37	2	-	27	-	29
• X Wing (Minimum)	-	-	114	-	114	-	-	118	-	118
<b>Grafton</b>	37	2	210	16	265	51	3	199	16	269
• Main (Medium)	37	-	100	-	137	51	-	89	-	140
• C Unit (Minimum)	-	-	110	-	110	-	-	110	-	110
• June Baker Unit (Minimum)	-	2	-	16	18	-	3	-	16	19

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## Appendices

**Appendix 30:**  
**Persons Under Detention in Each Correctional Centre; 24 June 2007 and 29 June 2008 (continued)**

Correctional Centre	Population at 24 June 2007					Population at 29 June 2008				
	Remand <sup>1</sup>		Sentenced		Total	Remand <sup>1</sup>		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
<b>John Morony</b>										
• John Morony I (Medium)	-	-	230	-	230	-	-	269	-	269
• John Morony II (Minimum)	-	-	242	-	242	-	-	-	-	-
<b>Junee</b>	52	2	728	-	782	101	1	677	-	779
• Medium	52	2	588	-	642	101	1	541	-	643
• Minimum	-	-	140	-	140	-	-	136	-	136
<b>Kariong Juvenile</b>	13	-	19	-	32	15	-	24	-	39
<b>Kirkconnell</b>	-	-	248	-	248	-	-	244	-	244
<b>Lithgow</b>	6	-	331	-	337	3	-	319	-	322
<b>Long Bay Hospital</b>	20	4	53	7	84	17	5	37	2	61
• Medical	2	4	9	7	22	5	5	10	2	22
• Psychiatric Unit	18	-	44	-	62	12	-	27	-	39
• Hospital Annexes <sup>6</sup>	-	-	-	-	-	-	-	-	-	-
<b>Mannus</b>	-	-	154	-	154	-	-	157	-	157
<b>Metropolitan Remand and Reception</b>	670	-	255	-	925	656	-	264	-	920
<b>Metropolitan Special Programs Centre</b>	116	3	602	5	726	140	5	749	3	897
• Acute Crisis Management Unit	4	-	3	-	7	4	-	2	-	6
• Additional Support Unit	5	-	16	-	21	4	-	16	-	20
• Assessment Unit	18	-	42	-	60	30	-	48	-	78
• Kevin Waller Unit	-	3	-	5	8	-	5	-	3	8
• Medical Transit Unit	89	-	112	-	201	102	-	106	-	208
• Forensic Unit	-	-	27	-	27	-	-	27	-	27
• Ngara Nura Program	-	-	20	-	20	-	-	21	-	21
• Other Programs	-	-	147	-	147	-	-	142	-	142
• Sex Offenders Unit	-	-	391	-	391	-	-	362	-	362
• Violent Offender Therapeutic Program	-	-	18	-	18	-	-	25	-	25
<b>Mid-North Coast</b>	106	-	365	-	471	92	-	383	-	475
• Medium	106	-	247	-	353	92	-	271	-	363
• Minimum	-	-	118	-	118	-	-	112	-	112
<b>Oberon</b>	-	-	127	-	127	-	-	128	-	128

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## Appendices

### Appendix 30: Persons Under Detention in Each Correctional Centre; 24 June 2007 and 29 June 2008 (continued)

Correctional Centre	Population at 24 June 2007					Population at 29 June 2008				
	Remand <sup>1</sup>		Sentenced			Remand <sup>1</sup>		Sentenced		
	Male	Female	Male	Female	Total	Male	Female	Male	Female	Total
<b>Parklea</b>	561	-	241	-	802	542	-	271	-	813
• Maximum	561	-	164	-	725	542	-	191	-	733
• Minimum	-	-	77	-	77	-	-	80	-	80
<b>Parramatta</b>	210	-	133	-	343	248	-	96	-	344
<b>St Heliers</b>	-	-	280	-	280	-	-	269	-	269
<b>Silverwater</b>	-	-	494	-	494	-	-	488	-	488
<b>Silverwater Women's</b>	-	84	-	74	158	-	98	-	68	166
<b>Special Purpose Centre</b>	7	-	89	-	96	9	-	82	1	92
• Special Purpose Centre (Maximum)	7	-	35	-	42	9	-	29	1	39
• Dawn De Loas	-	-	54	-	54	-	-	53	-	53
<b>Tamworth</b>	29	-	57	-	86	40	-	51	-	91
• Medium	29	-	29	-	58	40	-	22	-	62
• Minimum	-	-	28	-	28	-	-	29	-	29
<b>Wellington <sup>7</sup></b>	-	84	-	74	158	48	5	351	29	433
• Maximum	-	-	-	-	-	48	-	281	-	329
• Minimum	-	-	-	-	-	-	5	70	29	104
<b>Court Complexes</b>		3	4	-	64	115	7	33	1	156
• 24 hour court complexes <sup>8</sup>	49	3	4	-	56	109	6	33	1	149
• Other courts <sup>9</sup>	8	-	-	-	8	6	1	-	-	7
<b>Transitional Centres <sup>10</sup></b>	-	-	-	29	29	-	-	30	-	30
Bolwara House Transitional Centre	-	-	-	10	10	-	-	12	-	12
Parramatta Transitional Centre	-	-	-	19	19	-	-	18	-	18
<b>Periodic Detention Centres <sup>11</sup></b>	-	-	702	78	780	-	-	646	62	708
Administration	-	-	8	-	8	-	-	7	1	8
Bathurst	-	-	33	6	39	-	-	19	3	22
Grafton	-	-	37	-	37	-	-	28	-	28
Mannus	-	-	20	1	21	-	-	13	-	13
Metropolitan Weekend (Stage 1)	-	-	213	-	213	-	-	205	-	205
Metropolitan Midweek (Stage 1)	-	-	93	-	93	-	-	84	-	84
Metropolitan Stage 12	-	-	91	-	91	-	-	80	-	80
Norma Parker Weekend <sup>12</sup>	-	-	-	27	27	-	-	-	-	-

## 12.47

## Appendices

### Appendix 30: Persons Under Detention in Each Correctional Centre; 24 June 2007 and 29 June 2008 (continued)

Correctional Centre	Population at 24 June 2007					Population at 29 June 2008				
	Remand <sup>1</sup>		Sentenced			Remand <sup>1</sup>		Sentenced		
	Male	Female	Male	Female	Total	Male	Female	Male	Female	Total
Norma Parker Mid-Week <sup>12</sup>	-	-	-	25	25	-	-	-	-	-
Tamworth	-	-	18	-	18	-	-	14	-	14
Tomago	-	-	115	11	126	-	-	113	17	130
Wollongong <sup>12</sup>	-	-	74	8	82	-	-	83	41	124
<b>Total (All Offenders) <sup>13</sup></b>	<b>2122</b>	<b>199</b>	<b>7452</b>	<b>575</b>	<b>10348</b>	<b>2307</b>	<b>222</b>	<b>7534</b>	<b>541</b>	<b>10604</b>

- 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.
- 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.
- Includes gazetted correctional centres only.
- The first inmates at Dillwynia - Minimum security units were received on 29 September 2006 (late notification).
- The last inmates were transferred from John Morony II on 29 September 2007.
- Includes annexe at Prince of Wales Hospital (Secure Unit).
- The first inmates at Wellington Correctional Centre were received on 19 August 2007.
- 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 complex are recorded against the correctional centre from which they are absent rather than against the court complex. Figures include Police custody detainees.
- 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.
- 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.
- 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 department staff) where the offender is no longer required to be held overnight at a detention centre.
- The last detainees at Norma Parker PDC were transferred on 24 February 2008. These offenders were transferred to Emu Plains PDC and were received on 2 March 2008. The last detainees at Emu Plains PDC (Weekend) were transferred to Wollongong PDC on 25 May 2008. The last detainees at Emu Plains PDC (Mid-week) were transferred on 1 June 2008.
- Total offenders includes inmates held in full-time custody and periodic detention centre detainees. This total includes a small number of offenders held in full-time custody for whom a periodic detention order remained active. These offenders are counted twice in this total.

### Appendix 31: Promotional Appeals to Government and Related Employees Appeal Tribunal (GREAT)

	No.	%
Disallowed	165	44.5
Allowed	7	1.9
Withdrawn	141	38.0
Struck out	44	11.9
Pending	0	0.0
Lapsed	14	3.8
<b>TOTAL</b>	<b>371</b>	<b>100</b>

## 12.48

## Appendices

## Appendix 32: Number of Escapes by Security Level/Program 2002/03 to 2007/08

Security level breached	2003/04	2004/05	2005/06	2006/07	2007/08
<b>Full-time custody</b>					
From within maximum security	-	-	1	-	-
From within medium security	-	-	1	-	-
From within minimum security	7	24	12	6	6
Adjacent to maximum/medium	-	-	-	-	-
Escorted – other (e.g., hospital)	1	3	3	-	1
Escorted external work party	7	1	5	1	2
Escorted external sports/educational excursion	-	-	-	-	-
Day/Weekend leave	-	-	-	-	-
Unescorted education programs	-	-	-	-	-
Work release program	1	2	2	2	-
Other unescorted authorised absence	1	-	-	1	1
Court Complex	3	2	2	-	-
Transport (including transfers)	-	-	-	-	-
<b>Full-time custody total escapes</b>	<b>20</b>	<b>32</b>	<b>26</b>	<b>10</b>	<b>10</b>
Rate per 100 offender years	<b>0.2</b>	<b>0.4</b>	<b>0.3</b>	<b>0.1</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>22</b>	<b>32</b>	<b>27</b>	<b>10</b>	<b>10</b>
<b>Rate Per 100 Offender Years <sup>1</sup></b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.1</b>	<b>0.1</b>

1. 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 33: Senior Executive Staff – at 30 June 2008

Level	Male	Female
7 (CEO)	1	
6	1	
5	1	
4	8	1
3	3	3
2		
1		
<b>Total</b>	<b>14</b>	<b>4</b>

## 12.49

## Appendices

### Appendix 34: Grants Made to Organisations Which Assist Inmates, Former Inmates and Their Families (Community Funding Program)

Organisation	2007/08 Funding (excl. GST)
Namatjira Haven Limited	\$272,543
Community Restorative Centre	\$595,752
Glebe House Limited	\$190,960
Guthrie House Co-operative Ltd.(NSW)	\$318,270
Judge Rainbow Lodge Memorial Fund Inc.	\$393,657
Link-Up (NSW) Aboriginal Corporation	\$76,490
New Horizons Enterprises Limited	\$112,942
Prisoners' Aid Association of NSW Inc.	\$289,752
SHINE for Kids Co-op Ltd (NSW)	\$722,886
Yulawirri Nurai Indigenous Association Inc.	\$84,168
<b>Total</b>	<b>\$3,057,420</b>

### Appendix 35: Legal Status of Inmates<sup>1</sup> Held as at 30 June 2007 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	1,293	136	5,004	289	26	4	6,323	429
Forensic patient	8	7	92	6	1	-	101	13
Fine Default	-	-	-	-	-	-	-	-
Periodic Detention	67	12	609	67	6	-	682	79
<i>Sub-total Sentenced</i>	<i>1,368</i>	<i>155</i>	<i>5,705</i>	<i>362</i>	<i>33</i>	<i>4</i>	<i>7,106</i>	<i>521</i>
Appellant	73	10	243	13	3	-	319	23
Remand/Trial	405	61	1,556	160	139	21	2,100	242
Awaiting Sentence	-	-	-	-	-	-	-	-
Awaiting Deportation	-	-	6	1	-	-	6	1
Awaiting Extradition	-	-	-	-	-	-	-	-
Civil Prisoner	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1,846</b>	<b>226</b>	<b>7,510</b>	<b>536</b>	<b>175</b>	<b>25</b>	<b>9,531</b>	<b>787</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.

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## Appendices

## Appendix 36: Risk Management

In all cases, there is a change from the reported figures for previous years. This is due to outstanding claims, time of assessment and settlement payout being reported within the year of the accident/claim, rather than within the year actual payment is made.

### Motor Vehicle Accident Claims

Year	No. of Accidents	Frequency of Accidents per 100 Vehicles	Costs	Average Cost per Accident
2005/06	232	27	\$794,250	\$3,423
2006/07	298	32	\$1,123,609	\$3,770
2007/08	295	32	\$801,254	\$2,716

### Public Liability Claims

The estimated outstanding value of potential claims against the current public liability policy (subject to Treasury Managed Fund actuarial reassessment) is \$11,900,000.

Crown Solicitor's Office has confirmed that there is one solvency claim outstanding (claim relating prior to 1 July 1989).

### Property Claims

Year	Claims	Cost
2005/06	35	\$547,641
2006/07	50	\$886,668
2007/08	33	\$2,999,306

### 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
2005/06	1	\$1,000
2006/07	4	\$7,500
2007/08	2	\$25,000

## Appendix 37: Contracting and Market Testing

The Department constantly reviews its opportunities for outsourcing. In 2007/08, some \$75 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.

# 13.1

## Addresses

### Regional Offices and Correctional Centres

#### Inner Metropolitan Regional Office

Long Bay Correctional Complex  
Anzac Parade  
MALABAR  
PO Box 13 MATRIVILLE 2036  
Ph: (02) 8304 2000  
Fax: (02) 9289 2100

#### Outer Metropolitan Regional Office

Level 3, 22 Main Street  
BLACKTOWN  
PO Box 177  
NSW 2148  
Ph: (02) 9854 7200  
Fax: (02) 9621 0062

#### North West Regional Office

45 Maitland Road  
MUSWELLBROOK  
PO Box 607  
NSW 2333  
Ph: (02) 6549 0400  
Fax: (02) 6541 2364

#### South West Regional Office

Level 1  
56-58 Clinton Street  
GOULBURN  
PO Box 952  
NSW 2580  
Ph: (02) 4824 2222  
Fax: (02) 4822 1518

#### Bathurst Correctional Centre

Corner Browning Street & Brookmore Avenue  
PO Box 166  
BATHURST NSW 2795  
Ph: (02) 6338 3282  
Fax: (02) 6338 3239

#### Berrima Correctional Centre

Argyle Street  
PO Box 250  
BERRIMA NSW 2577  
Ph: (02) 4860 2555  
Fax: (02) 4860 2509

#### Brewarrina (Yetta Dhinnakkal) Centre

"Glenelg"  
Coolabah Road  
PO Box 192  
BREWARRINA NSW 2839  
Ph: (02) 6874 4717  
Fax: (02) 6874 4721

#### Broken Hill Correctional Centre

109 Gossan Street  
PO Box 403  
BROKEN HILL NSW 2880  
Ph: (08) 8087 3025  
Fax: (08) 8088 1565

#### Cessnock Correctional Centre

Off Lindsay Street  
PO Box 32  
CESSNOCK NSW 2325  
Ph: (02) 4993 2333  
Fax: (02) 4993 2282

#### Compulsory Drug Treatment Correctional Centre

66 Sentry Drive  
PARKLEA NSW 2768  
Ph: (02) 9678 4171  
Fax: (02) 9678 4199

#### Cooma Correctional Centre

1 Vale Street  
Locked Bag 7  
COOMA NSW 2630  
Ph: (02) 6455 0333  
Fax: (02) 6452 2491

#### Dillwynia Correctional Centre

2756 The Northern Road  
SOUTH WINDSOR NSW 2756  
Locked Bag 657  
WINDSOR NSW 2756  
Ph: (02) 4582 2509  
Fax: (02) 4582 2532

#### Emu Plains Correctional Centre

Old Bathurst Road  
EMU PLAINS NSW 2750  
Locked Mail Bag 6  
PENRITH NSW 2750  
Ph: (02) 4735 0200  
Fax: (02) 4735 5843

#### Glen Innes Correctional Centre

Gwydir Highway  
Locked Bag 900  
GLEN INNES NSW 2370  
Ph: (02) 6733 5766  
Fax: (02) 6733 5741

#### Goulburn Correctional Centre

Maud Street  
PO Box 264  
GOULBURN NSW 2580  
Ph: (02) 4827 2222  
Fax: (02) 4827 2230

#### Grafton Correctional Centre

170 Hoof Street  
PO Box 656  
GRAFTON NSW 2460  
Ph: (02) 6642 0300  
Fax: (02) 6642 7419

#### Ivanhoe (Warakirri) Centre

33 Mitchell Street  
PO Box 109  
IVANHOE NSW 2878  
Ph: (02) 6995 1403  
Fax: (02) 6995 1404

#### John Morony Correctional Complex (John Morony 1 & 2)

The Northern Road  
BERKSHIRE PARK NSW 2765  
Locked Bag 654  
WINDSOR NSW 2756  
Ph: (02) 4582 2222  
Fax: (02) 4582 2261



## 13.2

## Regional Offices and Correctional Centres (continued)

**Junee Correctional Centre**

Park Lane  
PO Box 197  
JUNEE NSW 2663  
Ph: (02) 6924 3222  
Fax: (02) 6924 3197

**Kariong Juvenile Correctional Centre**

Pacific Highway  
PO Box 7275  
KARIONG NSW 2250  
Ph: (02) 4340 3400  
Fax: (02) 4340 2595

**Kirkconnell Correctional Centre**

Sunny Corner Road  
YETHOLME NSW 2795  
PO Box 266  
BATHURST NSW 2795  
Ph: (02) 6337 5219  
Fax: (02) 6337 5113

**Lithgow Correctional Centre**

596 Great Western Highway  
MARRANGAROO NSW  
PO Box 666  
LITHGOW NSW 2790  
Ph: (02) 6350 2222  
Fax: (02) 6350 2220

**Long Bay Correctional Complex**

1300 Anzac Parade  
MALABAR NSW 2036  
PO Box 13  
MATRAVILLE NSW 2036  
Ph: (02) 8304 2000  
Fax: (02) 9289 2110

**Long Bay Hospital Area 1**

Locked Mail Bag No.13  
MATRAVILLE NSW 2036  
Ph: (02) 8304 2904  
Fax: (02) 9311 3364

**Metropolitan Special Programs Centre**

Locked Bag 23  
MATRAVILLE NSW 2036  
Ph: (02) 9289 2304 (Areas 1, 2 & 4), 2204  
(Area 3), 2504 (Areas 5 & 6) and 2156 (Area 7)  
Fax: (02) 9289 2103

**Special Purpose Centre**

PO Box 535  
MATRAVILLE NSW 2036  
Ph: (02) 9289 2804  
Fax: (02) 9289 2108

**Mannus Correctional Centre**

Linden Roth Drive  
MANNUS  
Via TUMBARUMBA NSW 2653  
Ph: (02) 6941 0333  
Fax: (02) 6948 5291

**Metropolitan Remand & Reception Centre**

Holker Street  
SILVERWATER NSW 2128  
Private Bag 144  
SILVERWATER NSW 1811  
Ph: (02) 9289 5600  
Fax: (02) 9289 5929

**Mid North Coast Correctional Centre**

370 Aldavilla Road  
ALDAVILLA NSW  
PO Box 567  
WEST KEMPSEY NSW 2440  
Ph: (02) 6560 2700  
Fax: (02) 6560 2733

**Oberon Correctional Centre**

Via Shooters Hill Road  
Locked Bag 2  
OBERON NSW 2787  
Ph: (02) 6335 5248  
Fax: (02) 6335 5220

**Parklea Correctional Centre**

66 Sentry Drive  
PARKLEA NSW 2768  
PO Box 6148  
Delivery Centre  
Fifth Avenue

BLACKTOWN NSW 2148  
Ph: (02) 9678 4888  
Fax: (02) 9626 5657

**Parramatta Correctional Centre**

Corner Dunlop & New Streets  
NORTH PARRAMATTA NSW 2151  
Locked Mail Bag 2  
NORTH PARRAMATTA NSW 2151  
Ph: (02) 9683 0300  
Fax: (02) 9630 3763

**Silverwater Correctional Centre**

Holker Street  
SILVERWATER NSW 2128  
Locked Bag 115  
Australia Post Business Centre  
SILVERWATER NSW 1811  
Ph: (02) 9289 5100  
Fax: (02) 9289 5209

**Silverwater Women's Correctional Centre**

Holker Street  
SILVERWATER NSW 2128  
Locked Bag 130  
SILVERWATER NSW 1811  
Ph: (02) 9289 5334  
Fax: (02) 9647 1409

**St Heliers Correctional Centre**

McCullys Gap Road  
PO Box 597  
MUSWELLBROOK NSW 2333  
Ph: (02) 6543 1166  
Fax: (02) 6543 1944

**Tamworth Correctional Centre**

Corner Dean & Johnson Streets  
PO Box 537  
TAMWORTH NSW 2340  
Ph: (02) 6766 4977  
Fax: (02) 6766 4851

**Wellington Correctional Centre**

Goolma Road  
PO Box 386  
WELLINGTON NSW 2820  
Ph: (02) 6840 2800  
Fax: (02) 6840 2900

# 13.3

## Addresses

### Periodic Detention Centres

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**Bathurst**

Mid Western Highway  
BATHURST NSW 2795  
Ph: (02) 6334 2591  
Fax: (02) 6334 2593

**Grafton Correctional Complex**

170 Hoof Street  
PO Box 656,  
GRAFTON NSW 2460  
Ph: (02) 6642 0345  
Fax: (02) 6643 2133

**Mannus Correctional Complex**

Linden Roth Drive  
Mannus via TUMBARUMBA NSW 2653  
Ph: (02) 6941 0333  
Fax: (02) 6941 0340

**Metropolitan PDC**

Corner O'Connell and Dunlop Streets  
NORTH PARRAMATTA NSW 2151  
Ph: (02) 9683 0261  
Fax: (02) 9683 0221

**Tamworth**

Corner Dean & Johnson Streets  
PO Box 537  
TAMWORTH 2347  
Ph: (02) 6764 5324  
Fax: (02) 6766 9746

**Tomago**

Tomago Road  
PO Box 243  
RAYMOND TERRACE NSW 2324  
Ph: (02) 4964 8112  
Fax: (02) 4964 8544

**Wollongong**

34-40 Lady Penrhyn Drive  
UNANDERRA NSW 2526  
TPh: (02) 4271 8748  
Fax: (02) 4271 8760

## 13.4

## Addresses

## Community Offender Services

**Albury District Office**

556 David Street  
ALBURY. 2640  
P.O. Box 809  
Ph: (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  
Ph: (02) 6772 2073  
Fax: (02) 6771 2107

**Bankstown District Office**

Level 2 (1st Floor)  
47 Rickard Street  
P.O. Box 3097 Bankstown Square 2200  
BANKSTOWN. 2200  
Ph: (02) 9707 2144  
Fax: (02) 9707 2521

**Batemans Bay District Office**

1 Beach Road  
P.O. Box 331  
BATEMANS BAY. 2536  
Ph: (02) 4472 4987  
Fax: (02) 4472 8452

**Bathurst District Office**

The Mews  
Ground Floor, 108 William Street  
BATHURST. 2795  
P.O. Box 143  
Ph: (02) 6332 2737  
Fax: (02) 6332 2782

**Bega District Office**

Suite 9, 1st Floor  
106 Auckland Street  
BEGA. 2550  
P.O. Box 267  
Ph: (02) 6492 3144  
Fax: (02) 6492 4286

**Blacktown District Office**

9 Second Avenue  
BLACKTOWN. 2148  
P.O. Box 473  
Ph: (02) 9671 4266  
Fax: (02) 9831 7189

**Bourke District Office**

22 Richard Street  
BOURKE. 2840  
P.O. Box 91  
Ph: (02) 6872 2455  
Fax: (02) 6872 2592

**Bowral District Office**

Suites 1 & 2, 2a Walker Street  
BOWRAL. 2576  
P.O. Box 477  
Ph: (02) 4861 3777  
Fax: (02) 4862 2102

**Broken Hill District Office**

Probation & Parole Service  
32 Sulphide Street  
BROKEN HILL. 2880  
P.O. Box 698  
Ph: (08) 8087 9155  
Fax: (08) 8087 1062

**Burwood District Office**

Level 1, 27-29 Burwood Road  
BURWOOD. 2134  
P.O. Box 118, BURWOOD NORTH  
Ph: (02) 9745 2211  
Fax: (02) 9745 3494

**Campbelltown District Office**

Level 7, 138 Queen Street  
CAMPBELLTOWN. 2560  
P.O. Box 332  
Ph: (02) 4625 9922  
Fax: (02) 4625 3052

**Casino District Office**

Shop 2, 121 Barker Street  
CASINO. 2470  
P.O. Box 667  
Ph: (02) 6662 4311  
Fax: (02) 6662 6979

**Cessnock Parole Unit**

Cessnock Correctional Centre  
Off Lindsay Street  
CESSNOCK. 2325  
P.O. Box 173  
Ph: (02) 4991 1702  
Fax: (02) 4990 2315

**Chatswood District Office**

1st Floor, 2 Help Street  
CHATSWOOD. 2067  
P.O. Box 5372, CHATSWOOD WEST 2057  
Ph: (02) 9413 1822  
Fax: (02) 9413 4746

**City District Office**

Ground Floor  
13-15 Wentworth Avenue  
DARLINGHURST. 2010  
P.O. Box 370, Darlinghurst, 1300  
Ph: (02) 9265 7500  
Fax: (02) 9264 2576

**Coffs Harbour District Office**

60 Moonee Street  
COFFS HARBOUR. 2450  
P.O. Box 24  
Ph: (02) 6652 6933  
Fax: (02) 6652 1123

**Cooma District Office**

NSW Government Office Block  
39 Bombala Street  
COOMA. 2630  
P.O. Box 708  
Ph: (02) 6452 1903  
Fax: (02) 6452 5481

**Coonamble District Office**

22 Castlereagh Street  
COONAMBLE. 2829  
P.O. Box 56  
Ph: (02) 6822 1988  
Fax: (02) 6822 1163

## 13.5

## 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  
Ph: (02) 9982 7266  
Fax: (02) 9971 4359

**Deniliquin District Office**

Suite 2, 286 George Street  
DENILIQUIN. 2710  
P.O. Box 967  
Ph: (03) 5881 4408  
Fax: (03) 5881 5325

**Dubbo District Office**

Unit 4, 34-36 Bultje Street  
DUBBO. 2830  
P.O. Box 1831  
Ph: (02) 6882 9744  
Fax: (02) 6884 4918

**Fairfield District Office**

2nd Floor, 119 The Crescent  
FAIRFIELD. 2165  
P.O. Box 372, FAIRFIELD 1860  
Ph: (02) 9728 0111  
Fax: (02) 9754 1287

**Forbes District Office**

137 Lachlan Street  
FORBES. 2871  
P.O. Box 390  
Ph: (02) 6852 2219  
Fax: (02) 6851 1434

**Glen Innes District Office**

233 Ferguson Street  
GLEN INNES. 2370  
P.O. Box 468  
Ph: (02) 6732 2644  
Fax: (02) 6732 4532

**Gosford District Office**

1st Floor, 125 Donnison Street  
GOSFORD. 2250  
P.O. Box 1024  
Ph: (02) 4324 3744  
Fax: (02) 4323 2913

**Goulburn District Office**

Ground Floor  
56 Clinton Street  
GOULBURN. 2580  
P.O. Box 481  
Ph: (02) 4824 2299  
Fax: (02) 4821 5746

**Grafton District Office**

NSW Government Offices  
49-51 Victoria Street  
GRAFTON. 2460  
P.O. Box 479  
Ph: (02) 6643 2585  
Fax: (02) 6643 2674

**Griffith District Office**

NSW Government Offices  
104-110 Banna Avenue  
GRIFFITH. 2680  
P.O. Box 2322  
Ph: (02) 6964 2242  
Fax: (02) 6964 2375

**Gunnedah District Office**

Government Office Building  
35-37 Abbott Street  
GUNNEDAH. 2380  
P.O. Box 579  
Ph: (02) 6742 5220  
Fax: (02) 6742 4854

**Hurstville District Office**

Level 2, 2 Woodville Street  
HURSTVILLE. 2220  
P.O. Box 405  
Ph: (02) 9579 6200  
Fax: (02) 9580 3374

**Inverell District Office**

NSW Government Offices  
127 Otho Street  
INVERELL. 2360  
P.O. Box 555  
Ph: (02) 6721 0309  
Fax: (02) 6722 5890

**Junee District Office**

2 Belmore Street  
JUNEE. 2663  
P.O. Box 197  
Ph: (02) 6924 4802  
(02) 6930 5564  
(Junee Correctional Centre)  
Fax: (02) 6924 3729

**Katoomba District Office**

3 Civic Place  
KATOOMBA. 2780  
P.O. Box 338  
Ph: (02) 4782 2944  
Fax: (02) 4782 3802

**Kempsey District Office**

26 Clyde Street  
KEMPSEY. 2440  
P.O. Box 405  
Ph: (02) 6562 7622  
Fax: (02) 6563 1514

**Lake Macquarie District Office**

2nd Floor, 7-9 Kelton Street  
CARDIFF. 2285  
P.O. Box 325  
Ph: (02) 4956 5533  
Fax: (02) 4956 6701

**Lismore District Office**

Suite 14B, Conway Plaza  
21 Conway Street  
LISMORE. 2480  
P.O. Box 1090  
Ph: (02) 6622 1277  
Fax: (02) 6622 0339

**Lithgow District Office**

100 Main Street  
LITHGOW. 2790  
P.O. Box 349  
Ph: (02) 6352 1555  
Fax: (02) 6352 1940

## 13.6

## Addresses

## Community Offender Services (continued)

**Liverpool District Office**

171 Bigge Street,  
LIVERPOOL. 2170  
P.O. Box 3395, WESTFIELD 2170  
Ph: (02) 9602 2266  
Fax: (02) 9602 2600

**Long Bay Parole Unit**

Long Bay Correctional Complex  
Anzac Parade  
P.O. Box 13  
MATRAVILLE. 2036  
Ph: (02) 9289 2172  
Fax: (02) 9289 2169

**Maitland District Office**

32 St Andrews Street  
MAITLAND. 2320  
P.O. Box 227  
Ph: (02) 4933 4333  
Fax: (02) 4934 3106

**Moree District Office**

25 Auburn Street  
MOREE. 2400  
P.O. Box 809  
Ph: (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  
Ph: (02) 9421 3000  
Fax: (02) 9421 3099

**Muswellbrook District Office**

Level 3, 160 Bridge Street  
MUSWELLBROOK. 2333  
P.O. Box 340  
Ph: (02) 6543 2255  
Fax: (02) 6543 2868

**Narrabri District Office**

NSW Government Offices  
53 Maitland Street  
NARRABRI. 2390  
P.O. Box 65  
Ph: (02) 6792 4457  
Fax: (02) 6792 1963

**Newcastle District Office**

3rd Floor, Eagle Building  
25 Watt Street  
NEWCASTLE. 2300  
P.O. Box 439  
Ph: (02) 4929 3921  
Fax: (02) 4929 4683

**Newtown District Office**

93-99 King Street  
NEWTOWN. 2042  
P.O. Box 223  
Ph: (02) 9550 4056  
Fax: (02) 9550 4068

**Nowra District Office**

Housing Commission Building  
Level 1, 24 Berry Street  
NOWRA. 2451  
P.O. Box 694  
Ph: (02) 4422 1599  
Fax: (02) 4421 8186

**Orange District Office**

NSW Government Offices  
Corner Kite and Anson Streets  
ORANGE. 2800  
P.O. Box 53  
Ph: (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  
Ph: (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  
Ph: (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  
Ph: (02) 6583 6677  
Fax: (02) 6584 1917

**Queanbeyan District Office**

Suite 1, Level 1  
7-9 Morriset Street  
QUEANBEYAN. 2620  
P.O. Box 823  
Ph: (02) 6298 0000  
Fax: (02) 6297 4775

**Silverwater Parole Unit**

MRRRC, Holker Street,  
SILVERWATER. 2141  
Private Bag 144,  
Australian Business Centre  
SILVERWATER NSW 1811  
Ph: (02) 9289 5945  
Fax: (02) 9289 5954

**Sutherland District Office**

9-15 East Parade  
SUTHERLAND. 2232  
P.O. Box 521  
Ph: (02) 9521 3544  
Fax: (02) 9545 3587

**Tamworth District Office**

143 Marius Street  
TAMWORTH. 2340  
P.O. Box 1013  
Ph: (02) 6766 7444  
Fax: (02) 6766 7348

## 13.7

## Addresses

## COSPS Community Offender Support Program Centres (COSPs)

### Taree District Office

68 Wynter Street  
TAREE. 2430  
P.O. Box 92  
Ph: (02) 6552 7599  
Fax: (02) 6551 2648

### Tumut District Office

76 Capper Street  
TUMUT. 2720  
P.O. Box 488  
Ph: (02) 6947 4104  
Fax: (02) 6947 4116

### Wagga Wagga District Office

NSW Government Offices  
57 Gurwood Street  
WAGGA WAGGA. 2650  
P.O. Box 791  
Ph: (02) 6921 2950  
Fax: (02) 6921 2862

### Windsor District Office

266 George Street  
WINDSOR. 2756  
P.O. Box 625  
Ph: (02) 4560 1000  
Fax: (02) 4560 1001

### Wollongong District Office

Level 3  
111 Crown Street  
WOLLONGONG. 2500  
P.O. Box 340, WOLLONGONG EAST 2520  
Ph: (02) 4226 1928  
Fax: (02) 4226 9567

### Wyong District Office

Suite 2  
30-32 Hely Street  
WYONG. 2259  
P.O. Box 235, WYONG 2259  
Ph: (02) 4353 9399  
Fax: (02) 4353 9662

### Young District Office

3 Junction Street  
YOUNG. 2594  
P.O. Box 611  
Ph: (02) 6382 3599  
Fax: (02) 6382 4789

### Biyani - Diversionary Program for Dually-diagnosed Women

128-130 O'Connell Street  
NORTH PARRAMATTA NSW 2151  
Locked Mail Bag 2  
NORTH PARRAMATTA NSW 1750  
Ph: (02) 9630 5190  
Fax: (02) 9630 5096

### Tabulam Balund-a Program

186 Welsh Road  
Mookima Wybra via  
TABULAM NSW 2469  
Ph: (02) 6660 8600  
Fax: (02) 6660 8636

## Transitional Centres

### Bolwara House

Lot 2, Old Bathurst Road  
Locked Bag 2  
PENRITH NSW 2751  
Phone: (02) 4735 7098  
Fax: (02) 4735 5972

### Parramatta Transitional Centre

124 O'Connell Street  
PARRAMATTA NSW 2151  
PO Box 2110  
NORTH PARRAMATTA NSW 2151  
Ph: (02) 9890 1327  
Fax: (02) 9890 1455

### Nunyara COSP

1300 Anzac Parade  
MALABAR NSW 2036  
PO Box 13  
MATRAVILLE NSW 2036  
Ph: (02) 9289 2950  
Fax: (02) 9289 2961

### Boronia COSP

Lot 3 -6 Old Bathurst Road  
EMU PLAINS NSW 2750  
LMB 2  
PENRITH NSW 2750  
Ph: (02) 4735 6984  
Fax: (02) 4735 2814

### Bundaleer COSP

John Moroney and Dillwynia Complex  
The Northern Road  
BERKSHIRE PARK NSW 2765  
PO Box 5506  
SOUTH WINDSOR 2756  
Ph: (02) 4582 2348  
Fax: (02) 4582 2324

### Kempsey COSP

370 Aldavilla Road  
ALDAVILLA  
PO BOX W172  
WEST KEMPSEY 2440  
Ph: (02) 6562 2230  
Fax: (02) 6562 2279

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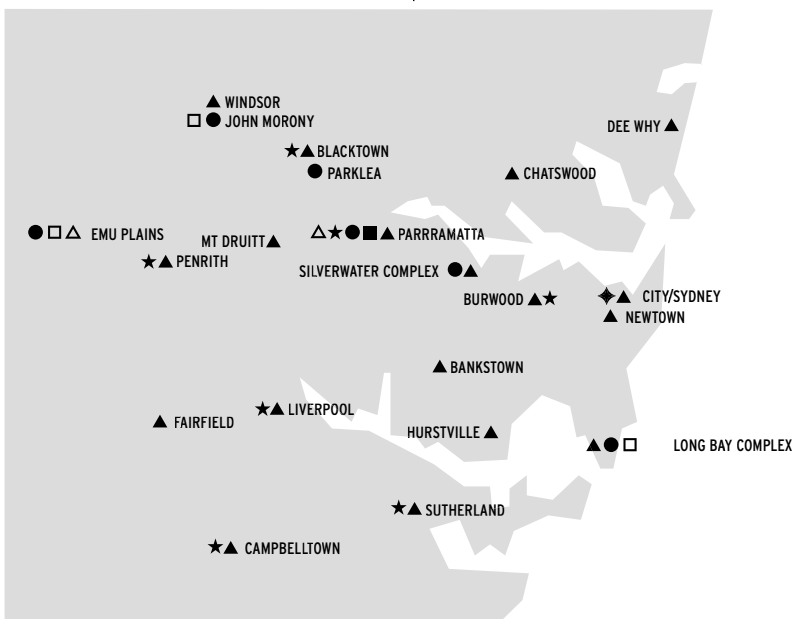
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- COMMUNITY OFFENDER SUPPORT PROGRAMS CENTRE
- ▲ COMMUNITY OFFENDER SERVICES DISTRICT OFFICE
- △ TRANSITIONAL CENTRE
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### **Copywriting: Pryor Consultants**

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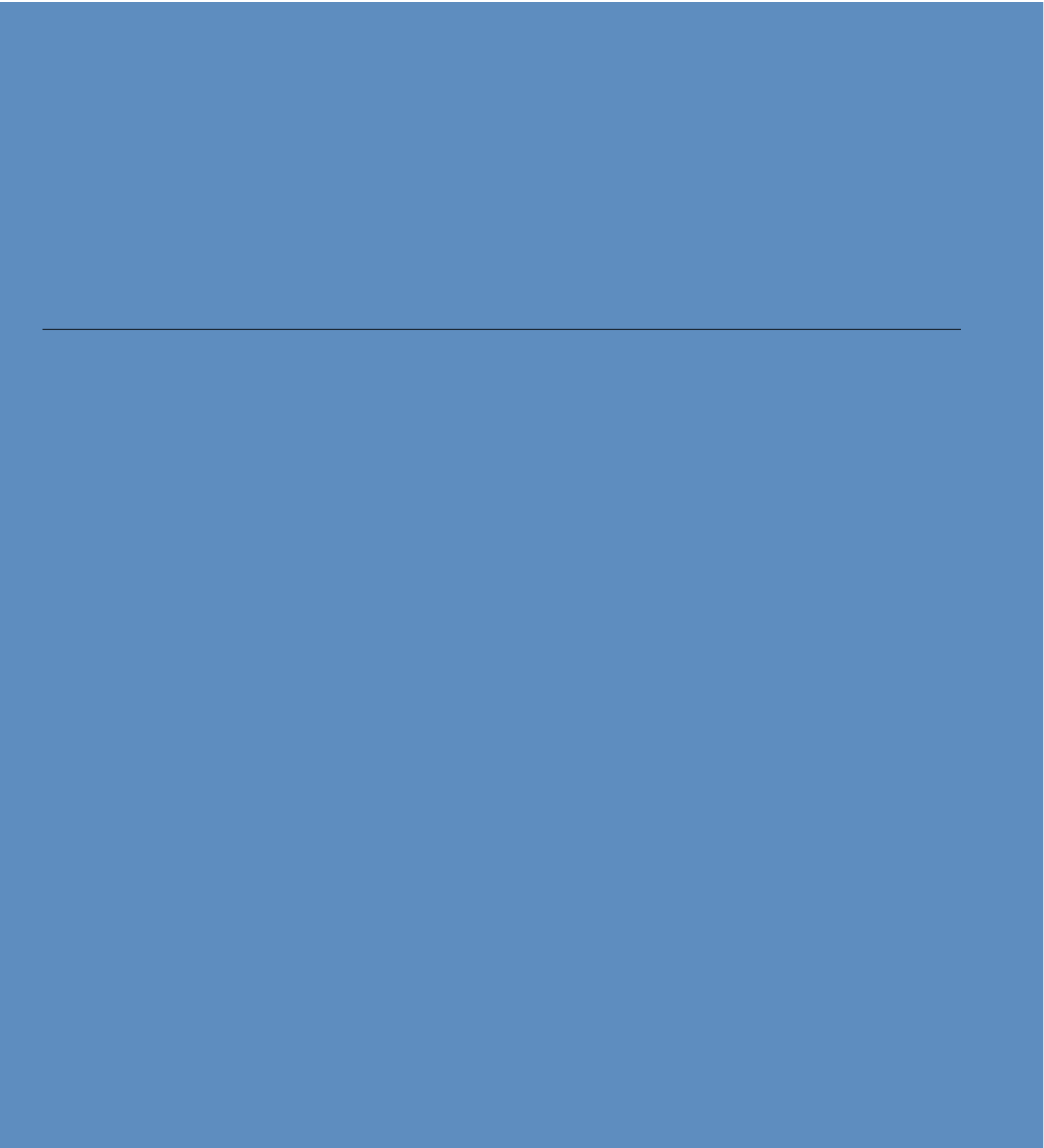
### **Design and printing: Nicholson Design**

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Total external costs for the production of this report were \$44,520 covering editing, design, proof-reading and printing. The entire contents of this report are available for download in Adobe Acrobat (PDF) format from the Department's website <http://www.dcs.nsw.gov.au>

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