

mission

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

Corrective Services NSW is committed to the following principles in dealing with offenders, staff and the community

- Safety and wellbeing 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.

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The Hon John Robertson MLC
Minister for Corrective Services
Governor Macquarie Tower
Level 35
1 Farrer Place
SYDNEY NSW 2000

Dear Minister

It is my pleasure to present the Annual Report of Corrective Services NSW, for the year ended 30 June 2009, for presentation to Parliament.

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

Yours sincerely

A handwritten signature in black ink that reads "Laurie Glanfield". The signature is written in a cursive, flowing style.

Laurie Glanfield
Director General
8 October 2009

Commissioner**Ron Woodham PSM**

Ron Woodham was appointed Commissioner of Corrective Services in January 2002. He has been with corrective services since 1966. Under Commissioner Woodham's leadership, there have been significant changes regarding the management of offenders in custody and the community, which strengthen community safety as well as reduce risks of re-offending.

Commissioner Woodham has directed a capital works program which resulted in modern correctional facilities at Silverwater, Kempsey, Windsor and Wellington. The integration of the 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 Correctional Centre and the highly regarded therapeutic programs for specific offender groups.

He established highly effective programs and services which facilitate the transition of offenders to law-abiding community living, and strengthened the monitoring of high-risk offenders in the community. The establishment of Community Offender Program (COSP) centres is an innovative milestone in contemporary offender management. These centres support offenders in need of short-term accommodation in the community.

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.

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 held the position of Senior Assistant Commissioner, Inmate and Custodial Services since June 2002.

Mr McLean has been with 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 18 years.

As Deputy Commissioner, Offender Management and Operations, he is responsible for the management of custodial and community corrections.

Mr McLean has initiated major reform under the Commissioner's direction and has been assisting the Commissioner with the implementation of The Way Forward workplace reforms in all NSW correctional centres.

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 29 years experience in the finance, economics and corporate support functions in the public sector.

Prior to joining 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.

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

Peter Peters was appointed Assistant Commissioner, Office of the Commissioner in November 2006.

Previously, he was the Executive Director, Office of the Commissioner, a position he held since June 2002.

Mr Peters has extensive senior management experience in operations, strategic planning, human resources and financial management, administration and workplace reform.

He is responsible for planning, policy co-ordination, legislation and parliamentary support, freedom of information and privacy, media and community relations, research, evaluation and statistics, strategic development, administration of sentences and orders, executive services, and other major initiatives.

As of October 2007, Mr Peters is also responsible for the Human Resources Division.

Assistant Commissioner, Inner Metropolitan Region

Brian Kelly

Brian Kelly was appointed Assistant Commissioner, Inner Metropolitan Region in June 2006 and was also temporarily in charge of the Outer Metropolitan Region from April 2007 to mid January 2008.

Mr Kelly has over 30 years experience with 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 Intelligence.

Assistant Commissioner, South West Region

John Dunthorne

John Dunthorne was appointed Assistant Commissioner, South West Region in June 2006.

He has 33 years experience in corrections including appointments in South Australia, Queensland and New South Wales in both the private and public sector.

Mr Dunthorne has managed Goulburn Correctional Complex, Metropolitan Remand and Reception Centre, Townsville Correctional Centre, Junee Correctional Centre, Adelaide Remand Centre and Port Augusta Correctional Centre amongst other managerial appointments.

Assistant Commissioner, North West Region

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 has 26 years experience in government and private sector correctional management.

Acting Assistant Commissioner, Outer Metropolitan Region

Bernadette O'Connor BSW, MPP

Bernadette O'Connor was Acting Assistant Commissioner, Outer Metropolitan Region from January 2008 to June 2009.

Prior to this, she was the General Manager, Silverwater Women's and Silverwater Men's Correctional Centres.

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 Corrective Services 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

Don Rodgers

Don Rodgers was appointed Assistant Commissioner, Logistics and Strategic Operations in November 2007.

Mr Rodgers has been with Corrective Services for 32 years and has held all custodial ranks.

Mr Rodgers has vast knowledge of correctional centre management and intelligence-related subjects.

He was appointed in 2000 as Commander, Metropolitan Remand Facilities and then as Commander, North West Region in 2002.

In 2003, he relieved as the Commander, Security and Investigations and then in 2006 was appointed to the position of Assistant Commissioner, Security and Intelligence Division.

Assistant Commissioner, Offender Services and Programs**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 areas of inmate classification, programs and education and comes from a background in tertiary education.

Assistant Commissioner, Probity and Staff Development**Paul Irving B Com, B Leg Stud,
Grad Dip Strat Stud, Dip Lab Rels & Law**

Paul Irving was appointed to the position of Executive Director, Human Resources Division in October 2003.

In October 2007, he was appointed as Assistant Commissioner, Probity and Staff Development (Chief Ethical Strategist).

Mr Irving has extensive senior management experience for over 40 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 and for the Guide to Conduct and Ethics, Protected Disclosures Policy and the Conflicts of Interest Policy.

Executive Director, Legal Services**John Simon Dip Law, LL.M**

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, leading the Legal Services Branch and liaising with the legal profession.

Mr Simon commenced with Corrective Services as a legal officer in April 1992 and has 30 years experience working in State, federal and private legal areas.

Executive Director, Information, Communication and Technology**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 Corrective Services.

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.

Executive Director, Learning and Staff Development**Jo Quigley B Soc Stud, Grad Cert T&D,
Dip. Corr. Admin.**

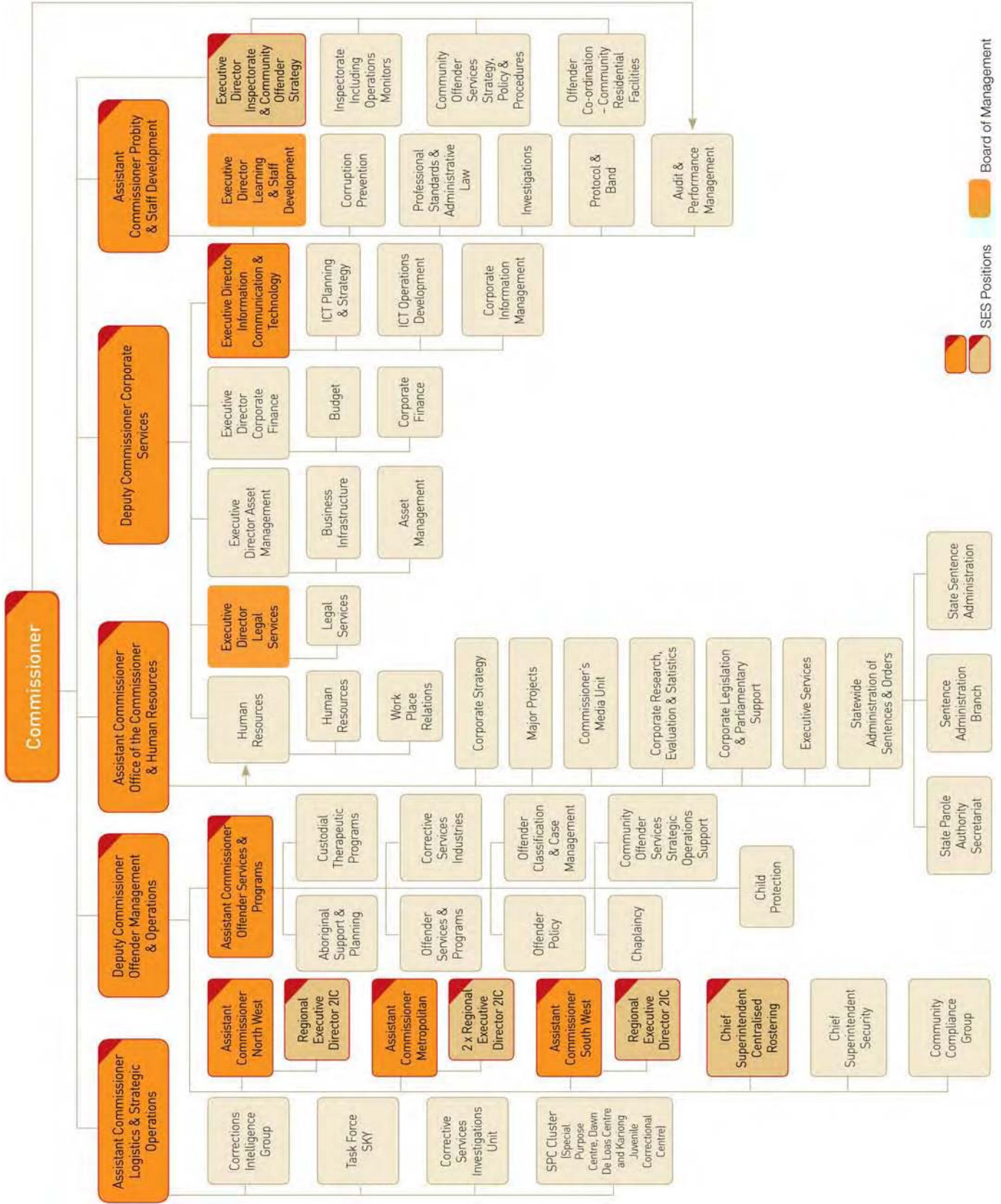
Jo Quigley has worked in corrective services for 23 years, including the former Department of Courts Administration.

Within Corrective Services, she has substantial experience in Community Offender Services 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.

Ms Quigley is Chair of the Corrections Industry Advisory Committee and a member of the Board of Government Skills Australia.

She is responsible for the delivery of staff learning and development programs, international programs and the provision of library services.



SES Positions Board of Management

Corrective Services NSW has a lead role in the State Plan's R2 objective to reduce re-offending by 10 percent by 2016. To support this priority, a number of changes were implemented in 2008/09, including:

- establishing Community Offender Support Program (COSP) centres throughout the State, giving offenders a better chance of a new start on release from custody;
- expanding the Community Compliance Group (CCG), which is now closely supervising a number of serious sex offenders in the community after their release from custody;
- pushing ahead with The Way Forward workplace reforms, which will save more than \$60 million a year in operational costs while improving safety and security for staff and inmates, and creating a better balance for staff between their work and family responsibilities.

Community Offender Support Program Centres

In 2008/09, Community Offender Support Program (COSP) centres were opened at Malabar, Windsor, Kempsey and Emu Plains which were quickly utilised, with up to 100 offenders accommodated in COSPs every day by year end. COSPs provide stable accommodation for offenders who are experiencing difficulty finding somewhere to live after being released from custody. Apart from providing temporary accommodation, COSPs also help offenders establish links with community services and program providers, vital to helping an offender settle down in the community.

As well as being used for emergency accommodation and transitional purposes, COSPs are now also covering extended supervision orders. In future, some of these facilities are likely to specialise in high-risk offenders requiring stricter levels of supervision.

Community Compliance Group

In the previous financial year, the Community Compliance Group (CCG) was established to improve community supervision of serious offenders. The CCG offices target high-risk and high-profile offenders, providing an additional layer of supervision in the community through unannounced home visits at any hour of the night or day, alcohol and drug testing, risk profiling and surveillance.

In 2008/09, the State-wide roll out of the CCG continued, with offices now established in Wagga Wagga, Newcastle, Dubbo, Blacktown and Campbelltown. The first group of Compliance and Monitoring Officers are completing their Diploma in Community Administration.

Workplace reforms

The Way Forward, which is designed to improve custodial safety, security and cost-effectiveness, was first introduced in 2003. It operates at Mid North Coast, Dillwynia and Wellington Correctional Centres a modernised industrial consent award, providing a new simplified custodial rank structure and flat overtime rate.



The Way Forward
workplace reforms ...
will save more than
\$60 million a year
in operational costs

As The Way Forward workplace reforms are introduced across the State it also provides significant operational changes including:

- an effective staff to inmate ratio in accordance with correctional centre management plans;
- new rolling 'let-go' and 'lock-in' procedures for releasing and returning inmates to cells;
- centralised rosters for all correctional centres;
- engaging casual correctional officers rather than offering overtime;
- a new leave policy aimed at reducing absenteeism, including provisions for sick leave, carer's leave and family and community services leave.

The 2005 Public Accounts Committee inquiry into Value for Money from New South Wales Correctional Centres found that in its first year of operation at the Mid North Coast and Dillwynia Correctional Centres, The Way Forward produced significant cost savings compared to correctional centres run under the traditional management model. These results are comparable to privately operated correctional centres.

Among other things, the inquiry found: *"In their first year of operation, both centres have significantly lower levels of overtime and sick leave in comparison to publicly managed centres that are operating under the existing award. The lower levels of overtime and sick leave have resulted in a direct cost per inmate per day that is more in line with the performance of the privately managed facility at Junee."*

In early 2008/09, Corrective Services gained budget approval to roll out The Way Forward in each of the publicly operated correctional centres in NSW. Substantial progress followed in starting to introduce a 300 strong casual relief workforce, centralised rostering, new procedures for managing absenteeism and overtime, and new correctional centre management plans.

In 2008/09, the industrial responses to these reforms were managed, including stop work meetings and strikes. Following extensive negotiations, we enter 2009/10 hopeful of a return to a more collaborative working relationship.

Outsourcing

In May 2009, the Minister for Corrective Services, The Hon John Robertson MLC, announced that the Cessnock Correctional Centre will be retained in public hands. The decision was made in light of the uncertainty being experienced by the Cessnock community with other industries cutting jobs in the region. However, the Parklea Correctional Centre is still on track for the outsourcing of its operations, with several private sector tenderers short-listed for consideration.

Pressure from a growing and challenging inmate population

In 2008/09, Corrective Services supervised more than 27,000 offenders every day, including a maximum of 10,492 securely housed in custody and a daily average of 18,124 in the community.

While the inmate population continues to grow significantly, the percentage returned with a new sentence has actually declined. The growth in numbers in custody is being driven by an increasing remand population. In 2008/09, approximately a quarter of the inmate population was unsentenced.

Capital works

To address the growing inmate population, the capital works program continued.

The contract for constructing the new correctional centre at Nowra was awarded in June 2008. Despite losing a number of weeks to wet weather, construction continued on schedule during the year, remaining on target for commissioning in December 2010. This correctional centre has been nominated in the State Plan as one of 15 construction projects that will provide employment opportunities for a total of 100 Aboriginal apprentices.

Excellent progress was made at the Silverwater Women's Correctional Centre. The Mum Shirl Unit opened on 11 June 2009 as part of the \$52.7 million redevelopment project which is due for completion in December 2009. Other milestones included the opening of the Long Bay Hospital in July 2008 and the Justice Health Forensic Hospital in February 2009.

Looking to the future, tendering began in June 2009 for the 250 bed maximum security expansion of Cessnock Correctional Centre.

Key Performance Indicators

Corrective Services measures recidivism in two ways: the national indicator of return to corrective services (custody and community); and the State Government target of reducing the number of offenders who re-offend within 24 months of being convicted by a court.

In 2008/09, Corrective Services again upheld its commitment to maintaining effective security, safety and welfare of offenders and staff. Apparent unnatural deaths was four, with one being Aboriginal. There were no serious assaults on officers and the rate of serious assaults on inmates were at the lowest recorded over the previous ten years.

Mental health

As the inmate population in NSW increases, the number of inmates with mental health problems also increases. In 2008/09, the mental health system overhaul was completed to minimise the exposure of people with serious mental illness to the correctional system.

This process started with the \$14.9 million Mental Health Screening Unit (MHSU), which was opened at the Metropolitan Remand and Reception Centre in March 2006. The MHSU plays a major role in helping divert the mentally ill away from the correctional system where appropriate, and safely and humanely managing those who remain.

In 2008/09, the MHSU received a silver Premier's Award in the Rights, Respect and Responsibility category in recognition of its excellence in treatment, stabilisation and diversion of mentally ill offenders.

During the reporting year, the MHSU was complemented by a similar \$9 million, 19 bed facility at Silverwater Women's Correctional Centre; the new Long Bay Hospital, which includes 40 acute mental health beds; and the 135 bed Justice Health Forensic Hospital, operated and funded by NSW Health.

Other custodial mental health services include New Horizons, a supported accommodation project for male offenders, and Biyani Cottage, an initiative which provides a diversion from custody for women offenders with a history of mental illness.

Tabulam (Balund-a)

By the end of 2008/09, the new community residential intervention program at Tabulam (Balund-a) had been operational for 15 months. Balund-a is a court diversionary program offering an intensive approach to managing predominantly Aboriginal offenders in a community-based residential facility.

One of the first residents to complete the Balund-a program in December 2008 has since completed his suspended sentence, during which he remained abstinent from drug and alcohol use, acquired and retained full-time employment and was settled with his partner and young child. Other residents are showing similarly positive results.

The program has won the confidence of the courts, demonstrated by the sentences issued, and through increasing volumes of referrals and verbal feedback from Magistrates.

Corrective Services Industries

Corrective Services Industries (CSI) delivered another record year. Considering the current decline in the manufacturing sector, CSI's achievement of about \$58 million in sales, a \$2.8 million increase on the previous year, is particularly impressive.

Brush Farm Corrective Services Academy

In 2008/09, Corrective Services strengthened its international reputation, with a number of visits from executive officers and senior managers from overseas jurisdictions for training and support at the Brush Farm Corrective Services Academy (BFCSA). This included delegations from China, Indonesia, Nepal and the Philippines. In addition, correctional services from other States and Territories sent officers to train at BFCSA.

Corrective Services staff travelled overseas to provide expertise when requested, including assisting the Human Rights and Equal Opportunity Commission in its China-Australia Human Rights Technical Co-operation Program.

A record number of 181 casual correctional officers, including 60 women, graduated from BFCSA, supporting the move to build a strong casual relief workforce.

Legislative changes

In 2008/09, the *Crimes (Administration of Sentences) Amendment Regulation 2009* amended the *Crimes (Administration of Sentences) Regulation 2008* to establish a new designation for inmates believed to constitute an extreme danger to other people or to good order and security. They may also engage in, or incite others to engage in, activities that constitute a serious threat to the peace, order or good government of the State or any other place.

These offenders, known as extreme high-risk restricted (EHRR) inmates, are to be subject to a stricter security and management regime than other inmates.

As of 1st July 2009, the NSW Department of Corrective Services was abolished as a Division of the Government Service by the *Public Sector Employment and Management (Departmental Amalgamations) Order 2009*. The former NSW Department of Corrective Services is now known as Corrective Services NSW and was added to the newly established Department of Justice and Attorney General which is responsible jointly to the Attorney General as well as the Minister for Corrective Services.

A year of achievement

In 2008/09, Corrective Services delivered significant changes and an excellent performance while contending with challenges on a number of fronts: an increasing inmate population; industrial action and gang-related threat groups in the correctional centre population.

That it did so is testimony to the experience and capabilities of staff and the support of the Ministers overseeing Corrective Services.

In January 2009, the Honourable John Robertson MLC replaced Justice Minister John Hatzistergos in the Corrective Services portfolio. Mr Hatzistergos gave the Department invaluable support and assistance during his second term as Minister. I thank him for his dedication to Corrective Services and we are working very effectively with the new Minister Robertson.

I also pay tribute to staff for their continued focus and professionalism during the past year. I am very proud of all their achievements and thank them for continuing to support Corrective Services in its many endeavours and, in particular, in its goal of reducing re-offending.

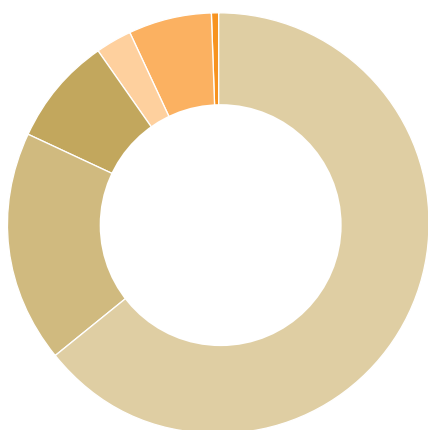
Budget and Financial Results

Corrective Services NSW's initial Net Cost of Services allocation of \$773.1 million was increased during the year by \$48.2 million to meet costs of overruns resulting from the delays in implementing The Way Forward workplace reforms, resulting in a revised NCS of \$821.3 million.

The capital budget cash flow of \$97.8 million in 2008/09 was provided for continuation of major works in progress. The programs resulted in cash expenditure of \$90.0 million with the balance of work done but payment due and payable in the 2009/10 financial year.

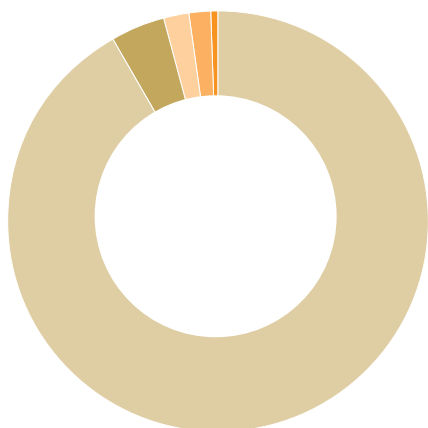
Corrective Service NSW's expenditure (recurrent and capital) for 2008/09 was \$1,090.7 million. Employee related expenditure was 64 percent, maintenance and depreciation of assets 9 percent, other operating expenditure 19 percent and capital 8 percent.

Details of Expenditure



	\$m
Employee-related	701.2
Other operating expenses	194.8
Capital Works	90.0
Maintenance	30.2
Depreciation	68.7
Grants and subsidies	5.5

Source of funding



	\$m
Government appropriations	911.4
Other government contributions	43.1
Other income	17.6
Corrective Services Industries	16.9
Sales of services	4.4

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

Corrective Services uses a standardised risk/needs assessment instrument, the Level of Service Inventory-Revised (LSI-R), to ensure the efficient allocation of resources to high-risk/needs offenders. The LSI-R, which is administered to all custodial and community offenders, is a vital component of whole-of-sentence case planning, identifying key areas of criminogenic need to inform program development.

Through the LSI-R, offenders identified as 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 2008/09, Corrective Services administered the LSI-R to 28,831 offenders and completed 37,221 LSI-R assessments. Of all offenders with a new supervision order registered in 2008/09, 85.4 percent had an LSI-R completed within the same financial year.

Rates of offenders returning to corrective services with a new correctional sanction within 2 years

Corrective Services uses reconviction figures to approximate re-offending and distinguishes between offenders discharged from community corrections orders and offenders who have completed custodial sentences. Only those offenders who are reconvicted and sentenced to an order managed by Corrective Services within 2 years are included in the count. The percentage of offenders who receive a custodial sentence is reported as a subset of the percentage returning to any corrective services order. Although reimprisonment is the better known measure, it is influenced by sentencing trends which means that any change occurring over time may be as much an outcome of sentencing as it is of the success or failure of rehabilitative efforts. For this reason, return to Corrective Services is a better measure.

In 2008/09, the rates of re-offending continued to decrease across most categories. It has been particularly pleasing to observe the significant decrease in the percentage of inmates completing custodial sentences who are reconvicted and return to corrective services within 2 years. This measure has decreased from 51.5 percent in 2000/01 to 44.9 percent in 2008/09.

6.2

OFFENDER MANAGEMENT AND OPERATIONS

	2004/05	2005/06	2006/07	2007/08	2007/08 National Average	2008/09
Prisoners* returning to prison	43.5	43.3	43.8	43.0	38.2	42.9
Prisoners returning to corrective services**	46.7	46.1	46.3	45.2	44.0	44.9
Offenders returning to community corrections	na	17.1	16.7	18.5	17.5	18.6
Offenders returning to corrective services**	na	29.6	29.0	28.3	27.8	27.8

* Terminology of the Report on Government Services. Corrective Services standard terminology is inmates, offenders and correctional centres.

** Includes a prison sentence or community corrections order

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

The NSW State Plan has adopted a broader measure of re-offending that includes all offenders convicted of an offence in NSW who commit another offence within 2 years and are reconvicted by a court. The available evidence shows the overall rate of re-offending trending slightly downwards. However, the impact of Government initiatives on reducing re-offending will not yet be apparent, as the State Plan was not implemented until late 2007, and some of the new initiatives may take several more years to become fully effective.

The NSW Bureau of Crime Statistics and Research (BOCSAR) has developed the Group Risk Assessment Model (GRAM), a predictive instrument for calculating expected rates of re-offending in any year. This rate is used to compare with actual rates of re-offending to provide a measure of government performance. GRAM predictions take into account any changes in the characteristics of people entering the criminal justice system over the year in question, and then generates a predicted rate of re-offending.

In 2008/09, the actual rate of re-offending for adults released from custody or with community-based sentences in 2005/06 was slightly below the predicted rate calculated by GRAM, but the differences were not statistically significant.

Accredited programs

In 2008/09, a strategy to integrate the custodial and community arms led to the recruitment of 14 of a proposed 45 new Program Facilitators. These positions are located near the newly established Community Offender Support Program (COSP) centres, enabling facilitators to run groups to address the risks and needs of offenders in COSP and Community Offender Services (COS) locations, as well as in correctional centres.

Inmate completing a canvas in the Art Program



Facilitator training commenced with a 12 month program commissioned from Access Macquarie. This year-long program, a first for corrective services in Australia, provides high level professional development for facilitators to improve program integrity and increase flexibility in program delivery.

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

Reporting on programs

Corrective Services is in the process of upgrading the Offender Integrated Management System (OIMS) to enable integrated reporting of programs and services across all correctional centres and Community Offender Services (COS) locations. These reports will become available early in 2010.

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

In 2008/09, the updated data system has been applied consistently to correctional centre programs and services and shows an increase in the number of delivered approved and accredited programs from 468 in the previous year to 517.

Correctional Centre data reveals increases in the numbers of offenders participating in programs targeting aggression and violence, and alcohol, drugs and addictions. For example, the number of offenders enrolled in CALM (Controlling Anger and Learning to Manage it) in correctional centres doubled and session numbers tripled. In 2009/10, CALM will be extended to include a maintenance program and a CALM program specifically for female offenders.

Similarly, the number of offenders in correctional centres attending Getting SMART increased from 1,106 in 2007/08 to 1,656 in 2008/09. At the same time, the number of offenders attending SMART Recovery increased from 309 to 469.

Evidence-based accredited programs

In 2008/09, evidence-based programs were made available in all relevant areas. This included expansion in program provision related to alcohol and other drugs, sexual offending, violent offending, cognitive skills and community engagement. A Compendium of Programs lists programs delivered in custody and in the community. Some additional programs are conducted in the community under external funding arrangements and some additional programs are provided in custody by non-government agencies.

Pathways to Employment, Education and Training

The NSW Drug Summit funds Community Offender Services (COS) to deliver the Pathways to Employment, Education and Training (PEET) in partnership with TAFE for the period 2007/08 to 2010/11. PEET gives offenders with past drug issues the skills to enter employment or education. The nine week PEET course links to TAFE or other training courses directly related to government agency and local industry needs. In 2008/09, COS conducted 42 PEET programs.

	Semester 2 2008 (June – December)	Semester 1 2009 (February – June)
Offenders enrolled	248	302
Completed the program	131	166
Obtained employment	28	14
Started further education	41	59
Intention to start further education or employment	83	90

Drug and Alcohol Addiction Program and Relapse Prevention Program

These two programs are funded from the NSW Drug Summit Budget. In accord with 'what works' research on reducing offending, these programs target offenders with a higher risk of recidivism. In 2008/09, 297 offenders participated in 21 programs with a 58 percent completion rate compared to last year's 59 percent completion rate.

CALM (Controlling Anger and Learning how to Manage it)

Based on robust evidence about the intensity and duration necessary in programs designed to address anger, the CALM program has been implemented across the State as the standard anger management program. Two innovations this year are the revision of the program to reflect a more Australian vernacular style and the facilitation of access to E Training. All CALM training in 2008/09 was conducted electronically, saving time and resources for both trainers and trainees. This has enabled more staff to participate in the training and has ensured a greater uptake of the program. Data have been collected since the inception of the program and an evaluation will commence in late 2009.

The Pathways Program – Criminal Conduct and Substance Abuse Treatment

This high-intensity program addresses the links between addictive behaviour and offending. The program builds knowledge and skills which allow participants to take responsibility for behaviour. The program has three phases dealing with Challenges to Change, Commitment to Change and Taking Ownership of Change. An evaluation framework for the program is being developed.

The Impact of Dependence Program

This new DVD-based program provides information, confrontation, and motivation to offenders with addictions and substance abuse related issues. The program requires minimum literacy and is suitable for all offenders, including those not currently considering a change in behaviour. It provides a much needed link in the program pathway for offenders presenting with alcohol and drug issues, especially those with little or no insight or motivation to change.

Sex Offender Programs

A large suite of sex offender programs is delivered in correctional centres. These include motivational and preparatory programs, a range of treatment programs of different intensities (CUBIT, CORE, CORE-LOW), and maintenance programs in custody. Treatment and maintenance programs are also delivered in the community. A sex offender assessment unit commenced in 2008/09, and an additional program site for moderate to high-risk sex offenders, located at Parklea Correctional Centre, is planned for implementation next year.

Violent Offender Treatment Program (VOTP)

In 2008/09, 109 treatment referrals were received, and 44 clients completed the treatment program. An additional 44 custody-based offenders and 38 community-based offenders participated in the violent offender maintenance program.

NSW Sober Driver Program

The Sober Driver Program (SDP) is a court-based, post-conviction and mandated program, funded by the Roads and Traffic Authority, which targets adult offenders convicted of repeat drink driving offences. The SDP addresses issues such as the consequences of drink driving, the effects of alcohol on driving, managing drinking situations, alternatives to drinking and driving, relapse prevention and stress management. In 2008/09, Corrective Services conducted 61 standard SDPs and 24 condensed versions of the program, a 12 percent increase in the total number of programs provided in the previous year. The program completion rate also increased, up from 74 percent to 85 percent.

Ngara Nura Post Release Maintenance Group

Following research showing the benefit of post-release support for improving the effectiveness of correctional centre-based therapeutic communities, Corrective Services established a post-release maintenance group for graduates of the Ngara Nura Therapeutic Community Program. Even though participation is voluntary, an average of 12 to 15 program graduates attended regularly during the year. Some travelled significant distances to attend. Participants have advised that attendance at the group has helped them to avoid relapse to drug use or offending.

Compendium Programs – 2008 to 2009

Compendium category	Program name	Individuals	Occasions*	Number of programs
Aggression and Violence	Anger Management (nz)	233	1,533	15
	CALM – Controlling Anger and Learning to Manage it	229	3,635	13
	Domestic Abuse Program	16	143	1
	Violent Offender Treatment Program (VOTP) – High Risk	52	1,843	1
	Violent Offender Treatment Program (VOTP) – Maintenance	19	122	3
	Violent Offender Treatment Program (VOTP) – Moderate	28	432	4
	Aggression and Violence – Total		577	7,708
Alcohol, Drugs and Addictions	Alcoholics Anonymous (AA Meetings)	1,283	3,800	28
	Drug and Alcohol Addiction (DAAP)	311	1,577	19
	Drugs: The Impact of Dependence (a readiness program)	101	651	6
	Getting SMART	1,656	12,810	66
	Narcotics Anonymous (NA Meetings)	636	1,970	16
	PATHWAYS – Criminal Conduct and Substance Abuse Treatment (Adolescent version)	13	313	1
	PATHWAYS – Criminal Conduct and Substance Abuse Treatment (Adult version)	104	2,301	7
	Relapse Prevention (RPP)	12	49	2
	SMART Recovery Maintenance Groups	369	1,454	24
	The Best Bet... Is The One You Don't Have	181	1,146	18
	Alcohol Drugs and Addiction – Total	4,666	26,071	187
Cognitive Skills	Life Management	173	734	15
	Think First	48	763	4
	Cognitive Skills – Total	221	1,497	19
Community Engagement	Hey Dad! (Aboriginal)	17	30	2
	Nexus	411	933	19
	Responsibilities and Rights	124	145	8
	Community Engagement – Total	552	1,108	29
Health Promotion	Health Survival Program	1,188	1,414	124
	Peer Supporter Program	12	79	4
	Health Promotion – Total	1,200	1,493	128
Readiness	Managing Emotions	140	950	11
	Motivational Enhancement	43	45	4
	Personal Effectiveness – 1 Communication	359	1,440	20
	Personal Effectiveness – 2 Mental Fitness	213	945	14
	Personal Effectiveness – 3 Working in Groups	118	506	10
	Personal Effectiveness – 4 Self and Others	247	640	15
	Seasons for Growth	64	224	7
	Step Up (Lithgow pilot only)	13	111	2
	The R Program	270	317	20
	Readiness – Total	1,467	5,178	103

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OFFENDER MANAGEMENT AND OPERATIONS

Compendium category	Program name	Individuals	Occasions*	Number of programs
Sexual Offending	Sex Offender Program – CORE (CUBIT Outreach)	39	579	3
	Sex Offender Program – CUBIT	92	3,561	1
	Sex Offender Program – Maintenance (Custody)	61	427	1
	Sex Offender Program – Preparatory	66	674	1
	Sex Offender Program – Understanding Sexual Offending	18	79	1
	Sexual Offending – Total	276	5,320	7
Women Specific	Mothering at a Distance	14	151	2
	Women's DV Program – Out of the Dark	41	236	7
	Women Offender Programs - Total	55	387	9
All Programs – Total	9,014	48,762	519	

* The programs listed in this table have varying degrees of duration. For example, CALM is a 50 session program whereas Getting SMART is a 12 session program. The number of occasions give an indication of the intensity of program provision because it shows how many times on average an individual attended a particular program.

Education, training and employment

Adult Education and Vocational Training Institute

The Adult Education and Vocational Training Institute (AEVTI) is a Registered Training Organisation (RTO) registered by the NSW Vocational Education and Training Board to provide accredited courses and nationally recognised education and vocational qualifications to inmates.

In November 2008, AEVTI underwent a full compliance audit against the Essential Standards (2007) of the Australian Quality Training Framework. AEVTI demonstrated compliance with all standards and was granted a five year period of registration from 20 January 2009 to 20 January 2014. The audit report outlined this outstanding achievement and highlighted AEVTI's strength in planning, managing its operations and assuring quality of services consistently across its 33 delivery sites: AEVTI has clearly demonstrated that it consults with and involves staff at all levels in the continuous improvement of training and assessment for inmates.

In 2008/09, AEVTI continued to improve the literacy, language and numeracy skills of inmates, 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 through providing opportunities to develop functional literacy and effective communication skills.

In 2008/09, all data on inmate participation in education, vocational training and traineeship courses was recorded electronically through the Offender Services and Programs database. The database provides significant benefits and efficiencies, including the capacity to report on individual offender enrolments across all correctional centres and to provide daily reports to case management staff across the State.



Inmate working in wallaby enclosure at the Wildlife Centre

Skills assessment

The Core Skills Assessment (CSA) first implemented in 2008, was reviewed to ensure its continuing validity, reliability and relevance. CSAs are used to determine offenders' levels of reading, writing and numeracy in terms of the nationally accredited Australian Core Skills Framework. The information provided by the CSA is used to define target groups for education interventions. In 2008/09, 4,911 CSAs were completed, a 10 percent increase compared to the previous year.

In addition, two assessment tools were used to form individual education plans to prepare inmates for employment: the existing Education Profile Interview (1,699 completed); and two new core education planning units within the Access Education and Employment Training Framework, Plan for Education and Employment (659 completed) and Identify Own Essential Skills (381 completed).

Access Employment Education and Training Framework

Corrective Services is licensed by TAFE NSW to deliver qualifications from the Access Employment Education and Training Framework (AEET). The flexibility of the framework has allowed Corrective Services to customise units of competency and package them into courses for particular learner groups at each stage of sentence.

During the reporting year, a range of prescribed Statement of Attainment (SoA) courses were developed in Certificates I to III, including Workplace Communication, Job Seeking Skills, Inmate Delegate Skills, Work Readiness, Program Participation and Preparation for Release.

The short duration of SoA courses meets the needs of learners in a correctional environment where more than 34 percent of the sentenced population is serving a sentence of 12 months or less. SoA courses also provide opportunities for incremental learning, offering a pathway toward certificate completion.

Outcomes

The Adult Education and Vocational Training Institute (AEVTI) provided a service to 11,569 inmates. This included 9,300 individuals who enrolled in one or more education and/or vocational training course as part of their case management plan. This represents 48 percent of the inmate population.

The participation rate was calculated using refined rules from previous years resulting in a significantly higher rate. This new

rate was calculated by obtaining the annual number of individuals enrolled in one or more education course as a percentage of the total inmate flow number for the year. Previous participation rates were calculated by taking a monthly average enrolment figure as a percentage of the inmate population on the last day of the month and averaging this to arrive at an annual figure.

There has been a significant increase in the number of completed units of competency provided by AEVTI with 9,190 in 2008/09 compared with 7,500 in 2007/08. This increase stems from the change to the AEET Framework, which offers a range of short units for integration into custodial courses.

The number of certificate courses completed (all providers) was 357 in 2008/09, an increase of 42 percent from the previous year.

In 2008/09 the following awards were issued:

Statement of Attainments (unit completions)	
AEVTI	9,101
Traineeships	1,120
Library Training	59
Distance Education	872
Total	11,152

Completed Certificates	
AEVTI	162
Traineeships	80
Library Training	6
Distance Education	109
Total	357

Tertiary distance education programs completed	
Diploma/Associate Degree/Advanced Diploma	10
Bachelors Degree	10
Graduate Diploma	0
Doctoral Degree	1
Total	21

Annual Individual Participation figures for 2008/2009	
Aboriginal & Torres Strait Islanders (ATSI)	2,578
Non-English Speaking Background	1,572
Young Adult Offender (YAO)	,663
Women	1,166
Total	7,979

Traineeships

The traineeship program, under the auspices of the NSW Department of Education and Training, is part of the Federal Australian Apprenticeship Program. Inmates on traineeships are engaged in a program of work and training for 12 months or more. Since 2004, inmates have undertaken more than 500 traineeships, with a completion rate of approximately 75 percent. This compares favourably with the national average for completions of around 50 percent.

In 2008/09, the program expanded from 13 to 20 correctional centres in the following vocational areas:

- business administration;
- laundry operations;
- dry cleaning operations;
- textile fabrication;
- forest growing and management;
- timber manufactured products and landscape.

Inmates started 168 traineeships, of which 80 were completed. This represents a 63 percent increase in the number of commencements and a 150 percent increase in the number of completions from the previous year.

In addition, Corrective Services Industries (CSI) expanded the provision of work opportunities for trainees within the 20 correctional centres listed below.



Inmate in the Art Program

Correctional Centres	Traineeship Qualifications	Corrective Services Industries and other workplaces
Berrima*	Business Services (Business Administration) Cert III	Clerical
Cessnock	General Construction Cert II	Demountables
Cooma*	Business Services (Business Administration) Cert III	Clerical
Dillwynia	Business Services (Business Administration) Cert III	Call Centre
	Hospitality Operations Cert II	Clerical
	Retail Operations Cert II	Food Services
	Telecommunications (Customer Contact) Cert II	Gloria Jeans
	Transport and Distribution (Warehousing and Storage) Cert II	Logistics
Emu Plains	Agriculture (Dairy Production) Cert III	Dairy
	Business Services (Business Administration) Cert IV	Logistics
	Food Processing Cert II	Milk Processing
	Transport and Distribution (Warehousing and Storage) Cert II	Ration Packs (i.e., Warehouse)
Glen Innes	Forest and Forest Products (Sawmilling and Processing) Cert II	Ground Maintenance
	Horticulture (Parks and Gardens) Cert II	Saw Mill
Goulburn	Furnishing – Furniture Making Cert III	Furniture

Correctional Centres	Traineeship Qualifications	Corrective Services Industries and other workplaces
Grafton*	Business Services (Business Administration) Cert III Textile Care (Laundry Operations) Cert II** Textile Fabrication Cert II **	Textiles Laundry Clerical
John Morony	Engineering Cert II Engineering – Production Systems Cert III	Engineering
Kirkconnell	Business Services (Business Administration) Cert III Forest and Forest Products (Forest Growing and Management) Cert II** Forest and Forest Products (Timber Manufactured Products) Cert II** Furnishing – Furniture Making Cert II Horticulture (Landscape) Cert II**	Engineering Forestry Furniture Grounds Maintenance
Lithgow*	Transport and Distribution (Warehousing and Storage) Cert II	Textiles (i.e., Warehouse)
Mid North Coast *	Hospitality (Kitchen Operations) Cert II	Food Services
MSPC 1*	Textile Care (Dry Cleaning Operations) Cert II**	Lookin' Good Dry Cleaners
MSPC 2	Food Processing Cert II Health Support Services (Laundry Support) Cert II Business Services (Business Administration) Cert III Textile Fabrication Cert II**	Textiles Food Services Laundry Reg Boys Bakery
MSPC 3	Business Services (Business Administration) Cert III Food Processing Cert II General Construction Cert II Hospitality (Kitchen Operations) Cert II	Food Services Textiles Long Bay Café Building Maintenance Reg Boys Bakery
Parklea	Engineering Cert II Printing and Graphic Arts (Instant print) Cert II Printing and Graphic Arts (Instant print) Cert III Textile Care (Laundry Operations) Cert II**	Print Engineering Laundry
Silverwater	Engineering Cert II Hospitality (Kitchen Operations) Cert II Business Services (Business Administration) Cert III	Engineering Food Services Clerical
Silverwater Women's	Business Services (Business Administration) Cert III Transport and Distribution (Warehousing and Storage) Cert II Transport and Distribution (Warehousing and Storage) Cert IV	Headsets (i.e., Warehouse) Clerical
St Heliers*	Business Services (Business Administration) Cert III Rural Skills (Agriculture) Cert III Textile Care (Laundry Operations) Cert II**	Agriculture Clerical Laundry

* Denotes correctional centres undertaking traineeships for the first time this financial year

** Denotes new traineeship vocational areas for AEVTI

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OFFENDER MANAGEMENT AND OPERATIONS

TAFE NSW

In 2008/09, a Memorandum of Understanding (MOU) for the period 2009 to 2011 was endorsed by the Commissioner of Corrective Services and the Deputy Director-General of TAFE NSW. This MOU builds on the partnership established in the previous MOU in providing vocational education and training equal to that provided by TAFE institutes in the community. Both organisations work together to strengthen pathways for inmates to continued study with TAFE NSW and other training opportunities post-release.

Under the MOU, Corrective Services allocated \$2.037 million in 2008/09 towards the cost of providing TAFE NSW vocational education and training in NSW correctional centres. This funding includes an allocation to cover TAFE teacher travel costs and TAFE teacher security induction training. In addition, the Aboriginal Education and Training Directorate, Department of Education and Training contributed \$200,000 for delivering TAFE courses to meet the needs of Aboriginal and Torres Strait Islander offenders.

In 2008/09, TAFE NSW teachers provided approximately 16,623 hours of delivery in NSW correctional centres under MOU funding arrangements (excluding Junee Correctional Centre, where services are not covered by the MOU). The following hours were allocated to specific offender groups:

Offender Group	TAFE service delivery (hours)
Aboriginal inmates	5,365
Young Adult Offenders	1,312
Inmates with an intellectual disability	620
Juvenile offenders (Kariiong Juvenile Correctional Centre)	150
Female inmates	1,780

In 2008/09, TAFE NSW delivered short courses for inmates in

- general construction
- asbestos sheet removal
- hospitality
- rural skills/agriculture
- horticulture
- landscape
- engineering
- transport and distribution
- visual arts
- music industry
- small business management
- information technology
- textile care
- test and tagging
- forklift operations
- backhoe loader operations
- skidsteer loader operations
- Aboriginal cultural awareness
- parenting skills
- nutrition healthy eating
- mentoring in the community
- occupational health and safety
- Construction Induction Certificate
- first aid

Inmate welding trailer panel at Corrective Services Industries workshop



Recycling pays off

The Glen Innes Correctional Centre maintained and expanded its waste management and recycling program, achieving registration with the National Association for Sustainable Agriculture Australia (NASAA).

The program's business, environmental and community benefits included:

- \$67,000 annual savings;
- 260 tonnes diverted from landfill;
- additional full-time employment for eight inmates;
- recycled products donated to the Glen Innes Shire Council's Glen Industries for people with disabilities.

The Department of Environment and Climate Change NSW recognised these achievements by using Glen Innes Correctional Centre as a case study in its NSW Government Waste Reduction and Purchasing Policy (WRAPP) Progress Report 2008. The Glen Innes Correctional Centre's efforts were recognised with a Public Sector Sustainability Award (NSW Government's 2009 Green Globe Awards).

Corrective Services Industries

In 2008/09, Corrective Services Industries (CSI) continued to support the objective of reducing recidivism by providing real work opportunities in 98 commercial business units and 62 service industries within 28 correctional centres.

CSI also focused on increasing the number of inmate traineeships and began identifying 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.

In 2008/09, CSI provided employment to 76 percent of the total available inmate population.

Offender management

During the reporting 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 operations;
- Offender buy-up requirements;
- Ground and building maintenance.

In providing food services, CSI complies with the *Food Act 2003*, *Food Legislation Amendment Act 2004*, *Food Regulation 2004* and the *Occupational Health and Safety Act 2000* and for laundry operations the standard AS 4146. It also follows the Australian guide to healthy eating when providing meals to inmates, addressing their dietary and cultural needs.



Top: Worm farms at Glen Innes Correctional Centre
Bottom: Cardboard recycling at Glen Innes Correctional Centre

Inmate employment

Category	2004/05	2005/06	2006/07	2007/08	2007/08 National Average	2008/09
Daily Average total inmate population	8,926	9,101	9,468	9,634	na	10,068
Population eligible for work	7,393	7,155	6,715	6,788	na	7,324
Actual inmate number employed	5,307	5,297	5,282	5,469	na	5,561
National performance indicator – % of eligible offenders employed	71.78	74.03	78.66	80.57	77.80	75.93

Commercial performance

In 2008/09, CSI provided sales of \$57.7 million compared to the previous year's \$54.9 million, with a gross return to Corrective Services of \$21.5 million.

Year	Sales \$	Gross Contribution (Trading Profit) \$
2004/05	\$ 42.7m	\$ 15.9m
2005/06	\$ 49.6m	\$ 18.6m
2006/07	\$ 51.0m	\$ 18.7m
2007/08	\$ 54.9m	\$ 22.1m
2008/09	\$ 57.7m	\$ 21.5m

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

Partnerships with other agencies

In 2008/09, Corrective Services maintained and extended its established partnerships with other agencies. This included developing the continuing relationship with Housing NSW through local and regional Housing Liaison Committees that co-ordinate the re-settlement needs of housing clients released from custody.

In addition, the State Debt Recovery Office and Corrective Services put new processes in place to assist inmates to manage their debts to the State. These processes assist offenders entering and exiting custody to inform the State Debt Recovery Office about their status, make adjustments to their repayments while in custody, and make arrangements for repayment post release.

The relationship with Centrelink continues to be a fundamental partnership that assists inmates when entering custody and their families when preparing to return to the community.

NSW Drug Summit

For the period 2007/08 to 2010/11, the NSW Drug Summit has allocated funding for short-term emergency accommodation for medium to high-risk offenders with drug problems. In 2008/09, this initiative supported 67 offenders with crisis accommodation issues which threatened relapse or re-offending. By 30 June 2009, 68 percent of offenders assisted by this program remained in the community under supervision, three months after the assistance was rendered.

The NSW Drug Summit has also allocated funding to manage community-based offenders with co-existing disorders: a drug and/or alcohol problem and/or intellectual disabilities and/or mental health issues over the same period. The project aims to improve interagency case management of this target group by improving the links between the relevant agencies. The first independent Annual Evaluation Report was completed at the end of June 2009, and outcomes will be available in the next financial year.

Housing and Human Services Accord

Under the Housing and Human Services Accord, Housing NSW and Corrective Services agreed to work together to provide accommodation and support services to help offenders released from custody and community-based offenders with complex housing needs to gain access to public housing. These agreements greatly assist probation and parole officers in accessing accommodation and other services for high-risk offenders with complex needs.

In 2008/09, projects under this Accord included shared access operating agreements and the new Parolee Support Initiative (PSI) for offenders with intellectual disabilities. Shared access operating

agreements were operational at Nowra, Gosford and Newcastle. There are 16 programs in the shared access trials.

The PSI now being trialled is a response to need for accommodation and support services for parolees with a mental health issue/intellectual disability who are at risk of homelessness and re-offending. The Community Restorative Centre (CRC) provides these offenders with support for the first six months after their release from custody. During this time, CRC establishes a case plan for the client and assists the client in accessing mainstream services in the community, so support may continue beyond the contracted period.

In its first operational year, the PSI received strong support from all partner agencies, achieving better and more successful interagency collaboration and case management of mutual clients.

Community Funding Program

The 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 CFP is a key element in delivering the Throughcare strategy, working with offenders during the various stages of the sentence period. Funded agencies are often involved in the

case management process from entry point into the correctional system through to optimising post-release opportunities in the community. (Details of funding are listed in Appendix 25)

During the reporting year, the following agencies were allocated CFP funding:

- **Community Restorative Centre** to provide transition and family support services, including a family transport service to correctional centres;
- **Glebe House Limited** and **Judge Rainbow Memorial Fund Inc** to provide supported accommodation services for recently released male offenders;
- **Guthrie House Co-op Ltd** to provide supported accommodation services for female offenders upon release from custody or as an alternative to incarceration;
- **Link-Up (NSW) Aboriginal Corporation** to assist Aboriginal and Torres Strait Islander inmates establish and strengthen their families links;
- **Namatjira Haven Limited** to operate a residential-based rehabilitation project for male Aboriginal offenders with alcohol and other drug dependence in NSW north coast region;
- **New Horizons Enterprises Limited** to operate a supported accommodation project for male offenders with a mental illness in the Sydney metropolitan area;
- **Prisoners Aid Association (NSW)** to provide property minding and financial services to inmates;
- **SHINE for Kids** to deliver services to support children and families of offenders;
- **Yulawirri Nurai Indigenous Association Inc** to provide pre- and post-release services for Aboriginal women.

Victims Programs

In 2008/09, Corrective Services allocated \$550,000 from Corrective Services Industries income to:

Victims of Violent Crime Grants Program

In 2008/09, Corrective Services received an increased number of applications seeking grants for one-off projects through the Victims of Violent Crime Grants Program. Through a competitive assessment process, 31 agencies were approved to carry out a range of projects including:

- Developing an educational resource to support and train employees working with adult survivors of child abuse;

Repairing flood damage in Tamworth

In late November 2008, the Tamworth Correctional Centre answered a call for help when heavy rains flooded the town and its surrounding districts causing widespread damage, including ruining graves at the Tamworth main cemetery.

The Centre provided immediate assistance, sending two correctional officers, six community project inmates and 11 periodic detainees to the cemetery to repair the destruction.

Six Mobile Outreach Program inmates from St Heliers Correctional Centre joined the team from Tamworth and a massive clean-up operation continued after the deluge.

As well as repairing the graves and cleaning and mowing the cemetery, the inmates cleared debris and tidied up numerous public areas including the sporting complex, fire fighting track, footbridge, tennis courts and parks.

- Running a community-based preventative program for parents and carers of young children to raise awareness of child abuse and develop skills to create a safe environment;
- Reviewing a best practice manual and running workshops for practitioners to provide an informed therapeutic response to people who have experienced sexual assault;
- Translating an information brochure about accessing justice services into eight community languages.

Victims Awareness Project

Under this Project, Enough is Enough Anti-Violence Movement Inc. is funded to offer its "R" Program in NSW correctional centres. The "R" Program explores the three themes of responsibility, rehabilitation and reintegration with offenders. The program encourages inmates to accept responsibility for their crimes and gives them an appreciation of the damage caused by crime on the victim, the victim's family and friends. In 2008/09, Corrective Services funded 19 inmate presentations in correctional centres with 273 inmates attending.

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

Female offenders

Many women in custody demonstrate a personality disorder and may also display a range of challenging behaviours, including chronic and severe self-harm behaviours as well as aggression towards staff and other offenders.

Mum Shirl Unit opens

In June 2009, the Minister for Corrective Services opened the Mum Shirl Unit at Silverwater Women's Correctional Centre (SWCC). The facility enables Corrective Services to provide intensive treatment and support for up to 19 women with severe personality disorders and mental illness. The Mum Shirl Unit complements other facilities at the SWCC including the Mental Health Screening Unit, Mental Health Step Down Unit, Reception Unit, Drug Court Unit, a detox clinic and 123 general



Group activity at the Gurnang Life Challenge Young Adult Offenders Program

accommodation beds. The new Mum Shirl Unit is staffed by a multi-disciplinary team providing individual and group psychological interventions, education and life skills programs.

New Personality and Behavioural Disorders Unit

In 2008/09, the Personality and Behavioural Disorders Unit (PBDU) became fully operational. The PBDU is a dedicated mobile behavioural intervention unit, providing correctional centres with high-level expertise in managing offenders with a severe personality disorder and challenging behaviours.

The PBDU's services include conducting a functional analysis of problem behaviour, as well as consultancy, training and coaching to correctional centre-based staff.

The PBDU, Offender Services and Programs staff and Justice Health develop effective behavioural and other therapeutic interventions within individual integrated management plans. About 75 percent of the PBDU caseload has significant Justice Health involvement. In 2008/09, Justice Health established a Clinical Nurse Consultant (Personality Disorders) position to work specifically with offenders with a severe personality disorder and challenging behaviours in this unit.

Installation of demountable classroom repaired by inmates at Cessnock Correctional Centre



The Corporate Records Evaluation and Statistics (CRES) unit of Corrective Services is working with the PBDU to establish a database with a range of institutional measures, such as specialist staff involvement, to help evaluate success factors. At this stage, anecdotal data shows clear evidence of successful progression.

Programs for women with alcohol and/or other drugs issues

In 2008/09, more than 444 women in custody with histories of drug and alcohol abuse participated in a range of approved and accredited programs. These programs included Getting SMART, SMART and SMART Recovery Maintenance groups, the Criminal Conduct and Substance Abuse – Pathways program, Drug and Alcohol Addiction program as well as Alcoholics and Narcotics Anonymous groups.

At Bolwara House, a transitional centre at Emu Plains for women with major histories of alcohol and/or drug abuse, 42 women participated in the program for an average of six months prior to their release from custody.

Out of the Dark

In recognition of the increasing number of female offenders entering custody with significant domestic abuse issues, Corrective Services developed the Out of the Dark program. In 2008/09, this became a standardised and approved program running in all NSW women's correctional centres, as well as in the community. Following a request by Corrections Victoria, permission and a licence were given so that the program could be provided in Victorian correctional centres.

Mothering At A Distance

The Mothering At A Distance program, developed jointly by Corrective Services and Tresillian Family Care Centres, aims to break inter-generational cycles of crime by providing early parenting education and support intervention to incarcerated mothers.

In 2008/09, the pilot program involving 110 women concluded. Evaluations showed that most participants felt more confident in looking after their children. One participant commented, "I can provide for their needs better and live up to their expectations", while 77.8 percent of respondents agreed or agreed strongly that, since completing Mothering At A Distance, they no longer get as angry with their children as they used to before the program.

The program was conducted in Jacaranda Cottages of the Emu Plains Correctional Centre, at Bolwara House, and at Berrima, Dillwynia and Silverwater Women's Correctional Centres.

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

Supporting workplace reform

The Way Forward reforms are well underway to be rolled out to all publicly managed correctional centres during 2009/10.

When fully implemented, The Way Forward will provide an operational platform for national best practice through efficient and cost effective correctional centre management that supports safety, security and provides quality offender services.

Implementing these workplace reforms requires a cultural shift, including a new mindset on how correctional centres are managed in the 21st century. To encourage this shift and minimise resistance to change, ongoing education was provided about the reforms, leading to wider understanding and ownership of the new requirements. As part of the change management process, staff briefings were supported by a The Way Forward website, with an opportunity for staff to email questions or seek advice on any aspect of the reforms.

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

Setting and reporting against standards

In June 2009, the Legislative Council's Inquiry into the Privatisation of Prisons and Prison-related Services examined the factors that should be in place to ensure quality standards and outcomes in the operation of correctional centres.

The report supported the Department's strategy that The Way Forward should be the standard for correctional centres, stating: "The Committee is of the view that The Way Forward paves the way for positive and much-needed reforms, and supports the expeditious roll-out of the reforms across the State."

Having identified its new standards of operation under The Way Forward model, Corrective Services created a new monitoring role within each correctional centre to measure and report performance against these standards.

The data from this new performance reporting will enable Corrective Services to benchmark individual correctional centre performance against each other and against private providers, helping to maintain standards.

New operational strategies to meet standards

In 2008/09, Corrective Services developed a variation operational routine (VOR) and a Daily Operational Safety and Security Report (DOSSR) to assist correctional centre managers with operational strategies specifically targeted at meeting appropriate standards for maintaining safety, security and budget compliance. Following a trial early in the year, these strategies will be rolled out as part of The Way Forward in 2009/10.

Internal audits

In 2008/09, the Audit and Performance Branch completed 63 audits and special projects, referred by the Professional Conduct Management Committee, to ensure standards across both correctional centres and the community are maintained. The scope and extent of the audits comprised a cross section of business operations and responsibilities.

On the basis of these audits, the Audit and Performance Branch considered that the internal control and monitoring systems, risk management, policies and procedures, legislative and procedural compliance, service delivery and asset and records management were satisfactory in terms of adequacy, accountability and effectiveness.

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

Corrective Services' State Emergency Unit provides a high standard of security to general managers of correctional centres. It incorporates the K9 Unit, regional security units, State Armoury and the administration of all Immediate Action Teams.

K9 Unit

Corrective Services operates a K9 Unit, with 41 operational handler/canine teams, to assist searches, security patrols and critical incident responses. The teams include passive alert drug detection dogs, dogs that search for firearms and explosives and multi-purpose dogs. During the reporting year, in a memorandum of understanding with the Department of Juvenile Justice, the K9 Unit conducted searches at various juvenile facilities. A new state-of-the-art dog unit with exercise yards and renovated kennels and new runs was built at the John Morony Correctional Complex.

Rates of escapes from custody

In 2008/09, Corrective Services continued its solid record on escapes, with the escape rate from both open and secure custody remaining below the national average from the previous year.

Escape Rate (per 100 inmates)*

Security	2004/05	2005/06	2006/07	2007/08	2007/08 National Average	2008/09
Open	0.58	0.37	0.17	0.16	0.51	0.31
Secure	0.06	0.07	0.00	0.02	0.09	0.06

* National Correctional Indicators counting rules

Number of Escapes*

Security	2004/05	2005/06	2006/07	2007/08	2008/09
Open	24	13	6	6	11
Secure	3	4	0	1	4
Other e.g. work release	3	7	4	3	2

* National Correctional Indicators counting rules

Apply security classification risk management tools and proactive intelligence gathering and analysis to achieve improved risk management outcomes

Corrections Intelligence Group

In 2008/09, the Corrections Intelligence Group (CIG) provided tactical support to correctional centre managers and assisted Community Offender Services in managing Security Threat Group (STG) inmates upon release from custody.

Partnering with other agencies

The CIG continued to retain strong, positive partnerships with external crime agencies, with officers from the Australian Federal Police, NSW Police Corrections Intelligence Unit, and the Attorney General's Department, working from the offices of the Intelligence Group at Silverwater. Key additional relationships included:

- the State Crime Command of the NSW Police Force, which encompasses the Middle Eastern Organised Crime Squad;
- Task Force Raptor, which deals with outlaw motorcycle clubs;
- a group looking into Asian crime in NSW.

The CIG also maintained partnerships with the Joint Counter Terrorism Team, and the NSW and Australian Crime Commissions.

In 2008/09, interagency exchanges included a Corrective Services representative speaking about radicalisation in regional correctional centres at a symposium of the Multi-National Operational Support Team (MNST). This police counter-terrorism intelligence unit consists of national police agencies from Australia, Indonesia, the Philippines, Thailand, Singapore and Malaysia. The outcomes from the symposium will form the basis of an MNST report outlining international counter-radicalisation strategies.

In addition, the State Emergency Unit which conducts regular visitor interdiction operations was supported by the NSW Police Force's Middle Eastern Organised Crime Squad and Task Force Raptor.

Improving intelligence interchange

In 2008/09, intelligence gathering and management was strengthened by new incident reporting, search and urinalysis modules. In 2009/10, these system improvements will be

Showing off K9 skills



augmented by an Security Threat Group (STG) module and the electronic exchange of urinalysis results between the laboratory and the Offender Integrated Management System (OIMS).

Expanding community intelligence

CIG expanded its dedicated Community Offender Services (COS) intelligence team, which is responsible for completing all Community Service Order (CSO) agency enquiries, such as location checks, on offenders in the community. This information assists in minimising the risk of incorrect placement of offenders in the community, while ensuring proactive intelligence gathering.

Tactical Intelligence Group

In 2008/09, accelerating gang-related activity has moved the STG focus onto outlaw motorcycle gangs (OMCGs). During the reporting year, CIG identified 225 community-based offenders and 135 custodial offenders linked to OMCGs.

Violent Protection Offender Intervention Program

The CIG monitors inmates who bully, harass, stand over and assault protective custody inmates. At year end, five inmates were participating in this program, which is being reviewed for expansion to include individual offenders who are mainstream with violent tendencies, but not acting within a group.

Task Force Sky

Task Force Sky investigates staff misconduct and corruption and disseminates intelligence to investigators and external organisations, such as the Independent Commission Against Corruption (ICAC). In 2008/09, Task Force Sky received 133 referrals, of which 122 matters were concluded compared to 137 concluded matters from 158 referrals last financial year.

Rate of assaults

During the reporting year, the Department kept its assault rates low, with no serious inmate on officer assaults and a ten year low in serious inmate on inmate assaults, well below the national average for the previous year.

Prisoner on Officer Assaults

	2004/05	2005/06	2006/07	2007/08	2007/08 National Average	2008/09
Serious	0.00	0.00	0.01	0.00	0.02	0.00
Assaults	1.13	0.69	0.71	0.92*	0.63	0.59

Prisoner on Prisoner Assaults

	2004/05	2005/06	2006/07	2007/08	2007/08 National Average	2008/09
Serious	0.75	0.36	0.49	0.31*	0.48	0.26
Assaults	11.87	14.97	13.26	13.07*	8.52	12.83

* This data is not strictly comparable with the national average because other jurisdictions may define assaults differently than NSW.

Inmate on inmate sexual assault

In the 1990s, a report led to a widely quoted figure of 25 percent of inmates being sexually assaulted by other inmates. However, a study conducted during the year by the University of New South Wales in conjunction with Latrobe University, Justice Health and Corrective Services indicated the figure is below two percent.

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 staff or from family and friends, lawyers, service providers or community members.

A computer-based process was introduced in July 2008 that enables both custodial and Community Offender Services staff to refer offenders suspected of having a disability to the SDS without delay.

In 2008/09,

- 1,265 offenders were referred because of a suspected disability
- 676 because of suspected intellectual
- 184 for other cognitive disabilities
- 85 for suspected hearing impairment
- 57 for suspected vision impairment.

In total, 209 offenders were referred because of a physical disability sufficiently severe to result in concerns for management and service provision in custody and community.

Ninety-five (95) of the most vulnerable inmates with disabilities were accommodated in Additional Support Units (ASUs). ASUs house offenders who, because of their disability, require placement outside the mainstream correctional

centre environment for assessment, general management or to participate in a specific program to address offending behaviour.

In 2008/09, 318 staff received disability training, this included probation and parole, offender services and programs, and custodial staff.

Working with other agencies

In 2008/09, Corrective Services continued to work closely with other agencies to support offenders with disabilities. These agencies included the Department of Ageing Disability and Homecare (DADHC) and TAFE NSW. In addition, the Criminal Justice Support Network, of the Intellectual Disability Rights Service supported offenders with intellectual disabilities during police interviews and court hearings on 45 occasions.

Rate of apparent unnatural deaths in custody

In 2008/09, the apparent unnatural death rate for inmates remained at a record low, with four apparent unnatural deaths in custody. The death rate was slightly above the national average for the previous year.

Apparent Unnatural Deaths in Correctional Custody

	2004/05	2005/06	2006/07	2007/08	2008/09
Indigenous	3	0	2	0	1
Non-Indigenous	5	5	3	4	3
TOTAL	8	5	5	4	4

Death rate per 100 inmates; apparent unnatural causes

	2004/05	2005/06	2006/07	2007/08	2006/07 National Average	2008/09
Indigenous	0.17	0.00	0.10	0.00	0.00	0.05
Non-Indigenous	0.07	0.07	0.04	0.05	0.05	0.04
TOTAL	0.09	0.05	0.05	0.04	0.03	0.04

Average out-of-cell hours

In 2008/09, the total average number of out-of-cell hours held steady at 9.32.

Time Out of Cells (hours per day)

Security	2004/05	2005/06	2006/07	2007/08	2007/08 National Average	2008/09
Open	11.10	11.86	12.64	11.86	13.60	13.41
Secure	8.66	7.56	7.58	7.15	9.20	7.08
Average	9.81	9.24	9.51	8.89	10.30	9.32

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

Creating a rehabilitative correctional environment

Corrective Services puts considerable time and resources into creating a humane and rehabilitative correctional environment, including affording offenders sufficient time out of cell, opportunities for regular family visits, access to legal, medical and psychological services, access to programs that address offending behaviours, and access to employment opportunities. In addition, the following support and amenities were provided to inmates in 2008/09:

Inmate sculpting in the Art Program



Telephone services

Telephone facilities for inmates are provided in all correctional centres, supporting offenders in maintaining communication with family and with community services and agencies. In 2008/09, the list of phone numbers to essential agencies and services was augmented to include also free calls to Housing NSW, the State Debt Recovery Office, and Child Support Agency.

Access to legal assistance

In 2008/09, strategies were put in place to improve inmate understanding of civil and family legal issues and improve access to legal services. This included launching the Legal Aid Back on Track project dealing with civil and family law issues around housing, State Debt Recovery fines, debt, care of and access to children, victims' compensation and restitution and the court system. This involved DVD screenings presented by legal practitioners who also conducted information sessions for staff and inmates.

Corrective Services collaborated with the newly established NSW Legal Assistance Forum to improve legal access to incarcerated clients and inmate access to legal information.

Access to well maintained library facilities

In 2008/09, there were 50 centrally managed libraries within correctional centres, providing appropriate information resources to support workplace, educational, research and inmate recreational needs in the most efficient and effective way.

Access to computers

Inmates can use computers for study, personal use and legal research. In 2008/09, 720 computers were available for inmate use, with interactive learning programs including IT, literacy, numeracy, and English as a second language. Work began on an inmate computer network that will provide a central suite of programs and the capacity to store inmate work files so they can be accessed from any location.

Access to physical and cultural activities

In 2008/09, inmates could take up opportunities for regular physical activity in gyms and on ovals. There were regular family days and cultural events in each correctional centre, including Waitangi Day and National Aboriginal and Islander Day Observance Committee (NAIDOC) celebrations.

Cost per inmate per day

In 2008/09, the average recurrent expenditure per inmate per day was \$205.94, lower than the cost per inmate per day last year. It was also lower than the national average for the previous year.

This reduction is due to The Way Forward reforms, which are increasing operational efficiency by reducing staff overtime costs, using modern correctional centre technology, and utilising resources more efficiently.

Security	2004/05	2005/06	2006/07	2007/08	2007/08 National Average	2008/09
Open	\$183.80	\$199.50	\$194.40	\$187.71	\$189.20	\$187.14
Secure	\$213.30	\$211.80	\$210.10	\$225.27	\$214.30	\$216.85
Average	\$199.20	\$206.90	\$203.90	\$210.48	\$206.80	\$205.94

Promote the health and wellbeing 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 life styles

In 2008/09, offenders again had access to information, programs, services and resources that promote the benefits of healthy life style choices and reduce the harm caused by drug use.

Programs promoting the benefits of healthy life style choices to offenders

Target area	Program
Emotions and control	→ Personal Effectiveness Program – improving communication, relationship and social networking skills
	→ CALM (Controlling Anger and Learning to Manage it)
	→ Domestic Violence Prevention
	→ Best Bet
Addiction	→ Drug and Alcohol Addiction Program
	→ Relapse Prevention Program
	→ POISE – an intensive program for women encouraging abstinence and lifestyle change
	→ Alcoholics Anonymous/Narcotics Anonymous meetings
	→ Quit Smoking
	→ Getting Smart (self management and recovery training)
	→ NEXUS
→ Phoenix Pathways	
General health	→ Health survival program – a mandatory education program on communicable diseases such as HIV and Hepatitis
	→ Healthy Lifestyle
	→ Healthy Eating

Female inmates in call centre –
Corrective Services Industries



Targeting drug use

To combat the introduction of drugs to correctional centres, Corrective Services continued its extensive intelligence gathering, including monitoring inmates' phone calls and mail, and proactively gathering inmate information from all levels of staff.

Drug detection measures in 2008/09 included regular searches of buildings, perimeters, cells and inmates, and regular random and targeted urinalysis testing at all correctional centres and two transitional centres. In addition, before entering correctional centres and complexes, visitors were searched. Staff are required to carry see-through plastic bags. Staff also thoroughly searched inmates entering and leaving visiting areas.

In 2008/09, iris scanning continued to be implemented. The Long Bay Hospital used state-of-the-art technology to screen visitors and staff entering the hospital. Iris scanning is one of the most secure methods of authentication, with the added benefit of allowing visitors to be identified using a passive, non-contact process rather than having to place their finger on a fingerprint reader.

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 2008/09, 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 providing opportunities to develop a range of social, interpersonal and work-related skills, which may enhance their integration into the community.

Community projects are not at the expense of local jobs; their goal is to improve community amenities or assist government and non-government organisations.

In 2008/09, offenders contributed to the community by:

- Maintaining the grounds of churches, schools, race courses and showgrounds;
- Participating in foreshore, riverbank and flood clean-ups;
- Cutting fire breaks and containment lines;
- Cleaning road gutters;
- Clean up Australia Day activities.

In addition, Mobile Outreach Program teams worked in national parks on fencing projects, protecting culturally-sensitive areas and native flora and fauna, and native plant propagation.

Victorian bushfires

In 2008/09, inmate support for charitable organisations included a huge contribution to the interstate response to the Victorian bushfire victims' relief program. Periodic detainees worked with disaster agencies loading pallets of relief packs for those unable to return to their homes. The Mannus Correctional Centre donated hay to Victorian farmers coping with the aftermath of the fires.

"I would personally like to place on record my sincere appreciation and gratitude to your organisation, and all involved, for the assistance you provided, often at short notice. I know that those in the frontline greatly appreciated your efforts."

Commissioner Shane Fitzsimmons, NSW Rural Fire Service

Photo of Community artwork by Aboriginal offenders in Dubbo



Pups in Prison

In 2008/09, the Pups in Prison Program expanded to Junee Correctional Centre. The program started seven years ago at Kirkconnell Correctional Centre, which is now onto its sixth litter of dogs from Assistance Dogs Australia (ADA). In association with ADA, the program grooms pups as companion and assistance dogs for the frail and handicapped. Under this scheme, inmates volunteer as trainers and learn responsibility and discipline through the process. The program aims to help reduce offending behaviour by giving the inmates valuable work skills and training.

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

In 2008/09, Corrective Services together with non-government agencies promoted secure, safe and child-friendly offender family visits. All correctional centres organised family days. Many improved and expanded their visit areas. They also worked closely with SHINE for Kids to encourage children to visit their parents in custody.

- **Emu Plains Correctional Centre** – organised regular outings for mothers and children.
- **Ivanhoe Warakirri Centre** – offered visiting families the opportunity to stay in free on-site cottages once per month for weekend visits. It also improved its visit area with garden beds and upgraded seating.
- **Mid North Coast Correctional Centre** – provided a free bus service to and from Kempsey town centre since public transport is not available.
- **Metropolitan Remand and Reception Centre** – began constructing a SHINE for Kids facility to provide family support to inmates at the Centre.
- **Wellington Correctional Centre** – operated its SHINE for Kids cottage, providing a mini-bus to transport visitors and their children between the correctional centre and the cottage. In conjunction with the Ministry of Transport, the correctional centre also operates a subsidised taxi service on visit days.

Inmates moved by bushfire tragedy

Touched by the stories of courage and bravery as well as the magnitude of pain and suffering in the aftermath of the blazes, inmates and staff from correctional centres around the State raised more than \$13,000 to help thousands of people affected by the worst natural disaster in Australian history.

An inmate delegate told the local Grafton newspaper “It (Victoria) may be a world away but we feel the effects of their trauma. The boys have stepped up to the plate, let’s hope they (the victims) can re-build quickly”.

Another inmate said he was moved by “the heartbreak and misery caused by the fire... We wish we could do more but have limited resources”.

Inmate caretaker at the Wildlife Centre



Number of visits from family/friends

	2004/05	2005/06	2006/07	2007/08	2008/09
Visits	218,878	213,119	212,533	202,209	202,850
Rate per 100 prisoners	24.52	23.41	22.45	20.98	20.15

Providing access to other contact services

To help inmates prepare for release from custody, Corrective Services partners with numerous agencies who provide essential services to support community integration. The agencies include Centrelink, Medicare, Housing NSW, Australian Taxation Office, the State Debt Recovery Office, Legal Aid, The Registry of Births, Deaths and Marriages, Department of Community Services, and the Child Support Agency.

These and other non-government organisations were supported in establishing pre-release contact and conducting assessments and interviews. This included running regular expos at correctional centres, where community and government agencies talk directly to inmates about services available, and collaboratively develop resources such as Planning Your Release, the Getting Out Handbook and Questions and Answers about Public Housing.

Supporting re-integration after release from custody

In 2008/09, low-risk inmates prepared for release by participating in regular day and weekend leave programs. In addition, a transition house is being redeveloped on the grounds of the Glen Innes Correctional Centre, with a view to allowing inmates approaching release the chance to practice their living skills.

Parenting programs

To limit the impact of enforced separations and improve post-release parenting, Corrective Services conducted the Mothering at a Distance and Hey Dad! programs.

Community Offender Support Program centres

Community Offender Support Program (COSP) centres provide offenders with support to reintegrate into the community and to find accommodation and employment in the community while undertaking programs to address offending behaviour. The enhanced monitoring and supervision of COSP residents enables early identification of, and response to, offenders unable to adapt to normal, lawful community life.

In 2008/09, Community Offender Support Program (COSP) centres were opened at Malabar, Campbelltown, Windsor, Penrith, and Kempsey, providing stable accommodation for offenders who are experiencing difficulty finding somewhere to settle down after being released from custody. Offenders can stay at a COSP for up to six months. The programs help to reduce their risk of re-offending, and assist in connecting with community service and program providers.

Improving employment prospects

Corrective Services has partnerships with employment agencies such as the Salvation Army's Employment Plus and Job Find. In October 2008, a conference was held with members of the Master Builders Association to encourage the building industry to consider more skilled, well-trained and committed inmates as employees in the building and construction industry upon their release from custody.

Corrective Services also provided numerous programs to give inmates job-ready skills through work experience opportunities.

For example, at Silverwater Correctional Centre, offenders can qualify for work release, with opportunities in industries such as construction, meat processing, bricklaying, panel beating and glass manufacture. Other inmates work in kitchens, cafés and printing operations. Some are employed at Flemington Markets.

Other correctional centres used internal work experience opportunities, such as the sawmill at Glen Innes Correctional Centre and the Long Bay Café, which provides inmates with TAFE accredited training.

Many more offer vocational programs such as the brick-laying course at Kariong Juvenile Correctional Centre and the horticultural program at Broken Hill Correctional Centre.

For young male and female offenders, Corrective Services runs the Gurnang Life Challenge. Originally established to help young male inmates deal with gambling and alcohol and other drugs issues, it also provides life skills, education and work opportunities, and helps improve self esteem. Since its inception in 1991, more than 3,500 young offenders have passed through the program with 2,193 male and 107 female inmates completing it successfully.

Rising to the Gurnang Life Challenge

In 2008/09, the Gurnang Life Challenge hit a high note. It notched up its 200th program and for the first time, female inmates participated in this gruelling adventure-based camp and training course. Overall, nine male and ten female young offenders completed the program.

In congratulating the young female offenders on their graduation, Bernadette O'Connor, Acting Assistant Commissioner, Outer Metropolitan Region, said: "The program is designed to test your mettle, to give you a chance to show us what you have to offer and provide you with learning, work and personal development opportunities.... it is designed to give you a new start and help you accept the challenges that life hands out."

Research shows that of the first-time inmates who undertake the Gurnang program, only one in ten returned to custody compared with three in ten of those who do not take part in the program. Since the Gurnang Life Challenge began in 1993, more than 3,500 young inmates have attended the program and around 2,300 successfully completed it.

Child Protection and Child Wellbeing

The Special Commission of Inquiry into Child Protection Services and the State Government's response 'Keep Them Safe – A Shared Approach to Child Wellbeing', highlights the importance of this issue in New South Wales.

In 2008/09, there was an increase of 38.2 percent in formal requests for information exchange between the Child Protection Co-ordination and Support Unit (CPCSU) and the Department of Community Services. There were 802 requests in 2008/09 compared to 580 in 2007/08.

The Child Contact Assessment Policy of Corrective Services requires inmates with child victims to be assessed by the CPCSU in relation to visits with children. The CPCSU received 670 referrals in relation to this policy which is an increase of 46.2 percent from 458 in 2007/08.

In 2008/09, the CPCSU recorded 2234 enquiries from Corrective Services staff and staff from other government

Inmates testing their mettle in the Gurnang Life Challenge Young Adult Offenders Program



and non-government agencies asking for detailed advice on topics such as case management, placement of offenders in the community, child wellbeing, protection issues related to offenders and interagency issues.

In 2008/09, the CPCSU delivered 52 training sessions. Twenty of these were half-day sessions specifically designed for Community Offender Services staff and thirteen sessions were provided to employees of the Department of Community Services also in rural and remote areas. The remaining sessions were of two hour duration delivered by a CPCSU staff member. This represents a increase in training hours in comparison to 2007/08 (70 two-hour sessions) and a significant increase in resource needs.

Transport vehicles



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 2008/09, Corrective Services established the Extreme High Security (EHS) Unit to escort inmates with a designated extreme high security classification, or who are identified as a potential security risk. Before each escort, EHS undertakes comprehensive security reviews and risk assessments of external locations, such as medical facilities.

In 2008/09, metropolitan escort vehicles were modified to carry inmate property, with further modifications planned to increase seating capacity after a refurbishment program in 2009/10.

Cross Justice Video Conferencing System

Corrective Services uses video conferencing to reduce the costs and security risks associated with inmates moving to and from court. In 2008/09, on average, 44 percent of all inmate court appearances were conducted via video link. In 2008/09, the annual escort costs avoided through using video conferencing were estimated at \$9.44 million, an increase of 14 percent on the 2007/08 figures.

Number of court appearances facilitated by video conferencing

2004/05	2005/06	2006/07	2007/08	2008/09
16,170	17,214	19,125	27,700	31,285

Note: The data which represents the number of video conferences for 2007/08 and 2008/09 is captured on a post-conference basis, as against a pre-conference basis in previous years.

Number of inmate movements¹

Category	2004/05	2005/06	2006/07	2007/08	2008/09
Prison to prison	42,305	42,655	40,105	39,945	43,560
Prison to hospital ²	397	365	393	336	373
Prison to court	85,227	90,945	101,746	98,366	116,362
Prison to other ²	4,180	4,891	4,936	4,961	4,775
Total	132,109	138,856	147,180	143,608	165,070

1 Includes only those movements conducted by Court Escort Security Unit
 2 Excludes movements to hospitals or funerals conducted by correctional centre staff

Assessing risk

In 2008/09, all offenders supervised by Community Offender Services (COS) underwent LSI-R risk/need assessment.

Community Compliance Groups

In 2008/09, the State-wide roll-out of the Community Compliance Group continued, increasing the monitoring and surveillance of high-risk offenders, violent offenders and sex offenders in the community. Community Compliance Group offices are now established in Wagga Wagga, Newcastle, Dubbo, Blacktown and Campbelltown. All Compliance and Monitoring Officers are required to complete a new course, the Diploma in Community Administration. The first group of Compliance and Monitoring Officers to complete the Diploma graduated from the Brush Farm Corrective Services Academy (BFSCA) in July 2009.

Offenders with community-based orders (National Correctional Indicator categories¹)

	2004/05	2005/06	2006/07	2007/08	2008/09
Restricted movement	190	208	213	152	175
Reparation	4,674	4,759	4,318	4,015	4,088
Supervision	13,556	13,974	14,265	15,079	15,109
Total number of orders	17,498	18,037	17,970	17,988	18,124

1. National Correctional Indicator figures do not show data revisions from previous years, which have been amended in this Annual Report. Some differences are also due to rounding of figure.

Home Detention – restricted movement	2004/05	2005/06	2006/07	2007/08	2008/09
Monthly average supervised	190	208	213	152	175
Percent change	-4.3%	+9.3%	+2.2%	-28.6%	+15.1%
Annual caseload intake	449	443	446	290	361
Percent change	+5.6%	-1.3%	+0.7%	-35.0%	+24.5%

Community Service Orders – reparation	2004/05	2005/06	2006/07	2007/08	2008/09
Monthly average supervised	4,674	4,759	4,318	4,051	4,088
Percent change	+5.5%	+1.8%	-9.3%	-6.2%	+0.9%
Annual caseload intake	5,930	5,783	5,568	5,307	5,770
Percent change	+10.8%	-2.5%	-3.7%	-4.7%	+8.7%

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 wellbeing of offenders, staff and the community.

Community Service Orders

Community Service Orders (CSO) allow offenders to make restitution to the community while also gaining work experience and a sense of pride. Local councils assist by providing work places for offenders in Landcare projects and general maintenance work.

In 2008/09 for example, Corrective Services operated a supervised work group two days a week, working in conjunction with the Dubbo City Council's parks and gardens department. This council provided the machinery while the CSO offenders provide the man-power for the Landcare Projects, as well as maintaining the public reserves, parks and gardens.

Some of the most popular work placement opportunities in Dubbo are at the Taronga Western Plains Zoo, where offenders work with exotic and native animals.

Reparation to the community – offender removing graffiti



Parole Orders* – supervision	2004/05	2005/06	2006/07	2007/08	2008/09
Monthly average supervised	3,787	3,967	3,983	4,143	4,295
Percent change	+7.7%	+4.7%	+ 0.4%	+4.0%	+3.7%
Annual caseload intake	4,588	5,115	5,184	5,524	5,940
Percent change	+19.4%	+11.5%	+ 1.3%	+6.6%	+7.5%

Probation Orders* – supervision	2004/05	2005/06	2006/07	2007/08	2008/09
Monthly average supervised	10,051	10,278	10,560	11,235	11,131
Percent change	+1.6%	+2.3%	+2.7%	+6.4%	-0.9%
Caseload intake	14,628	14,606	14,690	15,325	15,991
Percent change	0.0%	-0.2%	+0.6%	+4.3%	+4.3%

* An individual can have a Parole Order as well as a Probation Order at the same time.

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

In the previous reporting year, there was increased monitoring and surveillance of high-risk, violent and sex offenders in the community. In 2008/09, these initiatives continued, expanding the Community Compliance Group operations and opening new Community Offender Support Program (COSP) centres.

In 2008/09, Corrective Services participated in the State-wide roll-out of the Child Protection Watch Team (CPWT). The expansion of the CPWT to the northern region incorporates Community Offender Services (COS) District Offices from Newcastle to Lismore, with COS Directors from these offices receiving all referrals from that region, and participating as members of their local CPWT.

Successful completion of community-based orders

	2004/05	2005/06	2006/07	2007/08	2007/08 National Average	2008/09
Restricted movement (Home Detention)	78.28	83.39	82.82	87.81	78.6	79.69
Reparation* (Community Service Orders)	79.31	78.06	80.13	80.49	63.1	82.25
Supervision (Parole Orders, Probation Orders)	80.06	82.22	81.34	79.23	73.7	79.34
Total rate of completion	81.26	80.54	80.98	79.67	70.2	80.00

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

8.3

OFFENDER MANAGEMENT IN THE COMMUNITY

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

In 2008/09, Community Offender Services (COS) provided advice to the courts and releasing authorities in the form of pre-sentence, post-sentence and pre-release reports.

Pre-sentence reports provide the courts with advice on the suitability of an 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.

Post-sentence assessments inform courts about the suitability of an offender for entry into programs such as Intensive Supervision (Home Detention and Drug Court).

Pre-release reports provide the NSW State Parole Authority (SPA) with an assessment of the person's risk of re-offending. The pre-release report outlines the offender's behaviour and program attendance while in custody, identifies what programs and services the person can access to reduce that risk, provides a post-release plan, and outlines the ability of the offender to adjust to life in the community.

Pre-sentence reports

	2004/05	2005/06	2006/07	2007/08	2008/09
Number of reports	27,605	27,198	27,280	26,668	28,419
Percent change	+5.6%	-1.5%	+0.3%	-2.2%	+6.6%

Post-sentence assessments

	2004/05	2005/06	2006/07	2007/08	2008/09
Number of reports (Home Detention)	692	696	813	833	967
Number of reports (Drug Court)	26	52	79	94	55
Percent change	+12.7%	+4.2%	+19.3%	+3.9%	+10.2%

Pre-release reports*

	2004/05	2005/06	2006/07	2007/08	2008/09
Number of reports	3,913	3,677	3,352	3,283	3,534
Percent change	+20.1%	-6.0%	-8.8%	-2.1%	+7.6%

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

Big Thank You

"If it wasn't for Nunyara, I would still be in custody" writes Luke who stayed at the Nunyara COSP at Malabar. He is adamant that his time at the COSP was a beneficial experience: "The COSP has provided me with the basic necessities... a roof over my head, normal food, a real bed, entertainment and some work around the place to help me earn my keep."

Luke is grateful for the assistance he received from staff at the COSP. They taught him cooking skills, and helped him renew his driver's licence and deal with Housing NSW and Centrelink.

"Thank you to the staff at the COSP for helping every way they could with making my transition back into society as smooth as possible..."

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

Diversions programs

In 2008/09, the expansion of the Community Compliance Group to Wagga Wagga, Newcastle, Dubbo, Bathurst and Wollongong increased opportunities in regional areas for suitable offenders to be sentenced to the Home Detention Program, which was previously restricted to the Sydney metropolitan and Central Coast areas.

In addition, work was completed during 2008/09 on refurbishing cottages on the Cessnock Correctional Complex to provide accommodation for a diversionary program for female offenders, based on the successful Biyani Cottage program at Parramatta. Biyani at Cessnock is scheduled to open in late 2009. It will provide accommodation for up to twelve female offenders with co-existing disorders. The program aims to stabilise these offenders and help them gain admission to a residential rehabilitation facility or supported accommodation in the community.

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

In 2008/09, NSW Drug Summit funded two Aboriginal Client Service Officers (ACSOs) to advise and support Probation and Parole Officers in case-managing Aboriginal offenders. The ACSOs liaise with 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.

Aboriginal programs in the community

In 2008/09, a number of programs were developed in partnership with other government and non-government community organisations and with local Aboriginal communities to meet the needs of Aboriginal offenders.

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 and establishes a new framework for a wide range of government agencies to work with each other and with Aboriginal communities to improve the lives of Aboriginal people. Previously, Corrective Services received \$3.8 million for the four-year period from July 2004 to June 2008. In 2008/09, funding was extended until 2012 across three locations:

→ Lismore and Tabulam – Rekindling the Spirit

The Lismore Rekindling the Spirit program was developed in 1998, through inter-agency collaboration. Rekindling the Spirit provides a range of services to address the cultural needs of Aboriginal offenders with specific attention to family violence, drug and alcohol abuse and child abuse and neglect within the family.

→ Dubbo – Yindyama La Family Violence Project

This project focuses on developing an inter-agency approach to male perpetrators of violence by working closely with services for victims and children in collaboration with the community. In 2008/09, Corrective Services continued community consultation for a victims' support program.

→ Newtown/Redfern – Walking Together Project

The Walking Together program addresses the problems of loss and lack of cultural identity that affect many urban Aboriginal offenders. Corrective Services also developed a parallel program for Aboriginal female offenders.

In 2008/09, both programs were re-developed in consultation with the local Aboriginal communities. Based on the results of those consultations, the new programs will incorporate a culturally appropriate framework of knowledge and Aboriginal social values. In addition, Walking Together was further extended to incorporate an Aboriginal Pathways strategy in partnership with TAFE.

Addressing sexual assault in Aboriginal communities

In 2008/09, effective collaboration with NSW Health, Department of Community Services, NSW Police Force, the Attorney General's Department, Department of Public Prosecutions, the Department of Education and Training and the Department of Aboriginal Affairs continued. With their input, Offender Services and Programs developed an educational package in response to

8.5

OFFENDER MANAGEMENT IN THE COMMUNITY

Recommendation 81 of the NSW Interagency Plan Addressing Child Sexual Assault in Aboriginal Communities. This educational resource will be distributed to communities later in 2009.

Tabulam (Balund-a)

By the end of 2008/09, the Balund-a diversionary program at Tabulam had been operational for 15 months. In that time, a full schedule of programs was developed, including:

- offending behaviour programs based on cognitive therapy;
- a wide range of educational and vocational courses;
- relationship and family programs;
- cultural programs run by Balund-a Elders;
- practical work experience for offenders both on the farm and through volunteer community work projects;
- employment assistance.

Balund-a operates as a community with residents case-managed through a six month program. Progression and regression is assessed on the basis of participation in formal programs, compliance with the facility's rules, completion of a pre-requisite catering and food handling statement of attainment, and the residents' general attitude and behaviour.

In 2008/09, the catchment area for Court referrals was extended to the west to incorporate Moree and Inverell.

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

Ensuring program integrity and quality

All offender programs are not only accredited as per the Accreditation Strategic Framework, but also regularly monitored for consistency and quality.

To support this a program integrity checklist and supervision template were designed in 2008/09 to ensure that managers and facilitators understand all quality assurance mechanisms, including program content, the sequence of sessions, pre- and post-assessments and video monitoring. The checklist is completed at the end of each program, or if serious questions of program integrity emerge, during the program. The supervision template provides a basis for feedback on a facilitator's performance, identifying opportunities for further coaching or training.

A paperless court

In 2008/09, the State Parole Authority (SPA) saved \$172,116 and reduced paper consumption by 83 percent. This was a result of SPA's strategies to deliver a more environmentally sustainable workplace which included converting 8,013 paper files to an electronic format and delivering information to SPA members on encrypted USB sticks and secure laptops resulting in paperless meetings and hearings.

SPA before electronic process



Using electronic process

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:

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

The Way Forward Workplace Reforms

In 2008/09, there was considerable progress in transforming work practices, including centralised rostering, introducing casual correctional officers and outsourcing.

This included employing private contractors at the Silverwater and Goulburn Correctional Complexes and at the John Morony, Parklea, and Lithgow Correctional Centres, providing a quality security service at five locations for what it previously cost to service three locations with correctional officers. It also enabled correctional officers who worked on the boom gates and the perimeter to be redeployed into jobs working with inmates.

By the end of 2008/09, 181 casual correctional officers had graduated from the Brush Farm Corrective Services Academy.

Centralised rostering was rolled out to all NSW correctional centres making better use of correctional officers, allowing them to spend more time carrying out custodial duties.

Cost of custody services per inmate per day

In 2008/09, the operating cost of custody services fell for the first time in five years. The cost of custody services per inmate per day was \$205.94, just below the national average for the previous year.

2004/05	2005/06	2006/07	2007/08	2007/08 National Average	2008/09
\$199.20	\$206.90	\$203.90	\$210.48	\$206.80	\$205.94

Cost of community-based correctional services per day

In 2008/09, the operating cost of community-based correctional services increased to \$20.23 per day, above the national average of \$13.10 per day of the previous year.

2004/05	2005/06	2006/07	2007/08	2007/08 National Average	2008/09
\$12.20	\$11.30	\$12.10	\$12.40	\$13.10	\$20.23

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

Malabar Integrated Services Environment

In 2008/09, the Malabar Integrated Services Environment (MISE) was fully implemented to increase efficiency in providing services for the Long Bay Correctional Complex and Inner Metropolitan Regional Office. MISE is achieving these efficiencies through shared corporate services and maintaining a customer focus.

Human Resources and payroll efficiencies

Corrective Services achieved paper and delivery cost savings by extending its e-form capabilities to automate applications for leave and overtime for non-custodial employees. The system automatically updates managers about sick leave and other unplanned absences. Electronic payslips were also introduced which provide daily shift information for custodial employees via email.

In 2009, Corrective Services will be one of three pilot sites for the Government's e-recruitment solution. The solution will provide end-to-end recruitment functionality to streamline the recruitment process. In addition, employees will be able to lodge their applications online, receive and send emails regarding their application and monitor the recruitment process online.

Artwork produced by inmates at Long Bay Correctional Complex



Achieve increased efficiencies within budget allocations

Increased efficiency

In 2008/09, initiatives to increase efficiency included:

- implementing the Smartbuy® procurement solution that allows agencies to purchase goods and services on line from approved suppliers;
- extending the Generic Correctional Centre Administration Support Services (GCASS) project to standardise administrative support service functions and positions, with 12 correctional centres now reviewed;
- streamlining accounts payable functions, reducing the need for additional staff.

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

Information management and technology solutions

In 2008/09, Corrective Services received Treasury funding for its Remediation Enhancement and Architecture Lifecycle (REAL) Program. The funding, which is the single largest investment in technology for Corrective Services, will enable the level of ICT services required to meet its lead agency obligations for reducing re-offending.

Following a Gateway Review in September 2008, Corrective Services will receive from July 2009, \$44 million in funding over four years to bridge the gap between business needs and technology solutions.

The Review commended Corrective Services for the integrity of its planning systems, finding “the business case to be well presented, linked with the strategic aims (and) with an achievable delivery strategy based on lessons learned from existing and previous projects”.

Four-year strategic ICT plan

In 2008/09, a revised ICT Strategic Plan 2009–2013 was published. The plan aligns ICT services with business needs and fulfils whole-of-government ‘People First’ requirements. The plan provides an appropriate balance between internal and external resourcing, in keeping with whole-of-government shared services expectations.

Key elements of the plan include creating a single source of truth for core applications – Offender Integrated Management System (OIMS), Business Integrated Management System (BIMS) and Corporate Information Management System (CIMS). It also ensures staff have ‘any-time, any-place’ access to these core systems.

Enhancing functionality in Offender Integrated Management System

In 2008/09, the ICT Division continued to develop the Offender Integrated Management System (OIMS) together with the Throughcare E-case Management Project to support the transformation from treating custodial and community components as separate entities, to using a true Throughcare approach to offender management in both custodial and community settings.

This included rolling out revised assessment, classification and case management modules, enabling a single integrated approach to offender management at every stage of an offender’s contact with Corrective Services.

In February 2009, a new OIMS function was added, integrating search data with incident reporting. Previously, search data was recorded manually. The new function improves intelligence gathering and allows staff to identify high-risk areas for contraband, enabling a random search selection process based on a risk regime.

Aligning Business Integrated Management System with workplace reform initiatives

Since March 2009, an officer call system in Business Integrated Management System (BIMS) is now a key component of The Way Forward workplace reform to support the Operations Scheduling Unit. Ultimately, this will completely automate rostering of casual and permanent correctional staff, including handling last-minute rostering requirements.

In 2008/09, BIMS was also enhanced with an electronic processing capability for leave and overtime, which has significantly improved processing times and reduced administrative staffing requirements. This is a precursor to introducing an employee self-serve capability throughout Corrective Services in 2009/10, which will further improve efficiency.

Improving digital record keeping and reporting

In August 2008, an independent assessment gave Corrective Services a good practice rating in terms of CIMS compliance with the State Records Act. By year end, digital record keeping was enabled in 85 percent of locations, with a view to achieving full deployment by December 2009.

Another CIMS milestone was the development of a Corporate Executive Dashboard representing the Department's key results areas, the first component of a complete business intelligence system. This dashboard will allow management to 'drill down' into performance information, supporting strategic decision-making.

Web communications

In 2008/09, Corrective Services' website functionality was further enhanced, making it easier for the general public to make enquiries, lodge complaints and make comments on the information provided by the website. As a result, 874 enquiries were received in 2008/09, compared with 281 in the previous year. This significant increase in enquiries in all categories also relates to the general public's increasing use of the internet as the first source consulted for information and research.

The feedback is used to refine the information on the website, ensuring it continues to meet the needs the users. For example, last year Corrective Services received 175 web enquiries for general information. The website has now been improved, making this information more readily available. As a result these enquiries have dropped to 15 in 2008/09.

Broadband communications

In 2008/09, there was great progress in completing broadband connections to 90 percent of Corrective Services' locations, including at Ivanhoe, Mannus, Junee and Kirkconnell, all locations where connectivity was technically difficult to achieve. At the same time, the State Government broadband initiative has improved IT processing and downloading speeds by four and ten times of their previous levels, significantly improving the functional performance of IT systems and efficiency.

Corrective Services extended remote access capability to corporate systems to a further 450 users, providing staff in the field real-time access to offender information, improving the timeliness and efficacy of decision-making.

Improving information management

As a public sector agency, Corrective Services has a statutory obligation under the *State Records Act*, to record all information relating to business activities and decision-making and save it in an appropriate records management system.

To support a consistent, transparent approach to records management, a Corporate Information Management System (CIMS) has been implemented. In 2008/09, the roll-out of CIMS continued.

CIMS enables staff to keep business records in one system and provides an effective method of capturing, storing, accessing, using and sharing the information. It makes it easy for staff to find and track documents and files, ensuring appropriate access and security, as well as reducing the use of paper and office consumables.

Complying with whole-of-government requirements

Corrective Services has a strong commitment to pursuing technology solutions that accord with whole-of-government requirements, for example, using pre-built IT applications. In 2008/09, this included participating in the NSW Chief Information Officers Executive Council, staff membership of various technology working groups and Corrective Services' role as a pilot agency over a range of IT initiatives, including the cross-government e-recruitment solution and the digital archiving of offender records.

Extending electronic supervision

Corrective Services enhanced its ability to electronically monitor offenders in the community which further supports the functions of the Community Compliance Group (CCG). This included strengthening electronic monitoring security and providing the facility to apply strict protocols for managing offenders, such as creating exclusion zones.

Maintaining information security

There were no major information security breaches in ICT systems during the reporting year.

In January 2009, the information security certification under ISO 27001 was maintained, with the independent Auditor commenting: "It is commendable to see a Corrective Services' IMT Governance Framework established. It is the most well constructed framework... the auditor has seen so far."

Increasing security around offender access to computers

In 2008/09, Corrective Services carried out a security assurance program on all computers accessed by offenders. This supported computer skills development within the custodial environment, while preventing unauthorised access.

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

Workforce planning and recruitment

In 2008/09, employee attrition reduced to 4.83 percent, down from 6.68 percent in 2007/08. To meet future workforce needs, recruitment activities included attending numerous career expos and launching a campaign for 300 casual correctional officers.

This was supported by a revised recruitment package and a new staff induction package, reflecting the changing labour market.

In 2008/09, the Career Recruitment Office conducted 1,129 entry-level tests, successfully employing 183 casual correctional officers, 23 correctional officers, 59 Probation and Parole officers, and 21 overseers for Corrective Services Industries (CSI).

Brush Farm Corrective Services Academy

Quality management

The Brush Farm Corrective Services Academy (BFCSA) was again successfully re-accredited through the annual external audit process – Quality Management ISO9001:2008.

Learning and Development

In 2008/09, BFCSA delivered 93 learning and development programs to ten percent more staff than participated in BFCSA training in the previous year. 439 staff members participated in a week-long, new integrated induction program with an emphasis on policy, probity and security-related issues.

Primary Training

	2005/06	2006/07	2007/08	2008/09
Custodial Training Unit	261	330	277	214
Offender Programs Training Unit	74	126	133	45
Community Compliance Group*				61
Community Offender Support Programs*				61

* commenced function in 2008/09

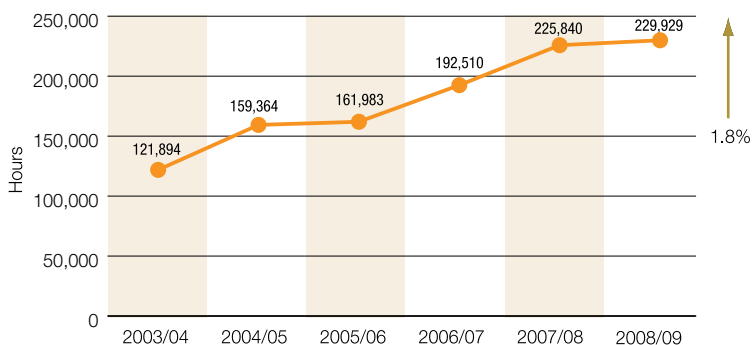
Community training

In addition to training 45 new Probation and Parole officers, the Offender Programs Training Unit (OPTU) designed and implemented a training program for 61 Community Compliance Group staff. This training has a strong focus on skills development, with participants eligible for the Diploma in Correctional Administration. The OPTU also trained 68 new staff in the Community Offender Support Program (COSP) centres.



External walls of the new correctional centre at Nowra

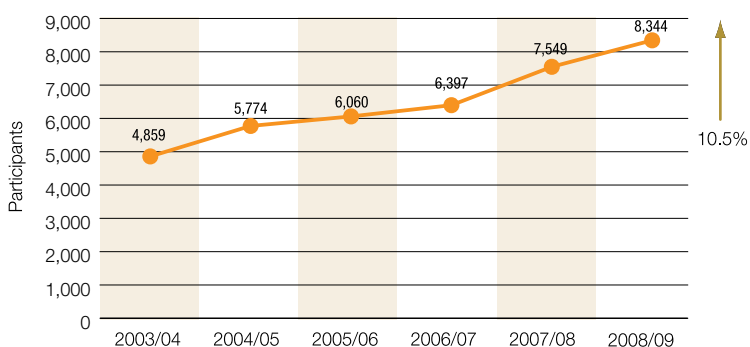
Total Training Hours Delivered Per Financial Year



Training Participation Location



Total Participants Attending Academy Training Courses Per Financial Year



Professional development

In 2008/09, a two-year Senior Executive Succession Program was introduced that places participants temporarily outside their own business stream. Fifteen senior officers participated in 2008/09. Professional development was further strengthened by a new series of in-house training programs, including program evaluation and project management in partnership with the Institute of Public Administration of Australia.

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

Program/Qualification	Attendance 2007/08	Attendance 2008/09
Australian Correctional Leadership Program	16 executives from Australasia	23 executives from Australasia
Executive Leadership Program	47 senior managers	51 senior managers
Career Development Program	26 managers and senior managers	40 managers and senior managers
Action Management Program*		50 middle managers
Frontline Management Program*		31 supervisors

* Not reported as individual programs previously

Leading the environmental sustainability charge

In 2008/09, the Brush Farm Corrective Services Academy (BFCSA) showed again great leadership in environmental sustainability best practice. BFCSA succeeded in drought-proofing its grounds by capturing rainwater, improving bio-diversity and reducing paper consumption.

Environmental achievements included:

- increased rainwater capture from 120,000 to 150,000 litres;
- restoring native bio-diversity on the four hectares site through planting 70 trees and hundreds of shrubs and removing noxious weeds;
- sourcing approximately 95 percent of flowers used for floral arrangements for official functions from BFCSA's own gardens, also saving \$5,000;
- reducing paper consumption by 40 percent and out-sourced printing by 50 percent by replacing hard-copy training manuals with e-learning tools. BFCSA received a Public Sector Sustainability Award (NSW Government's 2009 Green Globe Awards).



Site improvements

In 2008/09, site improvements included air conditioning upgrades and work to stabilise subsidence issues and preparation for a planned oval upgrade.

Training matrix project

A training matrix records and monitors staff qualifications and training. In 2008/09, new capabilities were added to this tool, including competency profiling and gap analysis. This will help to determine where staff need additional skills to support the achievement of the objectives of the Corporate Plan, informing training and professional development plans.

Align staff performance management to corporate goals and strategic targets

To underpin staff performance and professional development, Corrective Services adapted job descriptions and advertisements in terms of the NSW Public Sector Capability Framework. The Framework provides a common and consistent language to describe the knowledge, skills and abilities required to achieve corporate goals.

To foster understanding and observance of best practice, the Human Resources Division continued to review and update Human Resources policies and guidelines. In 2008/09, this resulted in the Board of Management approving 16 new policies.

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

Developing infrastructure to support the growing custodial population

The increasing custodial population is projected to continue at an estimated rate of about 300 offenders per year. An established capital works program must meet the requirements of this growing population. This includes the new 600 bed correctional centre at Nowra, the additional 250 beds at Cessnock Correctional Centre.

Some Periodic Detention Centres and other identified units have been converted into Community Offender Support Program (COSP) centres, supporting transitional full-time residency and program services for offenders in the community.

The new Justice Health Forensic Hospital and Long Bay Hospital were completed in public/private partnership, and were operational from September 2008. The new facilities provide improved health services for 85 offenders and for 135 offenders with mental health issues in the community.

The Silverwater Women's Correctional Centre redevelopment continued, with the Minister officially opening the Mum Shirl Unit in June 2009. The project is expected to be complete by early 2010.

In early 2009, the operational contract for Junee Correctional Centre was awarded, with GEO Australia as the successful tenderer.

Conversion of the former John Morony 2 facility at Berkshire Park commenced, with the new Outer Metropolitan Multi-Purpose Correctional Centre opening in early 2009. Further works are continuing with completion expected later in 2009.

Video conferencing facilities continued to be rolled out, providing improved efficiencies and minimising travel and transport costs of offenders and staff.

The biometric system infrastructure was also upgraded across maximum and medium security correctional centres, with planned integration to a central database and the Offender Integrated Management System (OIMS).

Energy management

Energy saving works completed in previous years began to show results. The energy management program showed savings of 22,129 gigajoules and 346 tonnes of CO₂ during 2008/09. The annual energy consumption report and Annual Building Greenhouse Rating (ABGR) was submitted to the Department of Environment and Climate Change.

Property management

Corrective Services managed 85 commercial leases to support Community Offender Services offices and other operational and administration areas. The average space utilisation ratio for the office accommodation portfolio is 15 square metres per employee, in accordance with the Government's Accommodation Guidelines. In 2008/09, 12 leases were renewed and 12 new leases were negotiated for new premises. Six properties were vacated with leases terminated.



Correctional centre construction site at Nowra

Water management

In 2008/09, the Water Savings Action Plan delivered the

- installation of remote monitoring devices to meters in all metropolitan correctional centres,
- completion of water saving works at Emu Plains Correctional Centre,
- repair of water leaks,
- installation of a sub meter at Silverwater Women's Correctional Centre.

Hazardous Materials Management Program

The Hazardous Materials Management Program continued with site evaluations completed for all correctional centres. Hazardous material studies were completed for Parramatta Correctional Centre and the Norma Parker site. There was asbestos removal from a number of correctional centre sites.

Heritage management

Numerous heritage works were undertaken including at Grafton Correctional Centre (\$34,000), Bathurst Correctional Centre (\$40,000), Berrima Correctional Centre (\$5,000) and Parramatta Correctional Centre (\$10,000).

Fire safety audits

The Fire Safety Audits continued for all correctional centres and leased premises. Compliance measures are being implemented on a continual basis.

Disability access

Disabled access facilities including lifts and toilets, are included where possible in all new leased office premises and during refurbishment works. A register of all accessible cells and facilities assists in the management of offenders.

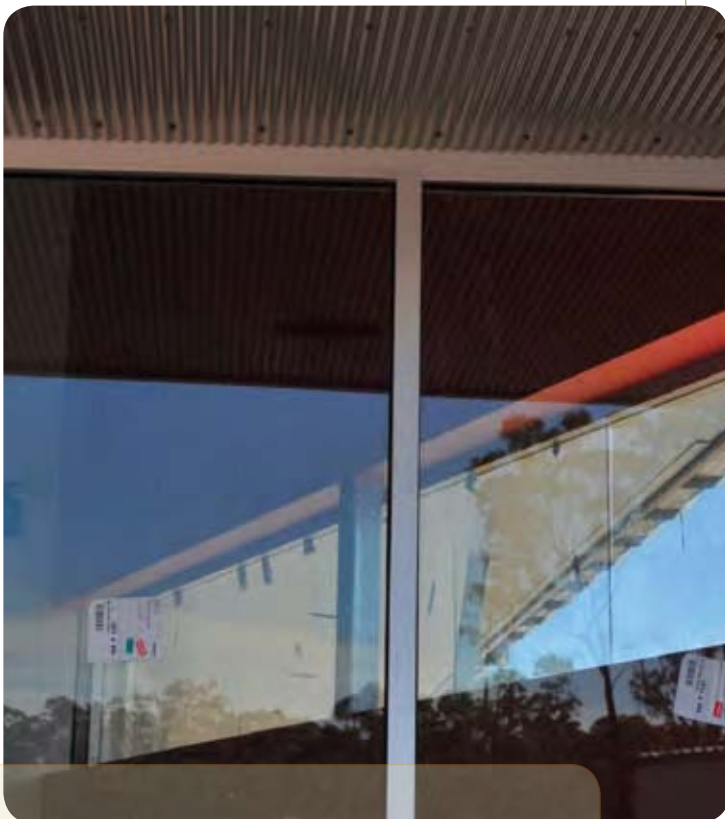
Vehicle fleet maintenance

Offender transport vehicle profiles were expanded to include an environmental performance score, allowing the reduction in greenhouse gas emissions from the fleet. During the 2008/09, petrol cards for E Fuel were issued for all vehicles, providing lower greenhouse gas emissions.

Waste management

Waste avoidance and recycling practices during the year included:

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



Window installation at new correctional centre at Nowra

Rate of correctional centre utilisation

In 2008/09, the total rate of utilisation increased slightly from 104.9 to 105.9, just above the national average of 104.6 in 2007/08.

Security	2004/05	2005/06	2006/07	2007/08	2007/08 National Average	2008/09
Open	110.0	107.3	105.3	103.7	99.5	96.3
Secure	100.9	101.4	106.6	105.7	106.5	112.0
Total	104.9	103.6	106.1	104.9	104.6	105.9

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

International and interstate partnerships

In 2008/09 the Brush Farm Corrective Services Academy (BFCSA) again hosted senior correctional staff from all interstate correctional jurisdictions to participate in the Executive Leadership Program and the Australian Correctional Leadership Program.

The BFCSA's International Programs Unit hosted 15 international delegations and study programs involving 79 participants from China, Indonesia, Ireland, Philippines, Singapore, Thailand, United Kingdom and Vietnam. A delegation from the Prisons Department of Thailand stayed for four months completing programs, and two high level delegations from Indonesia studied issues related to custody and the community. In 2007/08, BFCSA hosted 12 international delegations.

To complement this, two Corrective Services staff were deployed to Indonesia to assist the Indonesian Department of Corrections with strategic analysis, policy development and training design and delivery.

In 2008/09, the Commissioner's Brush Farm International Scholarship was launched. Sixteen applications were received from ten countries in the Asia Pacific region. Scholarships were awarded to applicants from China and Indonesia, who will participate in the Australian Correctional Leadership Program in August 2009.

Model Parole

In July 2008, Malaysia started its new parole program and modelled it on the NSW State Parole Authority (SPA) after considering a number of international examples. The Government of Malaysia chose Corrective Services also as the training provider for its Parole Program.

Corrective Services helped the Malaysian authorities to prepare legislation, standard operating procedures and a training program for future parole officers. This led to nearly 700 Malaysian Prisons Department staff being re-trained to become Parole Officers.

In addition, a delegation from the new Malaysian Parole Board participated in detailed training on managing parole cases and reaching decisions in complex matters. As part of this, delegates 'shadowed' SPA members during sitting days and while they prepared for parole hearings. This helped the Malaysian Board members to develop an understanding of the complexity and care involved in granting or refusing parole.

The visitors commented on how helpful the training was in building the capability of their own Parole Board and acknowledged the hospitality provided by the Brush Farm Corrective Services Academy.

Manage the workplace culture in accordance with best practice procedures to ensure safety and wellbeing of staff

Correctional centre workplace culture

In 2008/09, The Way Forward workplace reforms at the Mid North Coast, Dillwynia and Wellington Correctional Centres set safety benchmarks not attainable within traditionally operated correctional centres.

The Way Forward management model identifies work/life balance, reduced sick and workers compensation leave, and minimum overtime expenditure, as key performance indicators of enhanced staff wellbeing. The model allows correctional centre managers the ability to make decisions to vary day-to-day operations in line with available resources, supporting staff in achieving work/life balance.

In 2008/09, The Way Forward Correctional Centre Management Plans for each location have been subjected to a rigorous risk assessment process to ensure implementation enhances staff safety and wellbeing.

Staff scheduling

In 2008/09, there was progress towards centralised rostering. Apart from Oberon Correctional Centre, all rosters are now managed by the Operations Scheduling Unit located at Silverwater Correctional Centre. This unit prepares all monthly rosters in an equitable and transparent manner, ensuring workforce resources are managed as efficiently as possible to meet operational and personal needs. In addition, using clerical staff to manage these activities frees custodial staff to return to front line correctional duties.

Staff safety

In 2008/09, the results of the management systems safety audits indicated a high level of compliance with Occupational Health and Safety legislation and good uptake of corporate strategies and initiative in local areas. In September 2008, a new Accident/ Incident form was issued that collates detailed statistics to inform injury prevention strategies.

Injury prevention

During this year, OHS risk assessments were undertaken in the majority of correctional centres. For those transitioning to The Way Forward management model, the potential health and safety impacts of proposed changes to posts in the management plans were assessed. In those correctional centres already following The Way Forward model, a centre-wide physical inspection and assessment of potential OHS hazards was undertaken. A busy calendar of OHS training activities continued, including delivering specialised training to Corrective Services Industries overseers. To promote employee health, initiatives such as the Quit Smoking campaign and healthy lifestyle education, including a range of workplace seminars were ongoing.

Injury management

In 2008/09, the Working Together: Public Sector OHS and Injury Management Strategy 2005-2008 of WorkCover NSW found Corrective Services' performance to be positive. Noteworthy improvements included a 16 percent reduction in incident rate and a 26 percent reduction in average costs. Overall, improvements were achieved in each set target.

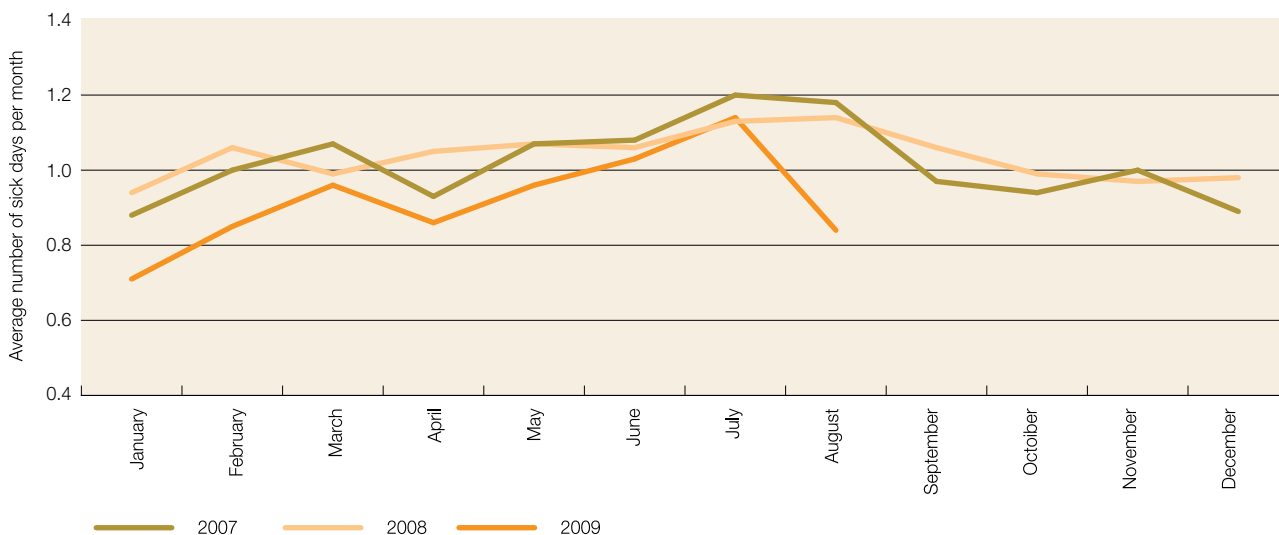
In 2008/09, Workers Compensation Claim numbers of 896 were the lowest for over eight years, despite increasing staff numbers over the same period. This reduction may be attributed to the non-compensable return to work strategy, early intervention for staff at risk, and collaborative efforts of staff health services across all areas of injury management, injury prevention and staff support programs.

	2007/08	2008/09
Claim costs	\$5,809,157.00	\$6,986,490.00
Claim numbers	972	896
Staff numbers	6762.4	6859.84
Claims per 100	14.37	13.06
Costs per 100	\$85,903.78	\$101,846.25
Average costs per claim	\$5,976.50	\$7,797.42

Staff support programs

Staff support programs during 2008/09 included alcohol and other drugs education, stress management, change management and resilience development. Additional support was available through psychological assessment, treatment and referral services. The Peer Support Program also continued to grow, with an increase from 116 Peer Support Officers in 28 locations in 2007/08 to over 132 Peer Support Officers in 32 locations in 2008/09. Towards the end of the year, approval was granted for the Peer Support Program to be trialled in Community Offender Services.

Average number of sick days per staff member per month (includes sick as carer leave)



Absence management

In January 2009, a new Managing Sick Leave and Other Unplanned Absences Policy became effective as part of The Way Forward initiatives. The new policy aims to better inform employees about the leave types available to improve leave management. Early results, showing reduced sick days for 2009, indicate this policy is working.

Workplace equity and diversity

In 2008/09, Corrective Services demonstrated its commitment to the wellbeing of a skilled and diverse workforce by reviewing the EEO Management Plan and establishing the new position of Manager, Workplace Equity and Diversity.

Emergency training

In 2008/09, Corrective Services conducted various emergency training exercises, from fire and evacuation drills to simulated hostage scenarios, which tested the capabilities, cohesion and judgement of the Hostage Response Team under stress. Correctional centres also conducted emergency services training exercises in conjunction with the local Police Force, Ambulance Service, Area Health Service, Justice Health, State Emergency Service, and Fire Brigade. For example, one exercise at Ivanhoe incorporated a response to a truck collision with a train on the level crossing beside the correctional centre.

To support this, the Tactical Training Unit taught correctional officers emergency management and resolution skills such as defensive tactics, crime scene preservation, riot drill formation and firearms training.

In addition, Court Escort and Security Unit staff gained on-the-job training by being rotated through the Extreme High Security (EHS) unit's 'on call' team, which is on standby to respond to emergency escorts outside normal operating hours.

Implement the Departmental Plan for Cultural Inclusion

Cultural inclusion

In 2008/09, the key strategies of the Ethnic Affairs Priority Statement (EAPS) are:

- reduce re-offending by offenders from culturally and linguistically diverse backgrounds;
- reduce the additional negative impact of incarceration where this is a consequence of offenders coming from culturally and linguistically diverse backgrounds;
- develop, improve and maintain practices that meet the needs of offenders from culturally and linguistically diverse backgrounds, within custody and community;

- improve the skills and professionalism of staff and managers working with offenders from culturally and linguistically diverse backgrounds and their families;
- ensure language assistance services are accessed and professionally utilised in all circumstances where required;
- align the EAPS plan with the Corporate Plan.

Offender education

In 2008/09, 398 offenders from culturally and linguistically diverse backgrounds took advantage of special education services and programs offered by the Adult Vocational Educational Training Institute (AEVTI). These courses included Preliminary Spoken and Written English and Certificates I, II and II in Spoken and Written English.

In April 2009, a trial of a new format for the Pacific Islander Program commenced at Mt Druitt Community Offender Services. Two sessions were held daily to accommodate the needs of 34 Pacific Island offenders. Once all the sessions have been conducted, the program will be evaluated.

Staff cultural training

As part of the cultural inclusiveness program, Brush Farm Corrective Services Academy (BFCSA) continued to provide cultural training for 378 staff members. In addition, cultural inclusiveness training was aligned to the national unit of competency PSPGOV308B and augmented with an assessment component.

Communication

In 2008/09, urinalysis information was translated into Arabic, Chinese and Vietnamese to better inform offenders from these language backgrounds about the testing procedures and the management of offenders identified with drug and alcohol dependency.

Corrective Services promoted and supported access to accredited interpreter services, resulting in the use of these services increasing by over 45 percent on the previous year.

In 2008/09, Arabic, Pacific Islander and Vietnamese client service officers in the community were employed. In addition, the number of bi-lingual and multi-lingual staff on the Community Language Allowance Scheme (CLAS) list increased by over seven percent to 78. These CLAS officers provide basic interpreting services in 33 languages to offenders in custody and the community.

Vietnamese offenders

In 2008/09, the Vietnamese Client Service Officer worked with Vietnamese Community in Australia (VCA) to allow Vietnamese offenders to access VCA services and programs for assistance with accommodation, gambling, drug and alcohol, and domestic violence.

Corrective Services worked with the Drug and Alcohol Multicultural Education Centre (DAMEC) to implement the Vietnamese Transition Project for Vietnamese offenders who intend to reside in Sydney South-West on their release from custody. During the reporting year, correctional centre and community-based staff made 28 referrals to the project for post-release assistance with the range of issues including housing, legal support, finance, drug treatment, and family and personal relationships.

Promote a high standard of ethical behaviour and professional conduct

Supporting ethical behaviour and professional conduct

In 2008/09, ethics officers conducted 30 visits to correctional facilities, Community Offender Services district offices, Court Escort Security Unit locations, regional and corporate offices, reaching 495 staff. In addition, 23 ethics training sessions and presentations were provided for 658 staff.

There were 278 requests made for advice from staff on professional conduct and assistance with ethical decision-making. Enquiries came from all levels of Corrective Services, encompassing both individual and general management issues.

As a result of recommendations by the Independent Commission Against Corruption (ICAC), the Protected Disclosures Policy was revised with a detailed internal reporting procedure for reporting wrong doing and misconduct. Corrective Services worked closely with the ICAC and the Ombudsman's office to develop communications materials about the *Protected Disclosures Act 1994*.

Two training DVDs were produced and published for new employees - one set in a correctional centre environment and the other in a community setting. The DVDs highlight the dangers of, and increase awareness of the potential for, correctional staff being manipulated by offenders. The project was funded by Skills Australia and will be distributed nationally and internationally.

Investigations Branch

The Investigations Branch of Corrective Services is responsible for conducting assessments and investigations under the disciplinary provisions of the *Public Sector Employment and Management Act* and investigates deaths in custody and escapes. In 2008/09, the Investigations Branch carried out 170 assessments; 94 formal disciplinary investigations; 35 security related investigations; 16 Drug and Alcohol tests and 5,895 Random Drug and Alcohol tests.

The Branch was also involved in developing an analysis tool that will offer the capability to find, manage, collect and collate data quickly and efficiently, supporting decision making.

Professional Standards and Administrative Law Branch

In 2008/09, the Professional Standards and Administrative Law Branch (PSALB) provided legal services and dealt effectively with all serious misconduct and performance related matters.

PSALB caseload	05/06	06/07	07/08	08/09
Professional Conduct Management Committee	397	448	338	496
Legal Cases	103	67	133	76
Risk Assessment Committee	69	94	59	69
TOTAL	569	609	530	641

The PSALB advised local managers about managing minor issues and developed a training course to ensure equitable and consistent implementation of staff management policies. In addition, a simplified online reporting system was developed to ensure a uniform approach to minor misconduct and work performance issues.

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

Governance

In 2008/09, the Board of Management revised the Corporate Plan and replaced the previous mission and vision with a Statement of Purpose: "Corrective Services delivers professional correctional services to reduce re-offending and enhance community safety".

History does matter

Corrective Services holds a corner of the State's heritage. The museum is located adjacent to the Cooma Correctional Centre and houses a permanent collection of objects related to the penal history of New South Wales. The collection is made up of 10,000 objects from the mid-19th century to the present day.

Inmates are employed as tour guides and sales assistants. They also work in craft manufacturing and collection management. For example, inmates catalogue each object into the museum database. This includes a description of the object, a photograph, researching the provenance, the acquisition date and the location of the object.

The museum is a popular destination for members of the public, researchers and corrective services staff. In 2008/09, the museum was host to 3,869 visitors.

Inmates added 1,971 items to the museum's database. In March 2009, the Museum's webpage went live.

Work is underway on the fit-out of a purpose-built repository for the museum. This will house the considerable excess items which are not *in situ* and need to be stored in a central storage facility in suitable storage conditions.

Corrective Services Museum at Cooma



The stated goals for offender management and corporate services are clearly linked to relevant government priorities, and in particular the target of reduced re-offending as outlined in the NSW State Plan.

The Human Resources Strategic Plan and associated revised Human Resources Division Business Plan were adopted during the reporting year, with all human resources managers providing regular performance reports in relation to recruitment and staff services, industrial advocacy and advice and workforce planning.

In 2008/09, the Policy Committee of the Board of Management (BOM) met four times, approving 29 of 35 submitted policies with a corporate, agency-wide scope. Of these, 23 were signed-off by the full BOM; due to changes in legislation and other requirements, the Policy Committee decided not to submit six policies for BOM sign-off. In the previous reporting year, the Policy Committee approved 15 of 17 submitted policies. All of these were signed-off by the Board of Management.

Board of Management Policy Committee

	Total 2007/08	Total 2008/09
Re-submitted	10	4
Submitted	17	35
Held over	12	10
Approved	15	29
Signed off by BOM	15	23



Construction of new correctional centre at Nowra (photo)

Statutory/central agency reporting requirements

The NSW Health Human Influenza Pandemic Plan requires each NSW Government agency to have detailed strategies in place which identify prevention, preparedness and response and recovery activities. As part of an agency-wide risk management approach, the focus is specifically on pandemic preparedness planning in light of the threat of a swine flu outbreak.

Corrective Services has once before shown great ability to deal with a health crisis when confronted with the HIV/AIDS epidemic and adopted work practices to protect the health and safety of staff and inmates in correctional centres. Again, Corrective Services acted in a timely and co-operative manner to effectively deal with the danger of a swine flu epidemic.

In 2008/09, Corrective Services actively participated on the Influenza Interagency Planning Committee and on the Infectious Diseases Emergency Planning Committee, and co-operated with Justice Health in the development of a Joint Influenza Pandemic Action Plan. In addition, specific protocols were developed and tested which are to be implemented in case of a pandemic such as swine flu and which requires resources in addition to those identified in normal correctional centre contingency plans.

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

The Board of Management and other senior managers in the Department are now in a position to have ready access to information regarding corporate performance indicators. During the reporting year, the prototype of the corporate Executive Dashboard was further fine-tuned and all information as it relates to offender management, both in custody and in the community, is 'refreshed' daily. Access was given commensurate with financial delegation to 180 managers. With this improved business intelligence technical platform now in place, the reports related to corporate support services are being identified and are expected to be available within the next financial year.

Targets 2008/09 – Outcomes ('In Progress' or 'Completed')

Organisational Capability, Governance and Staff Support

Offender Management and Operations

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

Organisational Capability, Governance and Staff Support

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

Human Resources

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

Targets for 2009/10

Corporate Plan Goals	Targets 2009/10
Offender Management	
Effective security and management of correctional centres	<ul style="list-style-type: none"> → Complete implementation of Way Forward reforms to all correctional centres → Develop and implement a Security Threat Group intelligence gathering module and electronic exchange of urinalysis results between laboratory and Offender Integrated Management System (OIMS). → Transfer management functions of Long Bay Hospital wards to Justice Health
Effective supervision and monitoring of offenders in the community	<ul style="list-style-type: none"> → Establish Inspectorate for Community Offender Services → Develop and implement standards and monitoring tools for the management of offenders in the community → Revise and implement standards for the supervision of offenders in the community → Implement monthly reporting schedule for Community Offender Services District Offices
Offender participation in effective programs to reduce risk of re-offending	<ul style="list-style-type: none"> → Extend the CALM Program to include a maintenance program and a program for female offenders → Establish referral program for female offenders to Balund-a at Tabulam → Develop Aboriginal Pathways and the Walking Together Program
Effective arrangements during times of transition from community to custody and from custody to community	<ul style="list-style-type: none"> → Complete Visits Processing Centre at Silverwater Women's Correctional Centre → Build SHINE for Kids facility at the correctional centre at Nowra → Establish and open a Community Offender Support Program (COSP) centre at Cooma → Select sites for COSPs at Wagga Wagga, Broken Hill and Dubbo

Organisational Capability, Governance and Staff Support

Corporate systems, policies and support services enable achievement of operational goals and performance targets	<ul style="list-style-type: none"> → Incorporate all correctional centre staff into the automated staff rostering system → Develop and implement organisational capability framework → Implement the staged Remediation Enhancement and Architecture Lifecycle (REAL) Program <ul style="list-style-type: none"> • Implement the Programs and Services, Integrated Schedules, Offender Snapshot, eRecords Management and Auditing in the enhancements to the Offender Integrated Management System (OIMS) • Deliver integrated business intelligence system within the Corporate Information Management System (CIMS) which supports decision making, performance measures and operational reporting and finalise corporate dashboard to be fully functional covering both operational and corporate services indicators • Commence the refresh of the Business Integrated Management System (BIMS) that supports finance and resource management • Complete remediation of the core network infrastructure • Remediate Local Area Network (LAN) connectivity at Silverwater and Long Bay Correctional Complexes • Complete roll-out of broadband services • Commence migration to a contemporary desktop environment including a contemporary email platform • Complete transition of a whole-of-government endorsed outsourced data centre environment (ac3) → Provide ongoing realistic ICT services to achieve operational targets <ul style="list-style-type: none"> • Maintain 99 percent availability target for business-critical systems • Maintain customer service targets for requests and incidents reports to the Service Hub • Maintain information security certification under ISO/AS/NZ27001 standard → Complete the Generic Correctional Centre Administrative Support Services (GCASS) project → Release Corporate Business Continuity Plan with guidelines, templates and Business Continuity Planning Policy
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Corporate Plan Goals	Targets 2009/10
Sustainable environment management practices including energy, water and land management	<ul style="list-style-type: none"> → Extend grey water system at John Morony and Outer Metropolitan Special Purpose Correctional Centres → Install permanent water consumption monitoring devices at Goulburn Correctional Complex and at Brush Farm Corrective Services Academy → Identify additional opportunities to save water at Long Bay Correctional Complex
Safe and healthy work place	<ul style="list-style-type: none"> → Develop and implement electronic incident reporting for workplace injuries and the management of workers' compensation claims → Review the bullying and harassment policy
Cost efficiency and efficient asset management	<ul style="list-style-type: none"> → Commission of the new correctional centre at Nowra → Commission Corrective Services Industries business units at Cessnock and Outer Metropolitan Multi-Purpose Correctional Centres
Professional and ethical conduct	<ul style="list-style-type: none"> → Publish revised Guide to Conduct and Ethics
Workforce capability supported by workforce planning and management	<ul style="list-style-type: none"> → Develop and implement e-recruitment → Complete employee self-serve capability roll-out



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Statement by Department Head

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.

A handwritten signature in black ink that reads 'Laurie Glanfield'.

Laurie Glanfield
Director General
8 October 2009



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 2009, the operating statement, statement of recognised income and expense, cash flow statement, service group statements 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 2009, and its financial performance 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 Commissioner, 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.

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.

S Bond .

Sally Bond
Director, Financial Audit Services

08 October 2009
SYDNEY

Operating Statement for the year ended 30 June 2009

		Actual 2009	Budget 2009	Actual 2008
	Notes	\$'000	\$'000	\$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	701,165	640,165	653,424
Other operating expenses	2(b)	215,526	189,857	200,368
Depreciation and amortisation	2(c)	68,741	70,112	62,925
Grants and subsidies	2(d)	5,454	4,595	5,375
Finance costs	2(e)	5,539	6,462	–
Other expenses	2(f)	3,933	198	3,388
Total expenses excluding losses		1,000,358	911,389	925,480
Revenue				
Sale of goods and services	3(a)	29,923	28,522	31,336
Investment revenue	3(b)	509	1,183	575
Grants and contributions	3(c)	7,104	5,237	7,930
Other revenue	3(d)	1,377	583	2,415
Total revenue		38,913	35,525	42,256
Gain/(loss) on disposal	4	739	(9)	–
Net Cost of Services	22	(960,706)	(875,873)	(883,224)
Government contributions				
Recurrent appropriation	6	821,313	773,105	770,697
Capital appropriation	6	90,038	97,777	56,613
Capital appropriations (Asset sale proceeds transferred to the Crown Entity)	6	(456)	–	–
Acceptance by the Crown Entity of employee benefits and other liabilities	7	43,571	31,992	36,259
Total Government contributions		954,466	902,874	863,569
SURPLUS/(DEFICIT) FOR THE YEAR		(6,240)	27,001	(19,655)

The accompanying notes form part of these financial statements.

Statement of Recognised Income and Expense for the year ended 30 June 2009

		Actual 2009	Budget 2009	Actual 2008
	Notes	\$'000	\$'000	\$'000
Net increase in property, plant and equipment asset revaluation reserve		60,712	–	50,178
Equity transfer of land		(6,357)	–	–
TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY		54,355	–	50,178
Surplus/(Deficit) for the year		(6,240)	27,001	(19,655)
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR	18	48,115	27,001	30,523

The accompanying notes form part of these financial statements.

Balance Sheet as at 30 June 2009

		Actual 2009	Budget 2009	Actual 2008
	Notes	\$'000	\$'000	\$'000
ASSETS				
Current assets				
Cash and cash equivalents	9	14,825	34,044	13,061
Receivables	10	13,359	7,865	10,670
Inventories	11	8,586	7,189	7,118
Total current assets		36,770	49,098	30,849
Non-current assets				
Property plant and equipment				
– Land and Buildings	12	1,431,003	1,566,343	1,392,264
– Plant and Equipment	12	86,114	89,621	86,816
– Leased assets	12	60,189	61,417	–
– Work in Progress	12	196,676	–	147,728
Total Property plant and equipment	12	1,773,982	1,717,381	1,626,808
Intangible assets	13	3,539	3,477	5,477
Total non-current assets		1,777,521	1,720,858	1,632,285
Total assets		1,814,291	1,769,956	1,663,134
LIABILITIES				
Current liabilities				
Payables	14	75,485	61,019	52,913
Borrowings	15	593	565	–
Provisions	16	104,540	101,847	91,117
Other	17	7,157	1,039	962
Total current liabilities		187,775	164,470	144,992
Non-current liabilities				
Borrowings	15	60,259	60,343	–
Total non-current liabilities		60,259	60,343	–
Total liabilities		248,034	224,813	144,992
Net assets		1,566,257	1,545,143	1,518,142
EQUITY				
Reserves	18	698,173	641,642	641,642
Accumulated funds	18	868,084	903,501	876,500
Total Equity		1,566,257	1,545,143	1,518,142

The accompanying notes form part of these financial statements.

Cash Flow Statement for the year ended 30 June 2009

		Actual 2009	Budget 2009	Actual 2008
	Notes	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(656,013)	(599,235)	(619,571)
Grants and subsidies		(5,454)	(4,595)	(5,375)
Finance costs		(5,539)	(6,462)	–
Other		(244,084)	(203,497)	(213,627)
Total Payments		(911,090)	(813,789)	(838,573)
Receipts				
Sale of goods and services		27,253	30,431	29,527
Interest received		636	1,379	649
Other		46,974	29,129	34,640
Total Receipts		74,863	60,939	64,816
Cash Flows From Government				
Recurrent appropriation	6	821,313	773,105	770,697
Capital appropriation (excluding equity appropriations)	6	95,777	97,777	56,613
Cash reimbursements from the Crow Entity		11,504	–	10,142
Cash transfers to the Consolidated Fund		–	–	(3,991)
Net Cash Flows From Government		928,594	870,882	833,461
NET CASH FLOWS FROM OPERATING ACTIVITIES	22	92,367	118,032	59,704
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of land and buildings, plant and equipment and infrastructure systems		–	–	–
Purchases of land and buildings, plant and equipment and infrastructure systems		(90,038)	(96,540)	(57,307)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(90,038)	(96,540)	(57,307)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings and advances		(565)	(509)	–
NET CASH FLOWS FROM FINANCING ACTIVITIES		(565)	(509)	–
NET INCREASE/(DECREASE) IN CASH		1,764	20,983	2,397
Opening cash and cash equivalents		13,061	13,061	10,664
CLOSING CASH AND CASH EQUIVALENTS	9	14,825	34,044	13,061

The accompanying notes form part of these financial statements.

Service group statements* for the year ended 30 June 2009

	Service Group 21.1 Custody Management**		Service Group 21.2 Supervision of Offenders in the Community**		Service Group 21.3 Offenders Program**		Not Attributable		Total	
	2009	2008***	2009	2008***	2009	2008***	2009	2008***	2009	2008***
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
AGENCY'S EXPENSES AND INCOME										
Expenses excluding losses										
Operating expenses										
– Employee related	469,594	440,356	97,115	85,296	134,456	127,772	–	–	701,165	653,424
– Other operating expenses	172,141	163,546	23,917	20,835	19,468	15,987	–	–	215,526	200,368
Depreciation and amortisation expenses	59,002	56,672	6,465	3,691	3,274	2,562	–	–	68,741	62,925
Grants and subsidies	–	–	–	254	5,454	5,121	–	–	5,454	5,375
Finance costs	5,539	–	–	–	–	–	–	–	5,539	–
Other expenses	2,987	2,583	440	382	506	423	–	–	3,933	3,388
Total expenses excluding losses	709,263	663,157	127,937	110,458	163,158	151,865	–	–	1,000,358	925,480
Revenue										
Sale of goods and services	11,169	14,547	570	28	18,184	16,761	–	–	29,923	31,336
Investment income	382	431	60	69	67	75	–	–	509	575
Grants and contributions	1,730	2,617	1,059	1,443	4,315	3,870	–	–	7,104	7,930
Other revenue	916	1,492	152	619	309	304	–	–	1,377	2,415
Total Revenue	14,197	19,087	1,841	2,159	22,875	21,010	–	–	38,913	42,256
Gain/(loss) on disposal	739	–	–	–	–	–	–	–	739	–
Net Cost of Services	694,327	644,070	126,096	108,299	140,283	130,855	–	–	960,706	883,224
Government contributions****							954,466	863,569	954,466	863,569
NET EXPENDITURE/(REVENUE) FOR THE YEAR	694,327	644,070	126,096	108,299	140,283	130,855	(954,466)	(863,569)	6,240	19,655

Service group statements* for the year ended 30 June 2009 (continued)

	Service Group 21.1 Custody Management**		Service Group 21.2 Supervision of Offenders in the Community **		Service Group 21.3 Offenders Program**		Not Attributable		Total	
	2009	2008***	2009	2008***	2009	2008***	2009	2008***	2009	2008***
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
AGENCY'S ASSETS & LIABILITIES										
Current Assets										
Cash and cash equivalents	10,720	9,521	1,944	1,603	2,161	1,937	-	-	14,825	13,061
Receivables	10,581	8,213	672	658	2,106	1,799	-	-	13,359	10,670
Inventories	-	-	-	-	8,586	7,118	-	-	8,586	7,118
Total current assets	21,301	17,734	2,616	2,261	12,853	10,854	-	-	36,770	30,849
Non-current Assets										
Property plant and equipment	1,697,588	1,575,356	57,101	30,613	19,293	20,839	-	-	1,773,982	1,626,808
Intangible assets	2,548	3,884	460	701	531	892	-	-	3,539	5,477
Total non-current assets	1,700,136	1,579,240	57,561	31,314	19,824	21,731	-	-	1,777,521	1,632,285
TOTAL ASSETS	1,721,437	1,596,974	60,177	33,575	32,677	32,585	-	-	1,814,291	1,663,134
Current liabilities										
Payables	61,380	41,250	7,164	5,856	6,941	5,807	-	-	75,485	52,913
Borrowings	593	-	-	-	-	-	-	-	593	-
Provisions	68,701	61,652	13,690	11,727	22,149	17,738	-	-	104,540	91,117
Other	7,157	962	-	-	-	-	-	-	7,157	962
Total current liabilities	137,831	103,864	20,854	17,583	29,090	23,545	-	-	187,775	144,992
Non-current liabilities										
Borrowings	60,259	-	-	-	-	-	-	-	60,259	-
Total non-current liabilities	60,259	-	-	-	-	-	-	-	60,259	-
TOTAL LIABILITIES	198,090	103,864	20,854	17,583	29,090	23,545	-	-	248,034	144,992
NET ASSETS	1,523,347	1,493,110	39,323	15,992	3,587	9,040	-	-	1,566,257	1,518,142

* NSW Budget Paper No. 3 has replaced program statements with service group statements. Service group statements focus on the key measures of service delivery performance.

** The names and purposes of each service group are summarised in Note 8.

*** Comparative amounts have been reclassified to align with the change in focus from programs to service groups.

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

Summary of Compliance with Financial Directives for the year ended 30 June 2009

	2009				2008			
	Recurrent Appropriation	Expenditure/ Net Claim on Consolidated Fund	Capital Appropriation	Expenditure/ Net Claim on Consolidated Fund	Recurrent Appropriation	Expenditure/ Net Claim on Consolidated Fund	Capital Appropriation	Expenditure/ Net Claim on Consolidated Fund
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ORIGINAL BUDGET APPROPRIATION/EXPENDITURE								
– Appropriation Act	773,105	773,105	97,777	90,038	737,697	737,697	97,070	56,613
– Additional Appropriations	–	–	–	–	–	–	–	–
	773,105	773,105	97,777	90,038	737,697	737,697	97,070	56,613
OTHER APPROPRIATIONS/EXPENDITURE								
– Treasurer's Advance	47,000	47,000	–	–	33,000	33,000	–	–
– Transfers to/from another agency (s31 of the Appropriation Act)	1,208	1,208	(2,000)	–	–	–	–	–
	48,208	48,208	(2,000)	–	33,000	33,000	–	–
Total Appropriations/Expenditure/Net Claim on Consolidated Fund (includes transfer payments)	821,313	821,313	95,777	90,038	770,697	770,697	97,070	56,613
Amount draw down against Appropriation		821,313		95,777		770,697		56,613
Liability to Consolidated Fund*		–		(5,739)		–		–

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

* The Liability to Consolidated Fund represents the difference between the "Amount drawn against Appropriation" and the "Total Expenditure/Net Claim" on "Consolidated Fund".

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

1 Summary of Significant Accounting Policies

(a) Reporting entity

The NSW 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 2009 has been authorised for issue by the Director General, Department of Justice and Attorney General, on 8th October 2009.

(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) Borrowing costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to general government sector agencies.

(e) Insurance

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

(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) 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 17 as part of 'Current liabilities – Other'. The amount will be repaid and the liability will be extinguished next financial year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

1 Summary of Significant Accounting Policies
(continued)**(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.

(h) 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

1 Summary of Significant Accounting Policies (continued)

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

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

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

The Department's policy provides for an independent detailed revaluation of all properties every 5 years with incremental adjustments for each intervening years. The next 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 Department 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. The useful life of many buildings is extended by extensive renovation, modernisation and adaption for

alternative uses. Costs and adjustments on revaluation are on average depreciated over 40 to 50 years.

Leasehold office fitouts over the terms of the lease.

Depreciation Rates	30 June 2009 % Rate	30 June 2008 % Rate
Plant & Equipment		
Office furniture and fittings	10	10
Computer equipment	33	33
Motor vehicles	11	11
Motor vehicles refits	33	33
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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

1 Summary of Significant Accounting Policies

(continued)

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

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

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

The Department's intangible assets are amortised using the straight line method over a period of 5 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 23. 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.

(i) 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) Borrowings

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest method. Gains or losses are recognised in the Operating Statement on derecognition.

The finance lease liability is determined in accordance with AASB 117 *Leases*.

(iii) 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

1 Summary of Significant Accounting Policies

(continued)

Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Market* yields on government bonds of 5.515% are used to discount long-term annual leave.

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

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

(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 NSW TC 09/04) to employees with 5 or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (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 5.515%, 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.

(j) 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, s21A, s24 and/or s26 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 report (rather than carried forward estimates).

(k) 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.

(l) 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 Borrowing Costs (June 2007)
- AASB 2007-10 Further Amendments to Australian Accounting Standards arising from AASB 101;
- AASB 2008 Amendments to AASB1049 for consistency with AASB101;
- AASB 2007-8 to AASB 101 Presentation of Financial Statements.

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

2 Expenses Excluding Losses

	2009 \$'000	2008 \$'000
(a) Employee related expenses		
Salaries and wages (including recreation leave)	558,866	530,686
Superannuation – defined benefit plans	23,514	17,476
Superannuation – defined contribution plans	35,432	32,465
Long service leave	23,131	17,734
Workers compensation insurance	20,980	18,400
Payroll tax and fringe benefit tax	37,197	36,404
Redundancy payments	2,045	259
	701,165	653,424

Employee costs of \$2,182,000 (\$865,000 in 2007/2008) have been capitalised and therefore excluded from the above amounts.

(b) Other operating expenses include the following:

Auditor's remuneration – audit of financial reports	255	265
Bad and doubtful debts	89	19
Rental expense relating to operating leases	13,012	11,432
Insurance	6,488	6,373
Property and plant outgoings	21,558	18,948
Motor vehicle expenses	16,267	16,158
Inmate catering	23,331	21,236
Inmate education and welfare	24,799	22,877
Prison hospital service fees	1,092	193
Outsourced services	2,205	–
Correctional centre management fees	27,611	26,648
Corrective Services Industries – direct cost of goods sold **	10,809	8,819
Staff uniforms, travel and development	11,637	12,090
Telecommunications	7,597	7,867
General administration	18,538	17,105
Maintenance	30,238	30,338
	215,526	200,368

** Total cost of goods sold is as follows

Direct cost as reported above	10,809	8,819
Indirect costs – determined on a pro-rata basis comprising salaries and wages, property outgoings, repairs and maintenance and depreciation	5,645	6,627
	16,454	15,446

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

2 Expenses Excluding Losses (continued)

	2009 \$'000	2008 \$'000
(c) Depreciation and amortisation expense		
Depreciation		
Buildings	41,132	38,580
Plant and equipment	24,443	22,549
Leased property	1,228	–
Total depreciation	66,803	61,129
Amortisation intangible	1,938	1,796
	68,741	62,925
(d) Grants and subsidies		
Religious attendance on inmates	2,222	2,031
Prisoner after care activities (including community grants)	3,232	3,091
Capital grants	–	253
	5,454	5,375
(e) Finance costs		
Finance lease interest charges	5,539	–
	5,539	–
(f) Other expenses		
Other	214	374
Workers' compensation hindsight adjustments for 2002/03 and 2004/05	3,719	3,014
	3,933	3,388

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

3 Revenues

	2009 \$'000	2008 \$'000
(a) Sale of goods and services		
Corrective Services Industries	16,879	15,977
Canteen sales	1,387	1,354
ACT inmates – recovered from the ACT Government	4,412	8,607
Rent	344	264
Other user charges	6,901	5,134
	29,923	31,336
(b) Investment revenue		
Interest from NSW Treasury	509	575
	509	575
(c) Grants and contributions		
Department of Health	1,435	1,400
Justice Health	317	–
Department of Education and Training	947	2,201
Attorney General's Department	3,514	3,452
Roads & Traffic Authority	852	850
Other	39	27
	7,104	7,930
(d) Other revenue		
Insurance hindsight adjustments 1999/00 to 2004/05	–	1,542
Other miscellaneous	1,377	873
	1,377	2,415

4 Gain/(Loss) on Disposal**Gain/(loss) on disposal of assets**

Proceeds from disposal	1,092	–
	–	–
Written down value of assets disposed	(353)	–
Net gain/(loss) on disposal of assets	739	–

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

5 Conditions on Contributions

- (a) There were contributions of \$278,000 recognised as revenue during the financial year, which were provided specifically for expenditure over a future period.
- (b) There were contributions of \$336,000 recognised as revenue during the previous financial year, which were obtained for expenditure in respect of the current financial year.

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

6 Appropriations

	2009 \$'000	2008 \$'000
Recurrent appropriations		
Total recurrent draw-downs from NSW Treasury (per Summary of Compliance)	821,313	770,697
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	-
	821,313	770,697
Comprising:		
Recurrent appropriations (per Operating Statement)	821,313	770,697
	821,313	770,697
Capital appropriations		
Total capital draw-downs from NSW Treasury (per Summary of Compliance)	95,777	56,613
Less: Liability to Consolidated Fund (per Summary of Compliance)	(5,739)	-
	90,038	56,613
Comprising:		
Capital appropriations (per Operating Statement)	90,038	56,613
	90,038	56,613

7 Acceptance by the Crown Entity of Employee Benefits and Other Liabilities

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

Superannuation – defined benefits	19,316	17,476
Long Service Leave	23,131	17,734
Payroll tax	1,124	1,049
	43,571	36,259

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

8 Service Groups of the Agency**(a) Service Group 21.1 Custody Management****Service Description:**

This service group covers the containment of inmates in correctional centres and providing a secure environment for inmates, employees and visitors. This involves providing advice to courts and releasing authorities and maintaining reliable security systems, including escort security. It also includes providing support for inmates with special service needs, such as those requiring compulsory drug treatment, mental health and other disability services, therapeutic treatment for violence and sexual offending, and for specific age and Aboriginality issues.

(b) Service Group 21.2 Supervision of Offenders in the Community**Service Description:**

This service group covers the supervision of offenders in community programs and the delivery of offender programs in the community.

(c) Service Group 21.3 Offenders Program**Service Description:**

This service group covers the delivery of offender programs designed to reduce risks of re-offending and providing support services to assist offenders to re settle and integrate back into the community.

9 Current Assets – Cash and Cash Equivalents

	2009	2008
	\$'000	\$'000
Cash at bank	14,632	12,856
Cash on hand	193	205
	14,825	13,061

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 NSW Department of Corrective Services has the following banking facilities as at 30 June 2009:

- (i) Cheque cashing authority of \$462,100 (\$470,000 in 2007/08) which is the total of the credit limit.
- (ii) MasterCard facility of \$200,000, (\$200,000 in 2007/08) which is the total of the credit limit for all issued credit cards.
- (iii) Tape negotiation authority of \$152 million (\$152 million 2007/08). This facility authorises the Bank to debit the Department's operating bank account up to the above limit.

Cash and cash equivalents (per Balance sheet)	14,825	13,061
Closing cash and cash equivalents (per Cash Flow Statement)	14,825	13,061

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

10 Current Assets – Receivables

	2009 \$'000	2008 \$'000
Current Receivables		
Sale of goods and services	9,298	6,554
Less: Allowance for impairment	(454)	(386)
Goods and Services Tax recoverable from ATO	3,293	3,116
Prepayments	1,222	1,386
	13,359	10,670
<i>Movement in the allowance for impairment</i>		
Balance at 1 July	(386)	(396)
Increase/(decrease) in allowance recognised in profit or loss	(89)	(18)
Amounts written off during year	21	28
Balance at 30 June	(454)	(386)

11 Inventories

	2009 \$'000	2008 \$'000
Held for resale		
Raw materials		
At cost	4,815	4,110
	4,815	4,110
Work in progress		
At cost	1,030	388
	1,030	388
Finished goods		
At cost	2,196	2,058
Less: provision for obsolescence	460	400
	1,736	1,658
Livestock		
At net realisable value	1,005	962
	1,005	962
TOTAL	8,586	7,118

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

12 Non-current Assets – Property, Plant And Equipment

	Land and Buildings \$'000	Plant and Equipment \$'000	Leased Assets \$'000	Work in Progress \$'000	Total \$'000
At 1 July 2008 – fair value					
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	1,392,264	86,816	–	147,728	1,626,808
At 30 June 2009 – fair value					
Gross carrying amount	2,321,959	224,525	61,417	196,676	2,804,577
Accumulated depreciation and impairment	(890,956)	(138,411)	(1,228)	–	(1,030,595)
Net carrying amount	1,431,003	86,114	60,189	196,676	1,773,982

Reconciliation

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 \$16,728,000. These assets were fully depreciated and there were no proceeds from the disposal refer note 4

Year ended 30 June 2009

Net carrying amount at start of year	1,392,264	86,816	–	147,728	1,626,808
Additions	–	3,184	61,417	95,194	159,795
Transfer from work in progress	25,689	20,557	–	(46,246)	–
Disposals	(6,530)	–	–	–	(6,530)
Net revaluation increment less revaluation decrements	60,712	–	–	–	60,712
Depreciation expense	(41,132)	(24,443)	(1,228)	–	(66,803)
Net carrying amount at end of year	1,431,003	86,114	60,189	196,676	1,773,982

At 1 July 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	1,235,051	73,434	–	276,201	1,584,686

At 30 June 2008 – fair value

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	1,392,264	86,816	–	147,728	1,626,808

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 2008

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)	–
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	1,392,264	86,816	–	147,728	1,626,808

On 30 June 2007, all Land and Buildings were valued by The Department of Lands Valuation Services.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

13 Intangible Assets

	Software \$'000
At 1 July 2008	
Cost (gross carrying amount)	9,657
Accumulated amortisation and impairment	(4,180)
Net carrying amount	5,477
At 30 June 2009	
Cost (gross carrying amount)	9,657
Accumulated amortisation and impairment	(6,118)
Net carrying amount	3,539
Year ended 30 June 2009	
Net carrying amount at start of year	5,477
Amortisation (recognised in depreciation and amortisation)	(1,938)
Net carrying amount at end of year	3,539
At 1 July 2007	
Cost (gross carrying amount)	9,708
Accumulated amortisation and impairment	(5,938)
Net carrying amount	3,770
At 30 June 2008	
Cost (gross carrying amount)	9,657
Accumulated amortisation and impairment	(4,180)
Net carrying amount	5,477
Year ended 30 June 2008	
Net carrying amount at start of year	3,770
Additions acquired separately	3,503
Amortisation (recognised in 'depreciation and amortisation')	(1,796)
Net carrying amount at end of year	5,477

14 Current Liabilities – Payables

	2009 \$'000	2008 \$'000
Current Liabilities – Payables		
Accrued salaries, wages and on-costs	14,838	12,246
Creditors	60,647	40,667
	75,485	52,913

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

15 Borrowings

	2009 \$'000	2008 \$'000
Current Borrowings		
Finance leases (see note 19(d))	593	–
	593	–
Non-current Borrowings		
Finance leases (see note 19(d))	60,259	–
	60,259	–

16 Current Liabilities – Provisions

Employee benefits and related on-costs		
Recreation leave	78,849	69,856
Sunday and public holidays	2,695	2,581
Payroll tax	11,102	10,960
Annual leave loading	7,583	7,309
Superannuation not assumed by Treasury	1,128	320
	101,357	91,026
Other provisions		
Restoration cost	3,183	91
	3,183	91
Total	104,540	91,117
Aggregate employee benefits and related on-costs		
Provisions – current	63,396	55,517
Provisions – non-current	37,961	35,509
Accrued salaries, wages and on-costs (Note 14)	14,838	12,246
	116,195	103,272

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
2009	
Carrying amount at the beginning of financial year	91
Additional provisions recognised	3,342
Amounts used	(250)
Carrying amount at end of financial year	3,183

An asset and liability have been created this financial year representing the restoration costs attributable to leased premises. This change in accounting policy which is accordance with AASB137 provides for the creation of a provision which amounts to \$3.342m and an asset for a similar amount, which will be depreciated over the period of the lease contracts.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

17 Current Liabilities – Other

	2009 \$'000	2008 \$'000
Other current liabilities		
Liability to consolidated fund	5,739	–
Asset sale proceeds due to Treasury	1,418	962
	7,157	962

18 Changes in Equity

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Equity						
Balance at the beginning of the financial year	876,500	896,093	641,642	591,526	1,518,142	1,487,619
Changes in equity – transactions with owners as owners						
Increase/(decrease) in net assets from equity transfers	(6,357)	–	–	–	(6,357)	–
Total	(6,357)	–	–	–	(6,357)	–
Changes in equity – other than transactions with owners as owners						
Surplus/(deficit) for the year	(6,240)	(19,655)	–	–	(6,240)	(19,655)
Increment/(decrement) on revaluation						
Land and buildings	–	–	60,712	50,178	60,712	50,178
Total	(6,240)	(19,655)	60,712	50,178	54,472	30,523
Transfers within equity						
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	4,181	62	(4,181)	(62)	–	–
Balance at the end of the financial year	868,084	876,500	698,173	641,642	1,566,257	1,518,142

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

19 Commitments for Expenditure

	2009 \$'000	2008 \$'000
(a) Capital Commitments		
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	84,933	96,181
Later than one year and not later than five years	–	44,122
Later than five years	–	–
Total (including GST)	84,933	140,303
(b) Other Expenditure Commitments		
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	60,443	32,308
Later than one year and not later than five years	178,428	60,599
Later than five years	89,650	94,380
Total (including GST)	328,521	187,287
Includes facilities management costs of \$100,701m (2008 \$101.323m) for the New Long Bay Prison Hospital for the duration of the term until May 2034 (see Note 18 (d)).		
(c) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable		
Not later than one year	19,424	18,167
Later than one year and not later than five years	27,838	27,095
Later than five years	207	–
Total (including GST)	47,469	45,262

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

The commitments disclosed above include tax credits (GST) of \$41.902m, (2008 \$33.896m) which is expected to be recovered from the Australian Taxation Office.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

19 Commitments for Expenditure (continued)

(d) Finance Lease Commitments

In 2006/07 a private sector company, PPP Solutions (Long Bay) Pty Limited, was engaged to finance, design, construct and maintain the Long Bay Forensic and Prison Hospitals at Long Bay under a Project Deed. The development is a joint project between the NSW Department of Health and the NSW 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. Upon commissioning, the NSW Department of Corrective Services recognised the new Prison Hospital as an asset of \$61.4m. The basis for the accounting treatment is that custodial services will be delivered by the NSW Department of Corrective Services for the duration of the term until May 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 excluding GST (\$17.288m) is as follows:

	2009 \$'000	2008 \$'000
Not later than one year	6,971	-
Later than one year and not later than five years	27,884	-
Later than five years	138,026	-
Minimum lease payments	172,881	-
Less: future finance charges	112,029	-
Present value of minimum lease payments	60,852	-
The present value of finance lease commitments is as follows:		
Not later than one year	593	-
Later than one year and not later than five years	3,057	-
Later than five years	57,202	-
	60,852	-
Classified as:		
Current (Note 15)	593	-
Non-current (Note 15)	60,259	-
	60,852	-

20 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 is an estimated potential penalty of \$450,000 outstanding (2008 Nil).

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

The liability 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

21 Budget Review**Net cost of services**

Compared to Budget, the actual net cost of services increased by With an increase in total expenses of \$89m partly offset by an increase in total revenue of \$4.1m.	\$84.9m
Employee related including overtime of \$19.5m exceeded budget by Due to the delays in the implementation of workplace reform strategies, 1.5% unfunded wage increase and the inclusion of Recreation Leave oncosts of \$4.5m including superannuation.	\$61m
Other operating expenses An increase in inmate numbers of 5.2%, an increase in property rentals and other related expenditure impacted on the operating expenses together with additional maintenance of \$5.6m due to the catchup in arrears.	\$25.7m
Depreciation was below initial forecast by Due mainly to an over estimate of the depreciation charge for the new prison hospital.	\$1.3m
Other expenses increased due to a hindsight adjustments for prior years by	\$2.9m
The increase in total revenue Includes an increase in sales of goods and services of \$1.4m, insurance recoveries of \$3.2m and an increase in grants and contributions of \$1.8m. These were offset by a reduction of \$4.5m in income from ACT inmates.	\$3.4m

Assets and liabilities

Current assets were less than budget by Cash decreased by \$19.2m and Other Assets increased by \$6.9m. The reduction in cash funds arose from the higher than anticipated expenditure for which no additional funding was provided.	\$12.3m
Non-current assets exceed budget Due to an increased level of work in progress not included in the budget.	\$56.7m
Current liabilities exceed budget by Creditors were over by \$14.5m due to delayed payment of suppliers, while provisions increased by \$2.7m due to the creation of a provision for leasehold restoration costs of \$3.2m. Other liabilities include funds due to Treasury of \$5.9m due in the main to an under expenditure of Capital Appropriation.	\$23.3m

Cash flows

Total payments on operating activities were over budget by Employee related increased by \$56.8m due to delays in the implementation of workplace reform strategies, 1.5% unfunded wage increase. An increase in inmate numbers of 5.2% plus GST not included in the budget.	\$97.3m
Total receipts from operating activities were greater than budget by Recovery of GST from ATO under estimated in budget.	\$13.9m
Cash flows from Government exceeded budget by Recurrent increased by \$48.2m additional funding, Capital decreased by \$2m and Cash Reimbursements from Crown Entity of \$11.5m was not included in budget.	\$57.7m
Cash flows from Investing activities were under budget by due to delayed payment of suppliers.	\$6.5m

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

22 Reconciliation of Cash Flows from Operating Activities to Net Cost of Services

	2009 \$'000	2008 \$'000
Net cash from operating activities	92,367	59,704
Cash flows from Government/Appropriations	(911,351)	(823,319)
Acceptance by the Crown Entity of employee benefits and other liabilities	(43,571)	(36,259)
Depreciation	(68,741)	(62,925)
Net gain/(loss) on Disposal of Plant, Property and Equipment	739	-
Decrease/(increase) in Provisions	(10,239)	(5,161)
Increase/(decrease) in Receivables and other assets	1,597	1,315
Increase/(decrease) in Inventories	1,468	178
Asset Sales proceeds transferred to Crown	456	-
Decrease/(increase) in Creditors	(23,431)	(16,757)
Net cost of services	(960,706)	(883,224)

23 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.

Cash balance at the beginning of the year	3,213	2,918
Add: Receipts	36,425	33,075
Less: Expenditure	(36,179)	(32,780)
Cash balance at the end of the financial year	3,459	3,213

24 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 2009 was \$95.65m (2008 \$94.93m). This amount is not included in the Department's operating result for the year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

25 Financial Instruments

The NSW Department of Corrective Services 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 NSW 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.

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount 2009 \$'000	Carrying Amount 2008 \$'000
Class:				
Cash and cash equivalents	9	N/A	14,825	13,061
Receivables	10	Receivables at amortised cost	8,844	6,168
Financial Liabilities				
Class:				
Payables	14	Financial liabilities measured at amortised cost	72,048	49,569

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 in para (d).

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.

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 (2009: \$5.194m; 2008: \$1.375m) and not less than 6 months past due (2009: \$3.650m; 2008: \$4.793m) are not considered impaired and together these represent 95% of the total trade debtors. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

25 Financial Instruments (continued)

(b) Credit Risk (continued)

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

	Total \$'000	Past due but not impaired \$'000	Considered impaired \$'000
2009			
<3 months overdue	1,359	1,359	–
3 months–6 months overdue	662	662	–
>6 months overdue	2,083	1,629	454
2008			
<3 months overdue	4,311	4,311	–
3 months–6 months overdue	104	104	–
>6 months overdue	764	378	386

(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.

The table below summarises the maturity profile of the Group's financial liabilities, together with the interest rate exposure.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

25 Financial Instruments (continued)**(c) Liquidity risk** (continued)

	Weighted Average Effective Interest Rate \$'000	Nominal Amount \$'000	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non- interest bearing \$'000	<1 yr \$'000	1-5 yrs \$'000	>5 yrs \$'000
2009								
<i>Payables:</i>								
Accrued salaries, wages and on-costs	-	14,838	-	-	14,838	14,838	-	-
Creditors	-	60,647	-	-	60,647	60,647	-	-
Finance leases	10.44	172,881	172,881	-	-	6,971	27,884	138,026
Liability to Consolidated Fund	-	7,157	-	-	7,157	7,157	-	-
		255,523	172,881	-	82,642	89,613	27,884	138,026
2008								
<i>Payables:</i>								
Accrued salaries, wages and on-costs	-	12,246	-	-	12,246	12,246	-	-
Creditors	-	40,667	-	-	40,667	40,667	-	-
Liability to Consolidated Fund	-	962	-	-	962	962	-	-
		53,875	-	-	53,875	53,875	-	-

(d) Market risk

The Department's exposure to market risk is primarily through interest rate risk on the Department's cash balances.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Department operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the balance sheet date. The analysis is performed on the same basis for 2008. The analysis assumes that all other variables remain constant.

Interest rate risk

Exposure to interest rate risk arises primarily through the Department's cash balances. The Department does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore, for these financial instruments, a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/-1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The Department's exposure to interest rate risk is set out below.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

25 Financial Instruments (continued)

(d) Market risk (continued)

	Carrying Amount \$'000	-1%		+1%	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
2009					
<i>Financial assets</i>					
Cash and cash equivalents	14,825	100	100	100	100
	14,825	100	100	100	100
2008					
<i>Financial assets</i>					
Cash and cash equivalents	13,061	100	100	100	100
	13,061	100	100	100	100

(e) Fair Value

For other assets and liabilities net fair approximates carrying value.

26 After Balance Date Events

On 11 June 2009 the Premier of New South Wales announced the formation of 13 new super agencies in a major reform to the structure of Government. The NSW Department of Corrective Services will become one of the two agencies under the umbrella of the super agency called "Department of Justice and Attorney General". The new arrangements will come into effect from 1 July 2009. The 2008/09 financial report has been prepared on a going concern basis which is considered appropriate as the full impact of the announced reforms cannot be ascertained at this point in time.

No events have occurred between the financial reporting date to the date of this report that require adjustment to, or disclosure in, this financial report.

Since balance date, the *Public Sector Employment and Management (Departmental Amalgamation) Order 2009* transferred all branches of the NSW Department of Corrective Services to the Department of Justice and Attorney General and abolished the NSW Department of Corrective Services.

End of audited financial statements

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Appendix 1: Performance Statement, Commissioner of Corrective Services



Minister for Climate Change and the Environment
 Minister for Energy
 Minister for Corrective Services
 Minister for Public Sector Reform
 Special Minister of State

Performance Statement: Commissioner of Corrective Services
 Name: Ronald Woodham
 Period: 1 July 2008 to 30 June 2009

Commissioner Woodham has continued to achieve outstanding results in 2008/09, which have contributed significantly to reducing re-offending and enhancing community safety in New South Wales.

During 2008/09, Commissioner Woodham implemented a number of major initiatives including:

- establishing Community Offender Support Program (COSP) centres throughout the State, providing offenders with short term accommodation on release and whilst on supervision in the community;
- expanding the Community Compliance Group, which closely supervises a number of serious offenders in the community;
- progressing the Way Forward workplace reforms, which will provide efficiency savings of more than \$60 million per annum while improving safety and security for staff and inmates, and creating a better balance for staff between their work and family responsibilities.

In 2008/09, the number of inmates rose to a high of 10,492 and a daily average of 18,124 offenders in the community. Deaths from apparent unnatural causes remained low at four. There were no serious assaults by inmates on officers and the rate of serious assaults by inmates on inmates was at the lowest level recorded over the previous 10 years, and a low rate of escapes was maintained.

During the year, 31,285 inmate court matters were facilitated by video conferencing, which represents savings of \$9.44 million over the year.


The capital works program has continued to address increasing inmate numbers. The new 600 bed South Coast Correctional Centre at Nowra is on target for commissioning in December 2010. This correctional centre is nominated in the State Plan as one of 15 construction projects that will provide employment opportunities for a total of 100 Aboriginal apprentices. Excellent progress was made at Silverwater Women's Correctional Centre with the opening of Mum Shirl Unit and the Mental Health Step Down Unit. Other developments included the opening of the Long Bay Hospital in July 2009. Tendering began in June 2009 for the 250 bed maximum security expansion of Cessnock Correctional Centre.

The Mental Health Screening Unit at the Metropolitan Remand and Reception Centre received a silver Premier's Award in the Rights, Respect and Responsibilities category in recognition of its excellence in treatment, stabilisation and diversion of mentally ill offenders.

Very significant results were also achieved in the management of offenders in the community with a successful completion rate of 80 per cent which again was higher than the national average of the previous year. 28,419 pre-sentence reports were provided to courts which was a 6.6 percent increase on the previous year.


In 2008/09, productivity savings of \$44.5 million were achieved.

Commissioner Woodham received a total remuneration package of \$401,250 per annum.


 John Robertson
 21 October 2009

Level 35, Governor Macquarie Tower, 1 Farrer Place, Sydney NSW 2000
 Phone: (61 2) 9228 5661 Fax: (61 2) 9228 5168

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

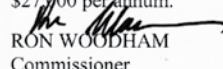
Period: 1 July 2008 to 30 June 2009

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 organisational reform. This resulted in significant gains towards the State Plan goal of reduced re-offending. He specifically achieved efficiencies in service delivery in custody and in the community which included:


- Consistent outstanding leadership and direction to all custodial and community offender services staff;
- Management of staff establishment through the Custodial and Community Offender Services (COS) workforce planning committees, to ensure appropriate resource allocation;
- Successful introduction of casual correctional officers;
- Maintenance of security, safety and operational outcomes across custodial services and COS in line with Corporate Plan objectives;
- Management of the rising inmate population when confronted with bed capacity constraints during periods of operational reform;
- Oversight of the ongoing development of the Wellington Operational Model in preparation for roll-out across the State;
- Maintenance of operational priorities in a difficult industrial environment;
- Effective development of Balund-a, a diversionary program for Aboriginal offenders at Tabulam;
- Restructure of various COS offices and operations across the State;
- Continued assistance to the Commissioner in the establishment of Community Offender Support Program (COSP) centres at various locations across the State;
- Expansion of the use of Audio Visual Link technology as an efficient cost and operational alternative to inmate transport to court and other appointments;
- Completion of the centralisation of all staff scheduling activities;
- Development of the Officer Call System as part of the scheduling automation project;
- Continued achievement of capital and minor works efficiencies through the enhancement of the specialised Infrastructure Team;
- Co-ordinated community consultation regarding correctional centre expansions and other variations;
- Refinement of the workplace reform program in preparation for full implementation;
- Oversight of the establishment of the new correctional centre at Nowra;
- Oversight of the planning and design of the new 250 bed expansion of Cessnock Correctional Centre;
- Oversight of the consultation, construction, operational development and commissioning of the new Long Bay Hospital;
- Active promotion of the Community Consultative Committees;
- Expansion of the Custody-Based Intensive Treatment (CUBIT) sex offender program and the Violent Offenders Treatment Program (VOTP) into Parklea Correctional Centre;
- Promotion of offender employment which resulted in Corrective Services Industries providing employment to 76 percent of eligible offenders.

Mr McLean receives a total remuneration package of \$292,050 per annum plus a Retention Allowance of \$27,000 per annum.


RON WOODHAM
 Commissioner
 14/ October 2009

Henry Deane Building, 20 Lee Street, Sydney NSW 2000 GPO Box 31 Sydney NSW 2001, Tel: 02 8346 1333 Fax: 02 8346 1010 DX 22 Sydney

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 2009

Mr Schipp was appointed as Deputy Commissioner Corporate Services in January 2006. Mr Schipp has achieved significant results with sound fiscal and infrastructure programs, ongoing human resource reforms and the development of corporate service strategies that will see ongoing improvements and efficiencies.

Significant results have been achieved in a number of areas:


- oversaw the Department's asset management program, which included the following major works:
 - the opening of the Long Bay Prison Hospital in July 2008, which was the culmination of a successful public/private partnership project
 - refurbishment of accommodation at the Corrective Services Academy with stage 3 of the project completed and stage 4 being documented for commencement in 2009/10
 - continued the establishment of facilities and infrastructure support for the introduction of Community Compliance Group facilities throughout NSW
 - commenced construction on the new \$152M 600 bed multi classification South Coast Correctional Centre at South Nowra in July 2008
 - commenced early contractor involvement as a precursor to tendering for the 250 bed maximum security expansion for Cessnock Correctional Centre in June 2009
 - ensured improved standards for office accommodation for Community Offender Services throughout the state were implemented with the completion of three lease renewals, ten new leases and ten fit outs of new or existing premises
 - continuing installation of video conferencing facilities in a number of correctional centres
 - amended the single point of contact maintenance contracts for both facilities and security equipment to realigned risks more effectively. The new 3 year plus 3 security equipment maintenance contract takes effect from July 2009. The facilities contract expires in May 2010
 - award of the new contract for the electronic monitoring of offenders in May 2009, following the re-tendering of the contract
- established and chaired the steering committee for the re-tender of the Junee Correctional Centre management contract. The new contract was awarded in April 2009.
- lead the tender process for contracting out the operations of Parklea correctional centre. Tenders close on 16 July 2009.
- ensured the department's Total Asset Management plan was submitted on time
- achieved sustained productivity savings across the Department with continued improvements in shared corporate services, including the introduction of Smartbuy. All correctional centres have been reviewed and are being benchmarked for generic administrative services.

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

- oversighted a successful recruitment campaign through the Career Recruitment Office with the employment of 183 casual correctional officers, 23 correctional officers, 59 probation and parole officers and 21 overseers.
- introduced a range of electronic measures to improve delivery of human resources services and reduce costs, including an electronic leave form for non-scheduled employees, an overtime e-form and electronic delivery of payslips. A new payslip format was also introduced which provides daily shift information for custodial employees.
- lead significant improvement to DCS ICT planning processes to ensure ICT services fulfil business needs. Lifecycle roadmaps now introduced to all core applications and infrastructure as component of TAM Plan
- lead the development of the ICT Remediation Enhancement Architectural Lifecycle (REAL) Investment Business Case which successfully navigated Treasury Gateway review in September 2008 and is funded through 2009/2010 NSW Budget on a four year program to provide the investment needed to create alignment between ICT services and DCS business needs
- lead the introduction, management and maintenance of quality systems within the ICT environment highlighted by certification maintenance of the DCS Information Management Security system under ISO/NZS 27001:2005
- lead major improvements to the Offender Integrated Management System by the introduction of new Assessment, Classification and Case Management modules critical to the Department meeting its obligations as a Lead Agency under the NSW State Plan
- lead major improvements to the Business Integrated Management System by introducing an automated Officer Calling System as a major workplace reform in introducing centralised rostering of Correctional Staff and introduced a range of e-solutions in the provision of employee services as a component of a comprehensive work reform package
- lead continued improvements to ICT infrastructure by the roll out of broadband connections and upgrade of local area networks creating major processing efficiencies for operational staff
- lead a program of selective outsourcing of ICT services which has facilitated the outsourcing of all activities apart from those engaging leadership, governance and direct service support. This has enabled a best practice position to be reached in relation to DCS resourcing of ICT services.
- promoted and maintained effective relationships with internal and external stakeholders including the Department of Premier and Cabinet, NSW Treasury, Department of Commerce, Audit Office and the unions.

Mr Schipp receives a remuneration of \$286,850 per year.


RON WOODHAM
Commissioner
11/8/09

Appendix 4: 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 5: Boards, Councils and Committees

Corrective Services representatives on external boards, councils and committees

Aboriginal Participation for Construction (APIC) Steering Committee

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

Apprehended Violence Legal Issues Coordinating Committee (AVLICC)

Barry Bell, Principal Advisor, Family and Community

Board of Government Skills Australia

Jo Quigley, Executive Director, Learning and Staff Development

Capital Works Steering Committee

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

Child Protection Watch Committee

Lee Downes, Executive Director, Community Offender Services

Corrective Services Administrators' Conference

Ron Woodham, Commissioner

Corrective Services Ministers' Conference

Ron Woodham, Commissioner

Corrective Services Working Group, Steering Committee for the Review of Commonwealth/State Service Provision

Simon Eyland, Director, Corporate Research, Evaluation and Statistics

Corrections Industry Advisory Committee

Jo Quigley, Executive Director, Learning and Staff Development

Chief Executive Officers Network Meeting

Ron Woodham, Commissioner

Criminal Justice Chief Executive Officers Standing Committee

Ron Woodham, Commissioner

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

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

Department of Ageing Disability and Homecare CJP External Reference Group

Anne Langford, Principal Officer, Disabilities

Department of Corrective Services Aboriginal Taskforce (DOCSAT)

Luke Grant, Assistant Commissioner, Offender Services and Programs

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

Appendix 5: 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

Domestic Violence Integrated Court Model (DVICM) Senior Officer Group

Bruce Flaherty, A/Director, Program Development and Implementation

Enterprise Registered Training Organisation Association (ERTO)

Jo Quigley, Executive Director, Learning and Staff Development

Housing NSW Liaison Committee

Ken Jurotte, A/Director, Aboriginal Support and Planning Unit
Nita Dowel, Senior Project Officer, Community Strategy, Aboriginal Support and Planning Unit
Deirdre Hyslop, Principal Advisor Women Offenders

Human Services and Justice Chief Executive Officers Standing Committee

Ron Woodham, Commissioner

Interagency Standing Committee on Disability

Rhonda Booby, Director, Offender Services and Programs

Interagency Working Group on Fines and Penalty Notices

Rhonda Booby, Director, Offender Services and Programs

Interdepartmental Committee On Custodial Witness Protection

Ron Woodham, Commissioner
Don Rodgers, Assistant Commissioner, Logistics and Strategic Operations
Greg Sneddon, General Manager, Broken Hill/Ivanhoe Cluster
Peter Dein, NSW Police Force
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

Institute of Criminology Advisory Committee

Luke Grant, Assistant Commissioner, Offender Services and Programs

Joint Community Consultative Meeting

Lee Downes, Executive Director, Community Offender Services

Joint Meeting of the Boards of Management of the Statistical Units for Courts, Crime and Corrective Services

Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources
Simon Eyland, Director, Corporate Research Evaluation and Statistics

Justice Cluster, Asset Planning Group

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

Justice Health Board Meeting

Luke Grant, Assistant Commissioner, Offender Services and Programs

Justice Sector Chief Information Officers Consultative Forum

Wayne Ruckley, Executive Director, Information Communication and Technology

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

Legal Services Committee

Gerry Schipp, Deputy Commissioner, Corporate Services

National Mental Health Policy Revision Steering Committee Meeting

Luke Grant, Assistant Commissioner, Offender Services and Programs

Network of Government Agencies: Gay, Lesbian and Transgender Issues

Barry Bell, Principal Advisor, Family and Community

NSW Chief Information Officers Executive Council

Wayne Ruckley, Executive Director, Information Communication and Technology

Appendix 5: Boards, Councils and Committees (continued)**NSW Chief Information Officers Executive Council
Strategic Governance Working Group**

Wayne Ruckley, Executive Director, Information Communication and Technology

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

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

NSW Government Construction Consultative Committee

Neil Daines, Executive Director, Asset Management

NSW Government Procurement Senior Officer Committee

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

Public Sector Risk Management Association

Paul Irving, Assistant Commissioner, Probity and Staff Development

Risk Management Champions Coalition

Gerry Schipp, Deputy Commissioner, Corporate Services

**Senior Correctional Administrators Committee –
Indigenous Working Group**

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

Senior Officers Committee on Alcohol and Drugs

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

Senior Officers Group on Aboriginal Child Sexual Assault

Luke Grant, Assistant Commissioner, Offender Services and Programs

Senior Officers Group on Domestic Violence

Bruce Flaherty, A/Director, Program Development and Implementation

**Senior Officers Group on Housing and Human Services
Accord**

Bruce Flaherty, A/Director, Program Development and Implementation

**Senior Officers Group on Justice Sector Disability
Action Plan**

Julia Haraksin, Manager Diversity Services, NSW Attorney General's Department

Shefali Rovik, Department of Juvenile Justice

Debbie Scott, A/Witness Assistance Services Manager, Office of the Director of Public Prosecutions

Anita Anderson, Director, Strategic Planning and Strategy Division, Legal Aid Communities

Dennis Clifford, Assistant Commissioner, NSW Police Force, Spokesperson for Vulnerable Communities

Terry Mullane, NSW Police Force

Trisha Kuhn, NSW Police Force

Leshia Bubnuik, Access and Equity Co-ordinator, Legal Aid Commission

Keith Holder, Access and Equity Officer, Office of the Director of Public Prosecutions

Anne Langford, Principal Officer, Disabilities

Senior Officers Group on Human Services and Justice

Bruce Flaherty, A/Director, Program Development and Implementation

**Senior Officer Group on Intellectual Disability and the
Criminal Justice System**

Bruce Flaherty, A/Director, Program Development and Implementation

**Senior Officers Group – Interagency Plan to
Tackle Aboriginal Child Sexual Assault – Department of
Aboriginal Affairs**

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

Senior Officers Group on Mental Health

Rhonda Booby, Director, Offender Services and Programs

Sentencing Council of NSW

Ron Woodham, Commissioner

Luke Grant, Assistant Commissioner, Offender Services and Programs

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

Ron Woodham, Commissioner

Luke Grant, Assistant Commissioner, Offender Services and Programs

Rhonda Booby, Director, Offender Services and Programs

Appendix 5: Boards, Councils and Committees (continued)**Statewide Court Referral of Eligible Defendants into Treatment (CREDIT) Working Group**

Bruce Flaherty, A/Director, Program Development and Implementation

Statewide Magistrates Early Referral into Treatment (MERIT) Reference Group

Bruce Flaherty, A/Director, Program Development and Implementation

State Plan R2 Priority Delivery Committee

Bruce Flaherty, A/Director, Program Development and Implementation

TAFE Monitoring and Liaison Committee

Luke Grant, Assistant Commissioner, Offender Services and Programs

Rhonda Booby, Director, Offender Services and Programs

Ken Jurotte, A/Director, Aboriginal Support and Planning Unit Principal, Adult Education and Vocational Training Institute (AEVTI)

David Gould, State Manager VET, AEVTI

Steve Thorpe, Executive Director, Corrective Services Industries

Paul Fleming, Business Manager Program Development, Corrective Services Industries

Teachers Federation Consultative Committee

Luke Grant, Assistant Commissioner, Offender Services and Programs

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

Rhonda Booby, Director, Offender Services and Programs

Deirdre Hunter, Director, Work Place Relations

Karen Fitzgerald, A/Senior Manager Industrial Relations, Work Place Relations

Anthony Becker, Deputy Principal, AEVTI

Stewart Burkitt, President, Corrective Services Teachers Association

Kevin Sheppard, Secretary, Corrective Services Teachers Association

Sue Wilde, Vice President, Corrective Services Teachers Association

Principal, Adult Education and Vocational Training Institute (AEVTI)

Technical Advisory Group, National Correctional Services Statistical Unit, Australian Bureau of Statistics

Simon Eyland, Director, Corporate Research, Evaluation and Statistics

Western Sydney Human Services Group

Craig Flanagan, A/Regional Executive Director, South West Region

Corrective Services representatives on internal boards, councils and committees**Audit Committee**

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

Illawarra/South East Regional Co-ordination Management Group

Craig Flanagan, A/Regional Executive Director, South West Region

Riverina-Murray Regional Co-ordination Management Group

Craig Flanagan, A/Regional Executive Director, South West Region

June Management Tender Steering Committee

Gerry Schipp, Deputy Commissioner, Corporate Services

June Management Committee

Gerry Schipp, Deputy Commissioner, Corporate Services

David White, Director, Corrections Inspectorate

Regional Co-ordination Management Group (Illawarra and South East)

John Dunthorne, Assistant Commissioner, South West Region

Craig Flanagan, A/Regional Executive Director, South 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

Appendix 5: Boards, Councils and Committees (continued)**Board of Management**

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
 Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources
 Paul Irving, Assistant Commissioner, Probity and Staff Development
 Brian Kelly, Assistant Commissioner, Inner Metropolitan Region
 John Dunthorne, Assistant Commissioner, South West Region
 Col Kelaher, Assistant Commissioner, North West Region
 Bernadette O'Connor, A/Assistant Commissioner, Outer Metropolitan Region
 Wayne Ruckley, Executive Director, Information Communication and Technology
 John Simon, Executive Director, Legal Services
 Jo Quigley, Executive Director, Learning and Staff Development

Board of Management Policy Committee

Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources (Chair)
 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
 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
 Wayne Ruckley, Executive Director, Information Communication and Technology
 John Simon, Executive Director, Legal Services
 Jo Quigley, Executive Director, Learning and Staff Development
 Lioba Rist, Director, Corporate Strategy Unit
 Margaret Anderson, Director, Corporate Legislation and Parliamentary Support Unit
 Joanne Kennedy, A/Director, Offender Policy 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
 Don Rodgers, Assistant Commissioner, Logistics and Strategic Operations
 Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources
 Paul Irving, Assistant Commissioner, Probity and Staff Development
 Brian Kelly, Assistant Commissioner, Inner Metropolitan Region
 Col Kelaher, Assistant Commissioner, North West Region
 John Dunthorne, Assistant Commissioner, South West Region
 Bernadette O'Connor, A/Assistant Commissioner, Outer Metropolitan Region
 Wayne Ruckley, Executive Director, Information Communication and Technology
 Jo Quigley, Executive Director, Learning and Staff Development

Board of Management for Information Communication and Technology

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
 Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources
 Paul Irving, Assistant Commissioner, Probity and Staff Development
 Brian Kelly, Assistant Commissioner, Inner Metropolitan Region
 Col Kelaher, Assistant Commissioner, North West Region
 John Dunthorne, Assistant Commissioner, South West Region
 Bernadette O'Connor, A/Assistant Commissioner, Outer Metropolitan Region
 Wayne Ruckley, Executive Director, Information Communication and Technology
 John Simon, Executive Director, Legal Services
 Jo Quigley, Executive Director, Learning and Staff Development
 Neil Daines, Executive Director, Asset Management
 Steve Thorpe, Executive Director, Corrective Services Industries
 Judy Windle, Director, Human Resources

Appendix 5: Boards, Councils and Committees (continued)**Board of Management for Information Communication and Technology (continued)**

Aaron Liu, Director, Information Communication and Technology Planning and Strategy (Secretary)
Julie Babineau, Deputy Chief Executive, Justice Health

Commissioned Officers Vocational Branch – COVB

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
Brian Kelly, Assistant Commissioner, Inner Metropolitan Region
Fiona Winfield, Industrial Officer, Work Place Relations
Judy Windle, Director, Human Resources
Deirdre Hunter, Director, Work Place Relations
Shane O'Brien, Assistant General Secretary, Public Service Association of NSW
Pat Armstrong, Chairman, Commissioned Officers Vocational Branch (COVB)
Greg Delprado, Vice-Chair COVB
Darren Metcalf, Secretary, COVB
Tracey Melrose, Honorary, COVB
Ron Gerion, Executive Member, COVB

Correctional Food Services Working Party

Luke Grant, Assistant Commissioner, Offender Services and Programs
Don Rodgers, A/Deputy Commissioner, Offender Management and Operations
Steve Thorpe, Executive Director, Corrective Services Industries (CSI) (Secretary)
Scott Graham, A/Food Services Manager, Corrective Services Industries
Tom Breckenridge, General Manager, Goulburn/Cooma Cluster
Norm Provost, General Manager, St Heliers/Tamworth Cluster
Bruce Mercer, Regional Superintendent, Outer Metropolitan Region
Marilyn Wright, General Manager, John Morony/Oberon Cluster
Bob Maher, Manager Security, Offender Policy Unit
Rod Moore, Chaplaincy Co-ordinator Offender Services and Programs
Bill Holland, Manager of Industries, St Heliers Correctional Centre
John Li, Manager, Buy-Ups, CSI
Gail Malpass, A/Operations Development Manager, CSI

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)
Gail Malpass, A/Operations Development Manager, Corrective Services Industries
Rob Steer, Business Development Manager, Corrective Services Industries

Dairy Board of Management

Steve Thorpe, Executive Director, Corrective Services Industry (CSI)
Karen Boyko, General Manager, Emu Plains/Berrima Cluster
Gail Malpass, A/Operation Development Manager, CSI
Essam Louis, Manager of Industries, Emu Plains Correctional Centre
Judy Woodward, Senior Overseer, Dairy Unit, Emu Plains Correctional Centre
Peter Craft, Manager Business Unit, Milk Processing Unit

Ethics Committee

Luke Grant, Assistant Commissioner, Offender Services and Programs (Chair)
Simon Eyland, Director, Corporate Research Evaluation and Statistics Unit (Executive Officer)
Paul Irving, Assistant Commissioner, Probity and Staff Development
John Simon, Executive Director, Legal Services
Father Rodney Moore, Chaplaincy Co-ordinator

Glen Innes Sawmill Board of Management

Col Kelaher, Assistant Commissioner, North West Region
Steve Thorpe, Executive Director, Corrective Services Industries
Steve Harrison, General Manager, Grafton/Glen Innes Cluster
Mal Tiedeman, Regional Superintendent, North West Region
Pat McClymont, Manager Security, Glen Innes Correctional Centre
Andrew Wilson, Operations Manager, Glen Innes Correctional Centre, CSI
Peter Rouse, Manager, Sawmill Business Unit, Glen Innes Correctional Centre
Gary Keogh, Asset Co-ordinator, North West Region
Owen Johansen, Administration Manager, Glen Innes Correctional Centre

Appendix 5: Boards, Councils and Committees (continued)**Honours and Awards Committee**

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 Performance
 Don Rodgers, Assistant Commissioner, Logistics and Strategic Operations
 Col Kelaher, Assistant Commissioner, North West Region
 John Dunthorne, Assistant Commissioner, South West Region
 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
 John Simon, Executive Director, Legal Services
 Jo Quigley, Executive Director, Learning and Staff Development

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
 Liz Ball, A/Director, Professional Standards and Administrative Law Branch
 John Crawford, Director, Professional Conduct Investigations Branch
 Dave Byrne, Commander, Corrective Services Investigation Unit
 Mark Wilson, Chief Superintendent, Security Division

Non Custodial Departmental Consultative Committee

Luke Grant, Assistant Commissioner, Offender Services and Programs
 Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources
 Deirdre Hunter, Director, Work Place Relations
 Rhonda Booby, Director, Offender Services and Programs
 Karen Fitzgerald, A/Senior Manager, Industrial Relations, Work Place Relations
 Kathy Dwyer, Workplace delegate (Chair)
 Linda Codling, Workplace delegate (Secretary)

Scott Chapman, Workplace delegate
 Ron Chinchon, Workplace delegate
 Peter Devine, Workplace delegate
 Karen Doyle, Workplace delegate
 Ross Mowatt, Workplace delegate
 Rob Patricelli, Workplace delegate
 Darren Plumb, Workplace delegate
 Manual Rodriguez, Workplace delegate
 David Rowe, Workplace delegate
 Kathleen Stewart, Workplace delegate
 Henry Zugai, Workplace delegate
 Franc Woods, Workplace delegate
 Craig Wunsch, Workplace delegate
 Christine Drayden-Thompson, Workplace delegate

Offender and Families Integration 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, A/Co-ordinator Multiculturalism
 Gloria Larman, Chief Executive Officer, SHINE for Kids
 Gary McCahon, General Manager, Silverwater Cluster, Silverwater Correctional Complex
 Marilyn Wright, Regional Superintendent, Outer Metropolitan Region
 Domenic Pezzano, A/General Manager, Offender Management and Operations
 Deirdre Hyslop, Principal Advisor Women Offenders

Pandemic Working Party (PWP)

Col Kelaher, Assistant Commissioner, North West Region
 Dave Mumford, Superintendent, North West
 Vivienne Porzolt, Senior Planning and Project Officer, Corporate Strategy Unit
 Wayne Wilkins, Superintendent
 Neil Daines, Executive Director, Asset Management
 Joanne Freason, Staff Health Services
 Barbara Andrews, Superintendent, South West
 Bruce Mercer, Superintendent, Outer Metropolitan Region
 Ross Edwards, Superintendent, Inner Metropolitan Region
 Leon Smith, Operations Branch
 Janette Ruecroft, Superintendent, Operations Branch

Appendix 5: Boards, Councils and Committees (continued)**Leave Review Committee**

Margaret Parmeter, Executive Director, Statewide Administration of Sentences and Orders
 Steve D'Silva, Director, Periodic Detention
 Peter Byrnes, Senior Manager, Sentence Administration Branch
 Ian Harrington, Probation and Parole Officer, Periodic Detention Administration
 Mick Stevens, Probation and Parole Officer, Periodic Detention Administration

Prison Officers Vocational Branch – POVB

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
 Brian Kelly, Assistant Commissioner, Inner Metropolitan Region
 Deirdre Hunter, Director, Work Place Relations
 Fiona Winfield, Industrial Officer, Work Place Relations
 Judy Windle, Director, Human Resources
 Dave McCauley, Organiser, Public Service Association of NSW
 Stewart Little, Industrial Officer, Public Service of Association of NSW
 Matthew Bindley, Chair, POVB
 Nicole Jess, Vice-Chair, POVB
 Steve McMahon, Country Vice-Chair, POVB
 Brian McCann, Secretary, POVB
 Michael Hay, Assistant Secretary, POVB

Proclamations Review Committee

Neil Daines, Executive Director, Asset Management
 Peter Hay, Director, Asset Management
 John Simon, Executive Director, Legal Services
 Peter Byrnes, Senior Manager, Sentence Administration Branch
 Chris Quilkey, Senior Legislation and Policy Officer, Corporate Legislation and Parliamentary Support

Professional Conduct Management Committee

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

Risk Management Committee – Probity and Staff Development

Paul Irving, Assistant Commissioner, Probity and Staff Development
 Peter Peters, Assistant Commissioner, Office of the Commissioner and Human Resources
 John Simon, Executive Director, Legal Services
 Liz Ball, A/Director, Professional Standards and Administrative Law Branch

Corporate Risk Management Committee

Gerry Schipp, Deputy Commissioner, Corporate Services
 Paul Irving, Assistant Commissioner, Probity and Staff Development
 Luke Grant, 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 Service Industries (represented by Gail Malpass)
 Lou Sartori, Executive Director, Finance
 Lioba Rist, Director, Corporate Strategy
 Lyn Colley, Director, OH&S and Workers Compensation Unit
 David Owen Hicks, A/Administration Manager, Asset Management Division
 John Simon, Executive Director, Legal Services
 Rhonda Booby, Executive Director, Community Offender Services (represented by Susan Wojciechowski)
 Terry Halloran, Director Inmate Classification and Case Management
 Mal Tiedeman, Superintendent, North West Region
 Michael Tuckey, Regional Business Manager, South West Region
 Candace Sutton, Director, Commissioner's Media Unit
 Jim Greig, Project Manager, Corporate Strategy Unit
 Vivienne Porzsolt, Senior Planning and Projects Officer, Corporate Strategy Unit

Appendix 5: Boards, Councils and Committees (continued)**Serious Offenders Review Council (SORC)**

Sue Knight, A/Assistant Director, Inmate Classification and Placement (Official Member)

Terry Halloran, Executive Director, Inmate Classification, Case Management and External Leave Programs

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

Additional boards, councils and committees

Aboriginal Programs and Mobile Camps Steering Committee

Animal Projects Committee

Assistant Commissioner and Regional Executive Directors Meeting

Authorised Visitors Review Committee

BIMS (Ellipse) Upgrade Steering Committee

BIMS (TWF) Sub Committee

Case Management Society of Australia

Child Protection Steering Committee

CIMS Roll-out Steering Committee

Combined Shared Services/Productivity Saving

Community Restorative Centre (CRC)

Cooma Management Committee

Corporate Information Management Steering Committee

Hep C Council

Hep C Council

Court Escort Security Meeting

Criminal Justice Program

Department of Ageing, Disability and Home Care CJP External Reference Group

Legal Practitioners Meeting

Shine for Kids Work Group

TAFE NSW Implementation Work Group

Desktop Experience Project Steering Committee

Directors Review Committee

Disability Advisory Council

Ellipse Project Management Committee

Environmental Health Working Party

Families of Prisoners' Research and Project Development

Reference Group, (Quakers Hill Family Centre and Blacktown LGA)

GCCASS Steering Committee

Health Promotion Programs Advisory Group

High Risk Management Unit Goulburn Committee

High Security Inmate Management Committee (HSIMC)

Housing and Human Services Accord – Assessment Advisory Committee

Human Resources Policy Committee

ICT Planning and Development Forum

Information Security Steering Committee

Inmates with Disabilities Committees

Integrated Services Project – Clinical Reference Group

Integrated Services Project – Interagency Reference Group

Integrated Services Project – External and Clinical Reference Groups

Intersectoral Domestic and Family Violence Workforce Training

Jailbreak Health Steering Committee

John Morony School Meeting

June Management Meeting

Justice Health Liaison Meeting

Justice Health Women's Health Committee

LSI-R Steering Committee

Mobile Outreach Program Committee

Mothers and Children's Committee

NSW ICT Chief Information Officers Executive Council

Occupational Health and Safety Committee

OIMS Review Program Sponsor Committee

Ombudsman Liaison Meeting

Partnership Against Homelessness Sub Committee

Parklea Area 5 Redevelopment Committee

Partnership Against Homelessness

Periodic Detention Strategic Committee

Public Sector Senior Psychologists Forum (PSSPF)

Regional General Managers Meetings

Rehabilitation Review Committee Meeting

Repatriation of ACT Prisoners Working Group

Security and Investigation Committee

Security Threat Group (STG) Committee

Senior Officers Committee on Drugs and Alcohol

Senior Officers Group – Domestic Violence (Department of Community Services)

Service Management Improvement Program (IC&T) Steering Committee

Shared Corporate Services Committee

Shared Ellipse Upgrade Project

Steering Committee for the Information Security Certification Project

Appendix 5: Boards, Councils and Committees (continued)**Additional boards, councils and committees (continued)**

Strategic Procurement Group
 Supervising Psychologists Group (Macquarie University UNSW)
 TAFE NSW Women's Working Party
 Taskforce Oversight Committee
 Throughcare and E-case Management Steering Committee
 Way Forward Meetings
 Wesley Employment Planning Pilot
 Western Region Management Team (Community Offender Services)
 Women's Advisory Committee
 Workcover/Australia Post Licence/Photo ID Working Party
 Young Female Offender Steering Committee

Regional committees

Board of Management – Inner Metropolitan Region
 Board of Management – Outer Metropolitan Region
 Board of Management – North West Region
 Board of Management – South West Region

Appendix 6: Average Number of Employees by Category

	2008/09
Custody of Inmates and Detainees	
Operational staff, custodial centres and courts	4,537.39
Administrative, management and other staff	1,334.11
Community Supervision	
Operational staff	788.4
Administrative, management and other staff	199.94
Total	6,859.84

Appendix 7: Senior Executive Staff – As at 30 June 2009

Level	Male	Female
7 (CEO)	1	
6	1	
5	1	
4	8	
3	2	4
2		
1		
Total	13	4

Appendix 8: Cost of Contractors and Contracted Employees

Over \$30,000		
Firm	Type of service	Amount \$
Ross Human Directions Limited	Clerical, administrative, secretarial and accounting assistance	1,384,132
DFP Recruitment Services	Clerical, administrative and accounting assistance	861,934
Finite Recruitment P/L	Corporate desktop server project	329,174
Hays Personnel SVCS (Aust) P/L	Clerical and accounting assistance	263,771
Small & Associates P/L	Clerical, administrative, secretarial and accounting assistance	228,130
Manpower Services (Aust) P/L	Clerical, administrative and food service delivery	189,290
Paxus Australia P/L	Information management projects – web management	187,757
Hudson	Corporate desktop server project	176,169
Mosaic Recruitment P/L	Desktop support	156,115
Australian Training Company	Clerical, administrative, computer support, trainees	146,211
Ambition Recurit P/L	Corporate information management system production support	139,307
Quay Appointments P/L	Clerical, administrative and other special projects	120,612
The Recruitment Company	Corporate information management system production support	87,762
Peoplebank	Develop the executive reporting dashboard	74,016
BSI Learned Friends	Paralegal and administrative support	71,000
Datsky P/L	Development, delivery and co-ordination of the Action Management Program	69,049
McNally Clan Trading Trust	Administrative support of the asset management	67,505
Marinov Consulting Services P/L	Information management security project	60,345
Chefnet Staffing P/L	Temporary staff – kitchen hand	57,713
Taylor Transcription & Word Proc	Transcription services	49,585
Freebott P/L	Design and conduct a process of observation and review of a sample of SDP program	44,573
Greythorn Smalls	Corporate desktop server project	41,349
Kay Lancerfield Psychologist	Clinical supervision	35,750
Clexan Peak Personnel	Administrative support, managing and reporting on building projects	33,432
Riodan Consulting Pty Ltd	Business analysis project	31,719
Total more than \$30,000		4,906,402
Under \$30,000		
Total less than \$30,000		207,223
Total no. of contracting firms	28	
Total cost of Contractors and Contracted Employees		5,113,625

Appendix 9: Cost of Consultants

Consultants equal to or more than \$30,000

Consultants	\$ Cost	Title/Nature
Deloitte Touche Tohmatsu	72,366	Tender management services to Cessnock, Parklea and Junee Correctional Centres
Scienserv Consulting	63,018	Public analyst and Microbiologist who is conducting tests on random selected meals from various centres
Blake Dawson	59,065	Legal services for Junee contract review
Just Occupational Safety	54,744	An independent qualified OHS Auditor
MJM Investigations Australia P/L	51,907	Investigation Services – Operation ZEBRA
SAI Global Limited	47,416	Mandatory audit relating to international standard ISO9000 & HACCP 9000
Macksam Consultancy P/L	38,473	Preparation of evaluation of tender responses
Trust Direct H/Solution	33,668	Review Corrective Services' current practice and policies of Absence management Review
Michael Woodhouse	33,194	Review of selection procedures within Corrective Services
Department of Premier and Cabinet	32,794	Development of priority delivery plan
Mercer	32,603	Engaged to identify and document the capabilities required for all custodial and Probation and Parole positions using the NSW Public Sector Capability Framework
Willomee Healing Sanctuary	32,292	Clinical Supervision Fees
June Crichton Lake	31,941	Clinical supervision – Offender Services and Programs
Mincom Limited	30,000	Development and preparation of management reports in relation to Way Forward strategies
Total consultancies equal to or more than \$30,000	613,481	

Consultancies less than \$30,000

Organisational review	91,137	
Management services	42,255	
Risk assessments	36,355	
Human resources	35,655	
Clinical services	20,946	
Information technology	17,322	
Training	16,519	
Engineering	15,750	
Total consultancies less than \$30,000	275,940	
Total consultancies	889,420	

Appendix 10: Promotional Appeals to Government and Related Employees Appeal Tribunal (GREAT)

	Number	%
Disallowed	5	23.8
Allowed	0	0.0
Withdrawn	11	52.4
Struck out	4	19.0
Pending	1	4.8
Lapsed	0	0.0
Total	21	100

Appendix 11: Payment Performance Indicators – Financial Year ended 30 June 2009

Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date) \$'000	Less than 30 days overdue \$'000	Between 30 & 60 days overdue \$'000	Between 60 & 90 days overdue \$'000	More than 90 days overdue \$'000
September 2008 – First quarter	6,108	171	15	45	20
December 2008 – Second quarter	8,026	254	26	13	59
March 2009 – Third quarter	11,241	3,853	2,097	177	253
June 2009 – Fourth quarter	21,337 ¹	10,343 ²	370	202	115

Note 1. Capital Indebtedness to Department of Commerce amounting to \$9.7 million outstanding but current.

Note 2. Capital Indebtedness to Department of Commerce amounting to \$9.8 million delayed up to 30 days.

Accounts paid on time within each quarter

Quarter	Total Accounts Paid on Time			Total Amount Paid \$'000
	Target %	Actual %	\$'000	
September 2008 – First quarter	80%	75.8%	88,282	116,443
December 2008 – Second quarter	80%	75.9%	62,142	81,926
March 2009 – Third quarter	80%	65.8%	53,923	81,966
June 2009 – Fourth quarter	80%	34.4%	31,750	92,306

Appendix 12: Equal Employment Opportunity (EEO) Statistics

A. Trends in the representation of EEO Groups

EEO Group	Benchmark or Target	% of Total Staff			
		2006	2007	2008	2009
Women	50%	36%	38%	38%	38%
Aboriginal people and Torres Strait Islanders	2%	3.8%	4%	4.3%	4.2%
People whose first language is not English	20%	14%	14%	14%	14%
People with a disability	12%	8%	7%	7%	7%
People with a disability requiring work-related adjustment	7%	2.6%	2.1%	1.7%	1.9%

B. Trends in the distribution of EEO Groups

EEO Group	Benchmark or Target	Distribution Index			
		2006	2007	2008	2009
Women	100	100	100	100	101
Aboriginal people and Torres Strait Islanders	100	98	97	97	97
People whose first language is not English	100	95	97	97	97
People with a disability	100	102	103	103	102
People with a disability requiring work-related adjustment	100	104	105	118	105

Notes:

1. Staff numbers are as at 30 June 2009.
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 13: Ethnic Affairs Priority Statement 2009

The key objectives of the Ethnic Affairs Priority Statement (EAPS) of Corrective Services 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. Language assistance services accessed and professionally utilised in all circumstances where required.
6. The EAPS plan is aligned with the Corporate Plan.
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.

Some of the key initiatives for Corrective Services in 2008/09 include:

- Information from Urinalysis and the Corrective Services Support Line were translated to Arabic, Chinese and Vietnamese to better inform CALD offenders of current policies, procedures and practices.
- The total cost of interpreter services for 2008/09 has increased from the previous financial year by 45 percent to \$120,106. This expenditure reflects the commitment to promote and support access to accredited interpreters.

- The number of bi-lingual and multi-lingual staff on the Community Language Allowance Scheme (CLAS) has increased to 78 or by 7 percent from the previous financial year. CLAS officers offer basic interpreting service in 33 relevant community languages to CALD offenders in custody and community.
- Corrective Services employs Arabic, Pacific Islander and Vietnamese client service officers in the community to work specifically with CALD people.
- During 2008/09, programs and services staff from Corrective Services and the Drug and Alcohol Multicultural Education Centre (DAMEC) have been working collaboratively to implement the Vietnamese Transition Project. The transition project specifically targets Vietnamese offenders who intend to reside in Sydney South-West upon their release from custody. The project is consistent with Corrective Services' R2 obligation in the State Plan.
- During 2008/09, 28 referrals were made from correctional centre and community based staff to DAMEC's transitional worker for post-release assistance with a range of issues including; housing, legal support, finance, drug treatment, and family and personal relationships.
- Corrective Services continues to provide variety of culturally-specific education and therapeutic programs in custody and community. Such programs include: Preliminary Course in Spoken and Written English; Certificate I, II and III in Spoken and Written English; and the Pacific Island Offenders Program at Mt Druitt Community Offender Services District Office.
- During 2008/09, Brush Farm Corrective Services Academy (BFCSA) continued to provide cultural training, as part of the Cultural Inclusiveness Program, and as a component of the Integrated Induction and Safe Custody courses. Three hundred and seventy eight (378) staff have participated in a variety of cultural training programs.
- The cultural inclusiveness training has been refined and is now aligned to the national unit of competency PSPGOV308B, and includes an assessment component.

Appendix 14: Correctional Industries Consultative Council of NSW – Annual Report 2008/09

The Correctional Industries Consultative Council of NSW (the Council) is an integral part of correctional industries in NSW. Members of the Council are appointed by the Minister of Corrective Services. They include representatives from NSW Business Chamber, Unions NSW, the Australian Industry Group, a community representative and Corrective Services staff (ex-officio).

The Council:

- provides confidence to the community that the operations of Corrective Services Industries (CSI) in NSW do not adversely impact on other Australian businesses and jobs;
- monitors the operations of CSI to ensure that the work environment for all inmates meets contemporary expectations in relation to occupational health and safety standards;
- monitors, encourages and facilitates, as far as practicable, inmates acquiring knowledge, skills and basic work competence which will improve their chances of finding employment when they are released from custody;
- encourages and facilitates, where practicable, the certification of inmate skills in accredited programs;
- encourages, where practicable, post-release job placement opportunities to inmates particularly within private sector businesses who utilise correctional industries for the production of products and services.

The Council oversees all complaints/representations concerning correctional industries' impact on private sector business by way of a grievance-handling mechanism which is available on the CSI website at www.csi.nsw.gov.au

During 2008/09, the Council:

- approved the development of five business opportunities with the potential to provide employment for more than 50 inmates; (These opportunities do not compete with or affect local businesses because they replace businesses manufacturing outside Australia.)
- encouraged inmate employment through an increase in self-sufficiency projects such as CSI delivering food services, running laundry facilities, supplying inmate buy-ups and carrying out maintenance;

- continued developing the Affordable Housing project for Aboriginal people in remote areas. This project is linked to the Construction Traineeship for inmates at Cessnock Correctional Centre and Goulburn Correctional Complex. It is an initiative implemented together with the Construction Forestry Mining and Energy Union, Department of Education and Training, Department of Education Employment and Workplace Relations;
- participated in industry events held by CSI relating to the construction and telemarketing industries. The purpose of these events is to convince representatives of employer associations, unions and State and Federal Government agencies of the benefits to the community, and these organisations of employing inmates upon release from custody;
- assisted CSI develop and establish industries that are relevant to the community especially in those fields where there is a skills shortage;
- monitored the basic and vocational education and training opportunities and the number of traineeships provided to inmates;
- noted that there were few representations from private businesses as a direct result of the organisational and grievance-handling arrangements covering the development and operation of CSI programs in NSW and the continuing commitment of the members of the CICC;
- noted that workplace injury statistics provided by WorkCover reveal that CSI had fewer workplace injuries when compared to private sector counterparts in similar industries. (The Council congratulated staff and inmates for their efforts.)

The Council met at different correctional centres during 2008/09 giving the members an appreciation of the daily challenges facing CSI operating in a correctional environment. A list of members and their attendance record at meetings convened during 2008/2009 is set out below.

Appendix 14: Correctional Industries Consultative Council of NSW – Annual Report 2008/09

(continued)

2008/09 Meeting Attendance Schedule						
Location	Glen Innes Correctional Centre	Silverwater Women's Correctional Centre	Henry Deane Building	St Heliers Correctional Centre	Kirkconnell Correctional Centre	Grafton Correctional Centre
Date	13/08/08	08/10/08	10/12/08	11/02/09	08/04/09	10/06/09
Ian McLean (Chair) – Deputy Commissioner, Offender Management and Operations	Apology	Apology	Apology	Apology	Apology	Apology
Don Rodgers – Assistant Commissioner, Logistics and Strategic Operations (representing Ian McLean)	–	Apology	–	–	–	–
Luke Grant – Assistant Commissioner, Offender Services and Programs	Apology	✓ (A/Chair)	Apology	Apology	✓	Apology
P Donovan – Australian Business Limited	✓ (A/Chair)	✓	✓ (A/Chair)	✓	✓	✓ (A/Chair)
B Tubner – Unions NSW	✓	✓	✓	Apology	•	✓
A Thomas – Australian Industry Group	✓	✓	✓	✓	✓	✓
Chris Christodoulou – Unions NSW	•	–	–	–	–	–
Adam Kerslake – Unions NSW	–	✓	✓	Apology	Apology	Apology
B Parker – Unions NSW (proxy for C Christodoulou/A Kerslake/B Tubner)	✓	–	–	–	✓	–
J Doubell – Community Representative	✓	–	–	–	–	–
Steve Thorpe – Executive Director, Corrective Services Industries (CSI)	✓ (Secretary)	✓ (Secretary)	✓ (Secretary)	Apology	✓ (Secretary)	✓ (Secretary)
Rob Steer – Business Development Manager, CSI	✓	✓	✓	✓ (A/Secretary)	✓	✓
Gail Malpass – A/Operations Development Manager, CSI	✓	✓	✓	Apology	✓	✓
Derek Brindle – CSI (acting for Gail Malpass)	–	–	–	✓	–	–

- Represented by Proxy:
Adam Kerslake replaced Chris Christodoulou as the representative for Unions NSW on 8 October 2008.
Jennifer Doubell resigned from the CICC on 8 October 2008.

Appendix 15: Junee Correctional Centre 2008/09 Performance Assessment Report

1. Background

The GEO (Global Expertise Outsourcing) Group Australia manages Junee Correctional Centre, the State's only privately operated correctional centre, under a management agreement with Corrective Services NSW. GEO has been managing the centre since it opened in April 1993.

Under section 242 of the *Crimes (Administration of Sentences) Act 1999* (the Act), a person referred to as the Monitor is appointed under the *Public Sector Employment and Management Act 2002* 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 regular basis to conduct performance assessments. These performance assessments included:

- validation of the data supplied by GEO each month to show compliance with 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.

2. Methodology

The following methodology was used for the 2008/2009 performance assessment:

- In February 2008, Corrective Services' Offender Services and Programs Advisory Team (the team) conducted an audit of Junee but did not release their report to GEO until November 2008. (The results of that audit form part of the findings of this annual assessment.)
- During each visit to Junee, the Monitor validated data supplied on a monthly basis by GEO, indicating their level of performance against each of the indicators in the PLF. (The validation process involved going back to source documents held at Junee.)
- During each visit to Junee, the Monitor reviewed Junee's compliance with specified procedures itemised in the Monitor's Monthly Checklist. This list is used to identify possible security issues and areas of risk, including the maintenance of log books, unit records and registers, segregated and protective custody directions, inmate movement, management and maintenance of security keys, weapons and electronic security systems, search information

and management records and urinalysis procedures. It also involves the observation of staff in the performance of their duties and questioning them about their understanding of their roles. Source documentation relating to the elements of the checklist is also reviewed.

- During most visits, the Monitor reviewed compliance against selected minimum standards for the operation of correctional centres under contract management.
- During each visit, the Monitor interviewed staff, inmates and management team members and sampled documents, files and records.

3. Monitor's Checklist

The Monitor's Monthly Checklist was used to assess significant security systems 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.

There were a number of recurring issues identified during the contract year, these included consistency of daily checks of the contents of the Armoury; quality of supervision of inmates when receiving methadone; and frequency with which management checked and validated records/registers/logs.

4. Performance Linked Fee

For each financial year, the PLF is calculated as a maximum payment of 2.5 percent of the operational service level fee and is paid annually in arrears. It is primarily intended as an incentive for the achievement of the highest possible standard of correctional programs and services.

Payment of the PLF is conditional and is linked to the level of attainment of agreed Key Performance Indicators (KPIs). Agreed KPIs have a specified Base Level Performance and Best Practice Performance. GEO'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 of performance 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.

The Commissioner approved GEO receiving the entire amount of PLF funds withheld for the 2007/ 2008 contract year.

At the time of preparing this 2008/09 report, the Commissioner had not determined the amount of PLF funds that would be paid to GEO for the 2008/09 contract year.

Appendix 15: Junee Correctional Centre 2008/09 Performance Assessment Report

(continued)

5. Offender Services and Programs Audit

The team identified the aspects of provision of offender services and programs considered most important to the rehabilitation and well being of offenders, and selected the most relevant specifications and KPIs from the Junee Tender Specifications documents for inclusion in the audit.

To increase confidence in the results of the audit, it was decided that multiple methods of data collection would be used and that, wherever possible, evidence of compliance with specifications would be based on more than one source of data.

The team was welcomed by the Junee Management Team who provided open access to the centre and relevant records. All managers and staff were very co-operative and willingly shared information.

The team was impressed with the positive atmosphere at the correctional centre and with the evidence that relationships among staff and inmates are based on a culture of polite, respectful and supportive interaction within appropriate professional boundaries.

The main recommendations of the team centred around supervision issues of intern psychologists, the need for a referral system that records and links assessments to programs and the hygiene of the barber shop area.

The team was satisfied that the strategies put in place by Junee Management would address the findings of the report.

6. Minimum Standards

The following minimum standards were assessed during the contract year and Junee Correctional Centre management complied with the conditions of all of the following minimum standards:

- 2.7 Escorting inmates outside the correctional centre
- 2.10 Drug Interdiction Program
- 2.11 Searching
- 2.13 Armoury Control
- 2.22 Segregation
- 2.26 Inmate Clothing
- 2.27 Inmate Bedding

7. Yearly Highlights

Junee Re-tender

GEO were again successful in re-tendering for the contract for the management of Junee Correctional Centre. The tender bid

included offers to put in place additional building infrastructure to improve the services and facilities for inmates and staff. The costs were built into the tender price. The new contract also saw GEO move away from its long-term partner for the delivery of inmate programs, East Gippsland TAFE, to the NSW based Riverina TAFE.

Community Relationships

The Junee Correctional Centre continued to be a good neighbour to the local community through several initiatives including:

- inmate work parties undertaking regular beautification programs for Junee and Wagga Wagga Councils;
- continuing to build relationships with the local business community through its annual Industry Business Luncheon; (The 2009 Luncheon attracted attendees representing 13 business organisations from the Riverina including Wagga Wagga Chamber of Commerce and Industry and the Mayor of Wagga Wagga.)
- being a regular collection point for the Australian Red Cross mobile blood unit with many staff donating their blood to this community cause;
- sponsoring an annual fun run from the correctional centre to the Junee township recreation centre to celebrate Australia Day;
- continuing support for the Riverina Cancer Care Centre;
- modifying a 1984 Commodore for the Cystic Fibrosis rally;
- continuing the training of dogs and short-term housing of puppies for the Wagga Wagga Assistance Dogs Australia program.

Improving Standards

During 2008/09, the Junee Correctional Centre received external recognition for the following aspects of its operations:

- Junee Correctional Centre has become the first Correctional Centre in Australia to receive the ISO Environmental Certification (ISO 14001:2004).
- The Health Services Department at the Centre has met the requirements for accreditation by the Australian Council of Healthcare Standards.

8. Conclusion

Apart from the issues of non-compliance raised, GEO met its contractual obligations for the 2008/09 contract year.

Appendix 16: Freedom of Information Statement of Affairs

1. Structure and functions of Corrective Services NSW

The structure and functions of Corrective Services NSW (CSNSW) are described in the body of this Annual Report. Further details are contained in the Corporate Plan, which may be obtained from the Corrective Services Library on (02) 9804 5459 or on the Corrective Services website at www.correctiveservices.nsw.gov.au. The Corrective Services switchboard number is (02) 8346 1333.

2. Effect of Corrective Services NSW's functions on members of the public

Corrective Services 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

Corrective Services' NSW protects the community by containing, managing and supervising offenders. Information on how Corrective Services contains, manages and supervises offenders is within the body of the Annual Report.

Corrective Services' Board of Management makes the major management, financial and policy decisions. Membership of the Board is set out in the Annual Report.

Decisions regarding the functions of Corrective Services are made at various levels, usually under delegation from the Commissioner.

Corrective Services' 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. Corrective Services' Restorative Justice Unit maintains this Register. Section 256(2) 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 serving sentences of 3 years or more, 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 1 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 Corrective Services, 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 Corrective Services 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 Corrective Services website www.correctiveservices.nsw.gov.au by using the feedback facility on that site.

Corrective Services has a number of arrangements that enable members of the public to participate directly in the formulation of policy or decisions. These arrangements are outlined immediately below.

Official Visitors

The Minister appoints Official Visitors who are assigned to visit specific correctional complexes, correctional centres and periodic detention centres at least once each month, and serve as independent sources of problem resolution relating to complaints by inmates and staff at the local level. Each Official Visitor must submit a quarterly report to the Commissioner and a report to the Minister every 6 months.

From time to time, Corrective Services advertises in relevant newspapers calling for applications from interested persons. The Minister selects and appoints the preferred applicants to the pool of Official Visitors.

Appendix 16: Freedom of Information Statement of Affairs (continued)

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; local government; police; Community Offender Services; local hospitals; local industry; local agencies and organisations providing services to offenders; and local residents. For further details and advice on how to become a member, contact the general manager of the relevant correctional centre.

Correctional Industries Consultative Council of NSW

The Correctional Industries Consultative Council of NSW acts as a link between Corrective Services Industries and the private sector. The Council consists of representatives from industry groups, Unions NSW, and a representative from the community. For further details and advice on how to become a member, contact the 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 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 Corrective Services 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

Community Restorative Centre (CRC) 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 Corrective Services. They receive some funding from Corrective Services that assists with their administration costs.

4. Description of the kinds of documents held by Corrective Services

Policies and Procedures

Corrective Services 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 Corrective Services. (See point 5 of this statement for further details.)

Reports

Corrective Services 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.

Corrective Services' Annual Report is published in accordance with statutory requirements. Annual reports are not for sale but may be accessed freely on Corrective Services' website www.correctiveservices.nsw.gov.au or at Corrective Services' Library. (Refer to point 5 for contact details.)

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 Corrective Services. Commissioner's Memoranda are more general communications to Corrective Services staff.

The Deputy Commissioner, Offender Management and Operations issues information, instructions and procedures known as Deputy Commissioner's Memorandum 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.

Appendix 16: Freedom of Information Statement of Affairs (continued)

Files

Corrective Services 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 Corrective Services
Part-time Teacher	Information about a part-time teacher working for Corrective Services
Periodic Detention	Information about offenders in the Periodic Detention Program
Personnel	Information about an employee prepared by Corrective Services staff concerning personnel matters
Psychology	Information about an inmate prepared by a Corrective Services psychologist
Serious Offenders Review Council (SORC)	Information about a serious offender, or other inmate who comes within the jurisdiction of the Serious Offenders Review Council
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

Corrective Services 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

Corrective Services produces material on various aspects of its operations from time to time that may be listed in the Summary of Affairs.

Databases

Corrective Services maintains various databases such as the Offender Integrated Management System (OIMS). Further details regarding databases are provided in the Privacy Management Plan, which is available on Corrective Services' website at www.correctiveservices.nsw.gov.au.

Registers

Corrective Services maintains the Victims' Register and a register of Memoranda of Understanding between Corrective Services and other agencies.

Personal information held by Corrective Services

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 and whether the agency holds personal information relating to that person. 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 and whether the agency holds health information relating to that person. Corrective Services 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 Corrective Services; and
- information about victims of crime.

Appendix 16: Freedom of Information Statement of Affairs (continued)

5. Access arrangements, procedures and points of contact

Summary of Affairs

Corrective Services publishes a six-monthly Summary of Affairs. This document identifies Corrective Services 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 Corrective Services 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 Corrective Services website. The Government Gazette may be viewed for free on the Internet at www.advertising.nswp.commerce.nsw.gov.au/gazette, or back copies of hard copies may be read in the 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 Corrective Services' 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 Corrective Services (access is granted according to the provisions of the Department of Premier and Cabinet Personnel Handbook). Corrective Services refuses requests for personal files under the FOI Act pursuant to sections 25(1)(b1) or 25(1)(c) of the FOI Act.

In general, others seeking access to documents concerning their personal affairs should make an application under the FOI Act. The document, Public Access to Records, Documents, Personal Information and Health Information, described below under the heading "Access to all other departmental documents", provides further information.

Amendment of records about personal affairs

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 Corrective Services 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 Corrective Services to have records amended according to the provisions of the Personnel Handbook.

Documents held in the Corrective Services Library

The Corrective Services Library is open to the public. Members of the public may view and photocopy documents, within copyright guidelines, but cannot borrow items. Corrective Services 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@correctiveservices.nsw.gov.au or from www.bfcsa.nsw.gov.au. The Library can be also accessed through the Corrective Services' website.

Corrective Services' Internet site

Corrective Services' website is www.correctiveservices.nsw.gov.au. A variety of documents are available on this site.

Access to all other Corrective Services documents

A member of the public may need to make a formal application under the FOI Act to gain access to documents held by Corrective Services. Corrective Services 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 Corrective Services or held on behalf of Corrective Services by the State Records Authority of New South Wales. The document is available on Corrective Services' website.

Appendix 16: Freedom of Information Statement of Affairs (continued)

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 Corrective Services, 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 Corrective Services' website.

Corrective Services' 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 Corrective Services' website at www.correctiveservices.nsw.gov.au. Corrective Services' Amendment of Records Application form is also available on Corrective Services' website, at correctional centres, Community Offender Services' offices, and 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:

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

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

** Refund may apply as a result of a successful application for amendment of records made subsequent to a personal application.

*** Refund may apply as a result of a successful internal review.

The telephone numbers for the FOI and Privacy Unit are:

- (02) 8346 1067
- (02) 8346 1359
- (02) 8346 1329 and
- (02) 8346 1476.

The Unit is generally open between 8.30am and 4.30pm 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.

Appendix 17: Freedom of Information (FOI) – Summary and Commentary of the FOI Statistics of the FOI and Privacy Unit

In 2008/09, Corrective Services received 327 applications for documents under the *Freedom of Information Act 1989* compared with 305 applications in 2007/08 and 307 applications in 2006/07. The number of applications received was 7 percent more than in 2007/08.

In 2008/09, eleven applications were brought forward for processing from the 2007/08 reporting period, resulting in a total case load of 338 applications. Of these:

- 309 applications were completed;
- Nine applications were discontinued (five were withdrawn and four were not processed as the applicant failed to pay the required advance deposit);
- No applications were transferred to another agency;
- 20 applications were carried over to the 2009/10 reporting period.

Applicants sought access to documents in relation to Corrective Services statistics, and correctional management and staff disciplinary matters, however, most applications received in 2008/09 were in relation to the files of inmates and ex-inmates. As in previous years, a significant number of applications were received from Legal Aid NSW on behalf of offenders. In 2008/09, 125 such applications were received compared with 111 applications in 2007/08.

Access to documents in 2008/09 compared with 2007/08 and 2006/07

- 20 percent of applicants (61) gained access to all requested documents, compared with 16 percent in 2007/08 and 14 percent in 2006/07.#
- 72 percent of applicants (224) gained access to some of the requested documents, compared with 71 percent in 2007/08 and 80 percent in 2006/07.*
- 2 percent of applicants (5) were refused access to all requested documents compared with 4 percent in 2007/08.**
- 6 percent of applicants (19) sought documents not held by Corrective Services compared with 7 percent in 2007/08.**

A major contributing reason for the relatively low percentage of applicants being granted access to all requested documents, is that applicants were often denied access to documents/information concerning the personal affairs of other people (third-parties).

* The outcome described is the primary outcome. In some cases, applications were multi-faceted and applicants also applied for documents that were either not held by Corrective Services or were otherwise available.

** In the 2006/07 reporting period, six percent of applicants were refused access to all documents or sought documents not held by Corrective Services.

Internal Reviews

In 2008/09, eleven applications were lodged for an internal review of a determination. Ten applications were finalised and one was carried over to the next reporting period. Of the ten applications that were finalised, two applications resulted in the original determination being upheld, and eight applications resulted in the determination being varied; however, variation did not necessarily result in a document(s) being released, as the reason for the denial of access may have been changed.

External Reviews

In 2008/09, five appeals were lodged with the NSW Office of the Ombudsman in respect of determinations made by Corrective Services. Two of these appeals were finalised, and an appeal which was carried over from the previous reporting period was also finalised. In all three cases, the Ombudsman decided to take no further action. The remaining three appeals were not finalised by the end of the reporting period.

In 2008/09, two new applications were lodged with the Administrative Decisions Tribunal in respect of determinations made by Corrective Services. In both cases, the matters were not finalised by the end of the reporting period. One application from a previous reporting period, however, was finalised. The orders sought by the applicant were refused by the Tribunal.

Other Applications

There was one application lodged for an amendment of records, which was agreed to in full.

Ministerial Certificates

There were no Ministerial Certificates issued during the reporting period.

Consultations

In the 2008/09, 47 applications required formal consultation, compared with 49 in 2007/08, and 56 in 2006/07. Some applications required consultation with more than one party; as a result, Corrective Services made a total of 75 consultations compared with 68 in 2007/08 and 81 in 2006/07.

Appendix 17: Freedom of Information (FOI) – Summary and Commentary of the FOI Statistics of the FOI and Privacy Unit (continued)

Time taken to complete FOI applications for documents

- 73 percent of applications (226) were completed within 21 days, compared with 77 percent in 2007/08.
- 11 percent of applications (32) 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, compared with 12 percent in 2007/08.
- 8 percent of applications (25) took more than 21 days to complete, where no extended determination period applied, compared with 5 percent in 2007/08.
- 8 percent of applications (26) took more than 35 days to complete, where extended determination period applied, compared with 6 percent in 2007/08.

Processing time for FOI applications for documents

- 94 percent of applications (291) were processed in 10 hours or less;
- 5 percent of applications (15) took between 11 and 20 hours to process;
- 1 percent of applications (3) took between 21 and 40 hours to process;
- No application took more than 40 hours to process.

Costs and fees/charges for applications processed

In 2008/09, the assessed cost of dealing with the applications for documents was \$44,756. This amount 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 is prescribed by the Department of Premier and Cabinet). The costs incurred by Corrective Services were partly offset by the receipt of application fees and processing charges which totalled \$6,077 in the reporting period. In 2007/8, fees and charges had totalled \$8,697.

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 24 December, 2008. The Statement of Affairs for 2008/09 is incorporated in Corrective Services' Annual Report.

Appendix 18: Freedom of Information (FOI) Statistics

Statistics for period: 01/07/2008–30/06/2009

Comparison period: 01/07/2007–30/06/2008

Section A: New FOI Applications – How many FOI applications were received, discontinued or completed?

	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
A1 New	279	301	26	26	305	327
A2 Brought forward	9	9	4	2	13	11
A3 Total to be processed	288	310	30	28	318	338
A4 Completed	275	288	22	21	297	309
A5 Discontinued	4	5	6	4	10	9
A6 Total processed	279	293	28	25	307	318
A7 Unfinished (carried forward)	9	17	2	3	11	20

Appendix 18: Freedom of Information (FOI) Statistics (continued)**Section B: Discontinued Applications – Why were FOI applications discontinued?**

	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
B1 Request transferred out to another agency (s.20)	0	0	0	0	0	0
B2 Applicant withdrew request	3	3	0	2	3	5
B3 Applicant failed to pay advance deposit (s.22)	1	2	6	2	7	4
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	4	5	6	4	10	9

Section C: Completed Applications – What happened to completed FOI applications?

	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
C1 Granted or otherwise available in full	40	53	8	8	48	61
C2 Granted or otherwise available in part	211	216	4	8	215	224
C3 Refused	4	2	9	3	13	5
C4 No documents held	20	17	1	2	21	19
C5 Total completed	275	288	22	21	297	309

Section D: Applications Granted or Otherwise Available in Full – How were the documents made available to the applicant?

	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
D1 Provided to the applicant	40	53	8	8	48	61
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	40	53	8	8	48	61

Appendix 18: Freedom of Information (FOI) Statistics (continued)**Section E: Applications Granted or Otherwise Available in Part – How were the documents made available to the applicant?**

	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
E1 Provided to the applicant	198	202	2	8	200	210
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	13	14	2	0	15	14
E8 Total granted or otherwise available in full	211	216	4	8	215	224

Section F: Refused FOI Applications – Why was access to the documents refused?

	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
F1 Exempt	3	1	3	3	6	4
F2 Deemed refused	1	1	6	0	7	1
F3 Total refused	4	2	9	3	13	5

Section G: Exempt Documents – Why were the documents classified as exempt (identify ONE reason only?)

	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
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)	17	4	2	4	19	8
G4 Documents affecting counter terrorism measures (clause 4A)	0	0	0	0	0	0
G5 Document affecting intergovernmental relations (clause 5)	0	0	0	0	0	0
G6 Documents affecting personal affairs (clause 6)	191	202	3	5	194	207
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

Appendix 18: Freedom of Information (FOI) Statistics (continued)**Section G: Exempt Documents – Why were the documents classified as exempt (identify ONE reason only? (continued)**

	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
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	1	0	1	0
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	1	0	1	0
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
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	7	0	0	0	7
G25 Internal working documents (clause 9)	0	0	0	0	0	0
G26 Documents created by						
Corrections Intelligence						
Group of CSNSW (clause 43B)	0	3	0	1	0	4
G27 Other exemptions (e.g., clauses 20, 22A and 26)	0	1	0	1	0	2
G28 Total exempt	214	217	7	11	221	228

Appendix 18: Freedom of Information (FOI) Statistics (continued)

Section H: Ministerial Certificates (s.59) – How many Ministerial Certificates were issued?

	2007–08	2008–09
H1 Ministerial Certificates issued	0	0

Section I: Formal Consultations – How many formal consultations were conducted?

	2007–08	2008–09
I1 Number of applications requiring formal consultation	49	47
I2 Number of persons formally consulted	68	75

Section J: Amendment of Personal Records – How many applications for amendment of personal records were agreed or refused?

	2007–08	2008–09
J1 Agreed in full	0	1
J2 Agreed in part	0	0
J3 Refused	0	0
J4 Total	0	1

Section K: Notation of Personal Records – How many applications for notation of personal records were made (s.46)?

	2007–08	2008–09
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)?

	Assessed Costs		Fees Received	
	2007–08	2008–09	2007–08	2008–09
All completed applications	\$45,459.50	\$44,756.00	\$8,697.00	\$6,076.75

Section M: Fee Discounts – How many fee waivers or discounts were allowed and why?

	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
M1 Processing fees waived in full	0	0	0	0	0	0
M2 Public Interest discounts	0	0	0	0	0	0
M3 Financial hardship discounts – inmates, pensioner or child	234	222	2	2	236	224
M4 Financial hardship discounts – non-profit organisation	0	0	0	0	0	0
M5 Total	234	222	2	2	236	224

Appendix 18: Freedom of Information (FOI) Statistics (continued)**Section N: Fee Refunds – How many refunds were granted as a result of significant correction of personal records?**

	2007–08	2008–09
N1 Number of fee refunds granted as a result of significant correction of personal records	0	0

Section O: Days Taken to Complete Application (Calendar Days) – How long did it take to process completed applications?

	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
O1 0-21 days – statutory determination period	225	220	5	6	230	226
O2 22-35 days – extended statutory determination period for consultation or retrieval of archived records (s.59B)	30	31	4	1	34	32
O3 Over 21 days – deemed refusal where no extended determination period applies	11	22	5	3	16	25
O4 Over 35 days – deemed refusal where extended determination period applies	12	15	5	11	17	26
O5 Total	278	288	19	21	297	309

Section P: Processing Time (Hours) – How long did it take to process completed applications?

	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
P1 0-10 hours	260	271	20	20	280	291
P2 11-20 hours	10	14	1	1	11	15
P3 21-40 hours	5	3	0	0	5	3
P4 Over 40 hours	0	0	1	0	1	0
P5 Total	275	288	22	21	297	309

Section Q: Number of Reviews – How many reviews were completed?

	2007–08	2008–09
Q1 Internal reviews	17	10
Q2 Ombudsman reviews	5	3
Q3 ADT reviews	2	1

Appendix 18: Freedom of Information (FOI) Statistics (continued)

Section R: Results of Internal Reviews – What were the results of internal reviews finalised?

Grounds on which the internal review was requested	Personal		Other		Total	
	Upheld	Varied	Upheld	Varied	Upheld	Varied
R1 Access refused	0	2	1	0	1	2
R2 Access deferred	0	0	0	0	0	0
R3 Exempt matter deleted from documents	1	6	0	0	1	6
R4 Unreasonable charges	0	0	0	0	0	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	0	0	0	0	0
R8 Total	1	8	1	0	2	8

Appendix 19: Privacy and Personal Information Protection Statement

Internal Reviews

This financial year Corrective Services received five applications for internal review under the *Privacy and Personal Information Protection Act 1998* (PPIPA). Two of the applications were not finalised by the end of the financial year.

The Findings for two of the internal reviews found no wrong-doing by Corrective Services.

With one internal review Corrective Services was found to have breached section 12 of PPIPA.

Requests

This financial year Corrective Services received no requests under either section 14 or section 15 of the PPIP Act.

Section 45 Complaints

This financial year Corrective Services received no complaints pursuant to section 45 of the PPIP Act.

Privacy Management Plan, policies, and practices

Corrective Services has a privacy management plan, which is reviewed on an ongoing basis. Corrective Services has a number of policies and written practices available to staff, which provide advice on how to handle personal information held by Corrective Services in accordance with PPIPA and the *Health Records and Information Privacy Act 2002*. Corrective Services' FOI & Privacy Unit has an Internet and intranet site, which provides information on privacy issues.

Appendix 20: New Legislation 2008–2009

1. *Mental Health Legislation Amendment (Forensic Provisions) Act 2008 and Mental Health (Forensic Provisions) Regulation 2009*

The *Mental Health Legislation Amendment (Forensic Provisions) Act 2008* and *Mental Health (Forensic Provisions) Regulation 2009* commenced on 1 March 2009.

The *Mental Health Legislation Amendment (Forensic Provisions) Act 2008* primarily amended the *Mental Health (Criminal Procedure) Act 1990* and the *Mental Health Act 2007*. It clarified the status of an inmate convicted of a criminal offence and transferred from a correctional centre to a forensic hospital during the period of imprisonment (“a correctional patient”); and clarified that the detention of a person in a mental health facility does not prevent the granting of parole to this person.

The Act provided that the regulations may modify Part 3 of Chapter 3 of the *Mental Health Act 2007* (“Involuntary Treatment in the Community”) for the purpose of consistency with the *Crimes (Administration of Sentences) Act 1999* with respect to correctional patients, inmates of correctional centres and persons subject to parole; and that a community treatment order made in respect of a person detained in a correctional centre continues in force if the person is released.

The *Mental Health (Forensic Provisions) Regulation 2009* repealed and replaced the *Mental Health (Criminal Procedure) Regulation 2007*. Parts of the Regulation are relevant to Corrective Services, in that it:

- authorises officers of Corrective Services, the Department of Juvenile Justice, Justice Health and police officers to provide transport of forensic patients between courts, correctional centres and mental health facilities;
- permits the exchange of information between the Departments of Health, Corrective Services and Juvenile Justice concerning forensic patients, correctional patients, former forensic patients, former correctional patients, persons (other than forensic patients and correctional patients) who are or may be subject to forensic community treatment orders, and visitors to forensic patients and correctional patients who are reasonably believed to pose a security risk to the good management and order of a correctional centre or mental health facility.

2. *Crimes (Administration of Sentences) Amendment Act 2008*

The *Crimes (Administration of Sentences) Amendment Act 2008* received assent on 8 December 2008 and mostly commenced on 12 December 2008 and 13 February 2009.

The objects of this Act included amendments to the *Crimes (Administration of Sentences) Act 1999*:

- establish residential facilities to accommodate certain inmates prior to release from custody and persons subject to non-custodial orders (such as good behaviour bonds or parole orders), and to provide for the management and administration of these facilities;
- enable further regulations to be made in respect of the seizure and forfeiture of any property (including drugs) that is unlawfully in the possession of an inmate or other person, or that is brought into or found within a correctional centre or correctional complex;
- confirm that immigration detainees and persons sentenced to imprisonment by the Australian Military Court may be held in correctional centres;
- provide that appointments to the State Parole Authority are to be for a period not exceeding three years (instead of a three year fixed term);
- reduce the maximum number of community members who may attend a State Parole Authority meeting (other than a general meeting) from four to two, with no change to the number of community members that make up the pool of people who can be called on to attend meetings;
- allow a victim of a serious offender to authorise a person to act as his or her agent, with the written approval of the Commissioner, for the purpose of accessing documents held by the State Parole Authority in relation to the offender;
- ensure that an inmate, who is not released on parole on reaching his or her initial parole eligibility date, becomes eligible for release on parole on each anniversary of that parole eligibility date, and no sooner; and that, if the State Parole Authority orders the release of the offender on an annual review of the offender’s case, the release order will not take effect until the anniversary of the offender’s parole eligibility date;
- enable regulations to be made that require any of the functions of the Serious Offenders Review Council (SORC) in relation to segregated and protective custody of inmates to be exercised by the Chairperson of the SORC alone;

Appendix 20: New Legislation 2008–2009 (continued)

- restrict the circumstances in which money must be held for an inmate;
- clarify the powers of the general manager of a correctional centre with respect to work performed by inmates;
- allow a person in custody under 18 years of age who is being transferred to a juvenile correctional centre to be held temporarily in a children's detention centre if it is necessary or convenient to do so (e.g., overnight on a long or disrupted transfer).

An amendment providing that correctional staff may be tested for steroids, in addition to alcohol and prohibited drugs, has not yet commenced pending the development of appropriate policy and procedures.

The *Crimes (Administration of Sentences) Amendment Act 2008* also amended the *Children (Detention Centres) Act 1987* to:

- provide for further circumstances in which a detainee aged between 18 and 21 years may *not* be detained in a children's detention centre;
- confirm that the Children's Court is to continue to exercise its functions as the Parole Authority in respect of the parole orders for certain detainees under 18 years of age who are being held in a correctional centre.

3. Crimes (Administration of Sentences) Regulation 2008

On 1 September 2008, the *Crimes (Administration of Sentences) Regulation 2001* was repealed and replaced by the *Crimes (Administration of Sentences) Regulation 2008*.

The *Crimes (Administration of Sentences) Regulation 2008* substantially replicates the 2001 Regulation, although the numbering of clauses has been revised for administrative purposes.

New provisions in the 2008 Regulation include:

- Clause 13(3)(e)
In preparing an inmate's case plan, regard is to be had to the inmate's history of behaviour while subject to supervision other than as an inmate:
 - (i) pursuant to any conditions of bail,
 - (ii) pursuant to any conditions of parole,
 - (iii) pursuant to any conditions to which any sentence or other penalty imposed by a court is subject, or
 - (iv) pursuant to any conditions to which any extended supervision order under the *Crimes (Serious Sex Offenders) Act 2006* is subject;

- Clause 30(3)(d)
The classes of inmates that the Commissioner may direct to be kept separate now includes those inmates who are detained under a preventative detention order within the meaning of Part 2A of the *Terrorism (Police Powers) Act 2002*;
- Clause 43
It provides for, and defines, a strip-search of an inmate (consistent with strip-searches conducted under the *Law Enforcement (Police Powers and Responsibilities) Act 2002*);
- Clause 203, clause 223 and clause 241
They provide for preparation and adoption of case plans for home detainees, offenders on community-based sentences and parolees respectively;
- Clause 224
It changed from old clause 215 "(a) The offender must be of good behaviour and must not, while on release on parole, commit any offence... (c) the relevant parole order may be revoked if the Parole Authority determines that it has sufficient reason to believe that the offender, having been released from custody, has not adapted to normal community life" to "(a) the offender must, while on release on parole, be of good behaviour, (b) the offender must not, while on release on parole, commit any offence, (c) the offender must, while on release on parole, adapt to normal community life";
- Clause 232(1)(c)
The State Parole Authority may revoke a parole order before release of the inmate in circumstances in which the Parole Authority decides that satisfactory accommodation arrangements or post-release plans have not been made or are not able to be made.

4. Transfer of Allocation of Act

On 15 October 2008, the Lieutenant Governor, with the advice of the Executive Council, approved the administration of the *Crimes (Administration of Sentences) Act 1999* being vested as follows:

- Section 183(2)(a): the Attorney General
- Remainder: the Minister for Justice (now the Minister for Corrective Services).

The effect of this Allocation is that the Attorney General is responsible for recommending the appointment of judicial members of the State Parole Authority. Responsibility for recommending the appointment of community members remains with the Minister for Corrective Services. Responsibility for recommending the appointment of both judicial and community members of the Serious Offenders Review Council remains with the Minister for Corrective Services.

Appendix 20: New Legislation 2008–2009 (continued)

5. *Crimes (Administration of Sentences) Amendment Regulation 2009*

The *Crimes (Administration of Sentences) Amendment Regulation 2009* commenced on 13 February 2009.

This Regulation amended the *Crimes (Administration of Sentences) Regulation 2008* to establish a new designation for inmates who are believed to constitute an extreme danger to other people or to good order and security, and who may engage in, or incite others to engage in, activities that constitute a serious threat to the peace, order or good government of the State or any other place.

These inmates are to be known as *extreme high risk restricted* (EHRR) inmates, and are to be subject to a stricter security and management regime than other inmates.

The amendments provide that:

- EHRR inmates are to be generally allowed only one visit each week, and visitors must be pre-approved by the Commissioner and may be required to undergo a criminal record check;
- Visits to EHRR inmates are to be non-contact visits and must be conducted in English or another approved language with an interpreter present;
- All letters and parcels to and from EHRR inmates will be opened and read, other than correspondence with exempt bodies (such as the Ombudsman) and Australian legal practitioners in certain circumstances;
- All correspondence from EHRR inmates must be written in English or another approved language and may be translated;
- All telephone calls by EHRR inmates must be conducted in English or another approved language;
- EHRR inmates will not be allowed to receive any money directly or into their accounts (other than money paid to inmates by the Commissioner), and any such money will be returned to the sender or confiscated;
- EHRR inmates are not to have access to an Official Visitor (consistent with current provisions for Category AA inmates and Category 5 female inmates);
- Reviews of segregated custody directions and protected custody directions related to EHRR inmates are to be heard by the Chairperson of the Serious Offenders Review Council alone;
- EHRR inmates are to be deemed as serious offenders for the purposes of the *Crimes (Administration of Sentences) Act 1999*.

The *Crimes (Administration of Sentences) Amendment Regulation 2009* also provided:

- that the Serious Offenders Review Council will not be required to disclose in the record of its proceedings any information the disclosure of which may prejudice national security;
- for the circumstances in which a correctional officer may terminate an inmate's telephone call;
- that exempt persons and bodies may, by written notice sent to the Commissioner, direct that correspondence not be sent to them by certain inmates or certain classes of inmates, and that any such correspondence by inmates may be confiscated.

6. *Crimes (Administration of Sentences) Amendment Act 2009*

The *Crimes (Administration of Sentences) Amendment Act 2009* commenced on 26 June 2009.

The object of this Act was to confirm current arrangements for the care, control and management of inmates in connection with the designation of inmates for the management of security and other risks, and the separation of inmates from other inmates in a correctional centre.

The Act introduced amendments to the *Crimes (Administration of Sentences) Act 1999* which confirmed current arrangements that conditions of custody of inmates may vary for different inmates (including with respect to association of inmates in the same correctional centre); and confirmed that inmates or groups of inmates may be held separately from other inmates in a correctional centre for the purposes of the care, control or management of the inmate or group of inmates. Any such separation may arise from a requirement of the *Crimes (Administration of Sentences) Act 1999* or the regulations, the classification or designation of the inmates, any program undertaken by the inmates or any intensive monitoring required of the inmates. The amendment also confirmed that inmates may be held separately from other inmates without the making of a segregated custody direction.

7. *Child Protection (Offenders Registration) Amendment Act 2008*

The *Child Protection (Offenders Registration) Amendment Act 2008* commenced on 28 October 2008.

This Act amended the *Child Protection (Offenders Registration) Act 2000* to permit freer exchange of information between

Appendix 20: New Legislation 2008–2009 (continued)

agencies (including Corrective Services NSW) involved in child protection to facilitate the management of high-risk offenders across multiple agencies through the establishment of Child Protection Watch Teams.

8. Civil Liability Legislation Amendment Act 2008

The *Civil Liability Legislation Amendment Act 2008* commenced on 12 November 2008.

The object of this Act was to improve the Offender Damages Trust Fund provisions of the *Civil Liability Act 2002* to make it easier for victims to make claims (by extending the period in which victim claims may be lodged from six months to twelve months), and to reduce unnecessary costs incurred by the State in responding to personal injury claims by offenders.

The Act inserted new provisions into Part 2A (Offender Damages) of the *Civil Liability Act 2002* requiring a claimant to notify the protected defendant in writing of an incident that may give rise to a damages claim within six months of the incident. The written notice must specify the date of the incident, describe the incident and state that the incident may give rise to a claim against the protected defendant. The protected defendant is to be entitled to request information and documents from the claimant that will enable the protected defendant to assess the merits of the claim and any liability, and make a settlement offer where appropriate; and the claimant must provide such information and documents.

An offender is not required to comply with such a request for information if the offender is considered a *vulnerable offender* i.e., if the offender has a reasonable apprehension that his or her safety will be put at risk if he or she notifies the protected defendant or complies with a request for information, and has applied to be placed in protective custody or transferred to another correctional facility. Once the offender has been either placed in protective custody or transferred, or if the offender's application is rejected or the offender declines to be placed in

protective custody or transferred, the offender ceases to be considered a vulnerable offender and must comply with the protected defendant's request for information.

9. Crimes (Administration of Sentences) (Interstate Leave) Amendment Order 2008

The *Crimes (Administration of Sentences) (Interstate Leave) Amendment Order 2008* was made on 19 November 2008.

The object of this Order is to declare the *Prisons Act 1981* of Western Australia and the *Prisons Regulations 1982* of Western Australia to be corresponding interstate laws for the purpose of interstate leave of absence made under section 28 of the *Crimes (Administration of Sentences) Act 1999*.

A significant judicial decision of 2008/09:

**“Sleiman v Commissioner of Corrective Services & Anor;
Hamzy v Commissioner of Corrective Services & Anor [2009] NSWSC 304**

The Judgment of Adams J under the *Felons (Civil Proceedings) Act 1981* of 24 April 2009 in which leave was granted to commence proceedings for administrative relief and damages where the plaintiffs argued that restrictions on their residual liberty amounted to false imprisonment.”

This is not a “final decision” but only a decision that permits the inmates to commence their proceedings. It is significant because the concept of residual liberty is controversial and not established in Australian law. It was imported from Canada – and has been rejected in the United Kingdom and New Zealand. The actual cases commenced, based upon the leave granted, have not been finalised to date.

Appendix 21: Government Contributions to Corrective Services Expenditure

	2004/05 \$'000	2005/06 \$'000	2006/07 \$'000	2007/08 \$'000	2008/09 \$'000
Recurrent	602,066	645,792	700,945	770,697	821,313
Capital	70,301	123,246	114,104	56,613	90,038
Capital appropriations (Asset sale proceeds transferred to the Crown Entity)	–	–	–	–	(456)
Acceptance by the Crown	58,483	26,300	32,863	36,259	43,571

Appendix 22: Use of Corporate Credit Cards

In accordance with Treasurer's Directions 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
11 October 2009

Appendix 23: Overseas Visits

Officers	Period	Days	Countries/ Cities Visited	Purpose	Cost to Corrective Services NSW	Source of Funds
Chris Vial Manager of Security, Brush Farm, Corrective Services Academy (BFCSA)	10–19 November 2008	9 days	Jakarta, Semarang, Indonesia	Preliminary briefing about the secondment to Indonesia; attend the Multi National Operational Support Team Symposium on "Regional Approaches to Countering Radicalisation in Prisons"	Nil	Department of Foreign Affairs and Trading
Chris Vial Acting General Manager, Brush BFCSA	30 January– 2 February 2009	3 days	Jakarta, Indonesia	Commence his 6 month secondment to the Indonesian Department of Corrections Academy	Nil	Department of Foreign Affairs and Trading
Mark Wilson Acting Assistant Commissioner Logistics and Strategic Operations	15–19 November 2008	4 days	Jakarta, Semarang, Indonesia	Attend the Multi National Operational Support Team Symposium on "Regional Approaches to Countering Radicalisation in Prisons".	Nil	Department of Foreign Affairs and Trading
Wayne Creighton Acting General Manager, High Risk Management Unit	26 April–30 July 2009	3 months	Jakarta, Indonesia	Secondment to Indonesian Department of Corrections Academy	Nil	Department of Foreign Affairs and Trading
Paul Bonnett Senior Learning and Development Facilitator	26 April–30 July 2009	3 months	Jakarta, Indonesia	Secondment to Indonesian Department of Corrections Academy in Jakarta	Nil	Department of Foreign Affairs and Trading
Jo Quigley Executive Director, Learning and Staff Development	23 November– 2 December 2008	9 days	Beijing, Wuhan, Shensheng, China	Participate in China Penitentiary Administration Policy Consultation, jointly organised by the Human Rights and Equal Opportunity Commission (Australia) and the Ministry of Public Security, China; visited China Institute of Correctional Police and Ministry of Justice in Beijing to discuss co-operation with BFCSA	Nil	Human Rights and Equal Opportunity Commission
Luke Grant Assistant Commissioner, Offender Services and Programs	23 November– 2 December 2008	9 days	Beijing, Wuhan, Shensheng, China	Participate in China Penitentiary Administration Policy Consultation, jointly organised by the Human Rights and Equal Opportunity Commission (Australia) and the Ministry of Public Security, China; visited China Institute of Correctional Police and Ministry of Justice in Beijing to discuss co-operation with BFCSA	Nil	Human Rights and Equal Opportunity Commission
Jules Dinsdale Manager of Security, Mannus Correctional Centre	23–27 November 2008	4 days	Wellington, New Zealand	As part of Executive Masters degree in Public Administration with the Australian and New Zealand School of Governments	\$1,979	CSNSW Recurring Fund

Appendix 23: Overseas Visits (continued)

Officers	Period	Days	Countries/ Cities Visited	Purpose	Cost to Corrective Services NSW	Source of Funds
Narci Sutton Senior Specialist Psychologist, Community Compliance Group	22–25 October 2008	3 days	Atlanta, Georgia, USA	Attend the 27 Annual Research and Treatment Conference of the Association for the Treatment of Sexual Abusers	\$4,661.34	CSNSW Recurring Fund
Troy Seychelles Assistant Superintendent K9 Unit Training Officer	31 May–9 June 2009	9 days	Washington DC, USA	Undertake research training for K9 Lithium detection.	\$6,000	CSNSW Recurring Fund

Appendix 24: Risk Management**Motor Vehicle Accident Claims**

Year	No. of Accidents	Frequency of Accidents per 100 Vehicles	Costs	Average Cost per Accident
2006–2007	298	32	\$1,123,609	\$3,770
2007–2008	295	32	\$801,254	\$2,716
2008–2009	252	23	\$778,072	\$3,088

Public Liability Claims

The estimated outstanding value of potential claims against the current public liability policy (subject to Treasury Managed Fund actuarial reassessment) is \$2,036,596.

Crown Solicitor's Office has confirmed that there are two solvency claims outstanding (claim relating prior to 1 July 1989).

Property Claims

Year	Claims	Costs
2006–2007	50	\$886,668
2007–2008	33	\$2,999,306
2008–2009	52	\$2,477,022

Miscellaneous Claims

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

Year	Claims	Costs
2006–2007	2	\$25,000
2007–2008	1	\$0
2008–2009	0	\$0

Appendix 25: Grants Made to Organisations Which Assist Offenders, Ex Inmates and Their Families (Community Funding Program)

Organisation	2008/09 Funding (excl. GST)
Namatjira Haven Limited	\$280,453
Community Restorative Centre	\$619,372
Glebe House Limited	\$196,500
Guthrie House Co-operative Ltd. (NSW)	\$327,500
Judge Rainbow Lodge Memorial Fund Inc.*	\$150,000
Link-Up (NSW) Aboriginal Corporation	\$78,708
New Horizons Enterprises Limited	\$116,667
Prisoners' Aid Association of NSW Inc.	\$308,155
SHINE for Kids Co-op Ltd (NSW)	\$740,015
Yulawirri Nurai Indigenous Association Inc.	\$86,608
TOTAL	\$2,903,975

*Please note: Judge Rainbow Lodge Memorial Fund Inc were required to utilise surplus funds amounting to \$211, 830 for the 2008/2009 financial year.

Appendix 26: Victims of Violent Crime Grants Program Funding Allocation

Organisation	2008/09 Funding (excl. GST)
1 Adults Surviving Child Abuse (ASCA)	\$15,000
2 Adults Surviving Child Abuse (ASCA) Illawarra	\$6,101
3 AIDS Council of NSW (ACON)	\$15,000
4 Blacktown Women's and Girl's Health Centre	\$15,000
5 Blue Mountains Women's Health Centre Inc	\$13,800
6 Bravehearts Inc	\$11,850
7 Carrie's Place Women's and Children's Services Inc	\$4,475
8 Centre Against Child Sexual Assault (under the auspices of Lismore Neighbourhood Centre)	\$6,500
9 Darcy House	\$12,265
10 Disability Advocacy NSW Inc	\$15,000
11 Heartfelt House Incorporated	\$15,000
12 Immigrant Women's Speakout Association of NSW	\$12,000
13 Lifeline Newcastle and Hunter	\$15,000

Appendix 26: Victims of Violent Crime Grants Program Funding Allocation (continued)

Organisation	2008/09 Funding (excl. GST)
14 Linden Place Child and Adolescent Sexual Assault Service	\$5,903
15 Macarthur Diversity Services Inc	\$3,000
16 Manly Warringah Women's Resource Service Ltd	\$5,747
17 Manning Valley Neighbourhood Services Inc	\$15,000
18 Mayumbarri Trust	\$15,000
19 NSW Rape Crisis Centre	\$15,000
20 Parramatta/Holroyd Family Support Inc	\$13,000
21 Penrith Women's Health Centre	\$11,300
22 Port Stephens Family Support Services Inc	\$12,700
23 Rosie's Place Inc	\$15,000
24 SHINE for Kids	\$15,000
25 The Deli Women and Children's Centre	\$4,903
26 Tweed Shire Women's Service Inc	\$14,000
27 Victims of Crime Assistance League Inc NSW	\$2,788
28 Vinnies Services, Deniliquin	\$13,400
29 Wagga Women's Health Centre Inc	\$11,274
30 Wollongong West Street Centre Inc	\$14,760
31 Yoorana Gunya Family Violence Healing Centre Aboriginal Corporation	\$15,000
TOTAL	\$359,769

Appendix 27: Victims Awareness Project Grants

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

Year	Amount (excl. GST)
2003/2004	\$76,000
2004/2005	\$80,000
2005/2006	\$82,000
2006/2007	\$99,376
2007/2008	\$98,014
2008/2009	\$100,995

Appendix 28: Sponsorships

During the year ended 30 June 2009, Corrective Services brought to account a total of \$9,644.00 as income from sponsorships received from 20 business organisations. The sponsorship is in recognition of Corporate Excellence and is awarded to CSI staff for a number of reasons. Some of the awards given in recognition of excellence include the following:

→ Corporate Excellence Award

→ Officer of the Year

→ Business Unit of the Year

→ Outstanding Business Unit Performance

Majority of amounts were less than \$1000 with the following exceptions being:

Kraft Foods \$3,295

Gilbert & Roach \$2,000

Manildra Flour Mills \$1,500

Appendix 29: Annual Trends in the Inmate Population – 2004/05 to 2008/09

Financial Year	Full-time Custody Daily Average ¹	% Change in Average from Last Year	Lowest Daily Total	Highest Daily Total	Difference Between Lowest & Highest Daily Total	
					No.	% of Average
2004/2005	8,927	6.7%	8,631	9,160	529	5.9%
2005/2006	9,101	2.0%	8,895	9,354	459	5.0%
2006/2007	9,468	4.0%	9,183	9,729	546	5.8%
2007/2008	9,634	1.8%	9,471	9,928	457	4.7%
2008/2009	10,068	4.5%	9,852	10,492	640	6.4%

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

Appendix 30: Persons Under Detention in Each Correctional Centre – 29 June 2008 and 28 June 2009

Correctional Centre	Population at 29 June 2008					Population at 28 June 2009				
	Remand ¹		Sentenced			Remand ¹		Sentenced		
	Male	Female	Male	Female	Total	Male	Female	Male	Female	Total
Full-Time Custody²	2,307	222	6,888	479	9,896	2,339	229	7,302	563	10,433
Correctional Centres³	2,192	215	6,825	478	9,710	2,275	214	7,292	534	10,315
Bathurst	100	3	436	2	541	111	5	441	–	557
→ Main (Medium)	100	3	291	2	396	111	5	282	–	398
→ X Wing (Minimum)	–	–	145	–	145	–	–	159	–	159
Berrima (Female)	–	–	–	75	75	–	–	–	75	75
Brewarrina (Yetta Dhinnakkal) ⁴	–	–	47	–	47	–	–	–	–	–

Appendix 30: Persons Under Detention in Each Correctional Centre – 29 June 2008 and 28 June 2009 (continued)

Correctional Centre	Population at 29 June 2008					Population at 28 June 2009				
	Remand ¹		Sentenced			Remand ¹		Sentenced		
	Male	Female	Male	Female	Total	Male	Female	Male	Female	Total
Broken Hill	16	–	46	4	66	16	3	59	1	79
→ Main (Medium)	16	–	23	–	39	16	–	32	–	48
→ X Wing (Minimum)	–	–	23	4	27	–	3	27	1	31
Cessnock	53	–	397	–	450	52	–	167	–	219
→ Maximum	53	–	60	–	113	52	–	52	–	104
→ Minimum	–	–	337	–	337	–	–	115	–	115
Compulsory Drug Treatment	–	–	48	–	48	–	–	65	–	65
Cooma	–	–	133	–	133	–	–	135	–	135
Dawn de Loas ⁵	–	–	53	–	53	–	–	276	–	276
Dilwynia (Female)	–	59	–	127	186	–	48	–	153	201
→ Medium	–	59	–	102	161	–	48	–	126	174
→ Minimum	–	–	–	25	25	–	–	–	27	27
Emu Plains (Female)	–	36	–	151	187	–	27	–	159	186
Glen Innes	–	–	148	–	148	–	–	150	–	150
Goulburn	61	–	484	–	545	77	–	459	–	536
→ Main (Maximum)	59	–	339	–	398	72	–	310	–	382
→ HRMU	2	–	27	–	29	5	–	31	–	36
→ X Wing (Minimum)	–	–	118	–	118	–	–	118	–	118
Grafton	51	3	199	16	269	57	2	188	17	264
→ Main (Medium)	51	–	89	–	140	57	–	78	–	135
→ C Unit (Minimum)	–	–	110	–	110	–	–	110	–	110
→ June Baker Unit (Minimum)	–	3	–	16	19	–	2	–	17	19
Ivanhoe (Warakirri)	–	–	35	–	35	–	–	51	–	51
John Morony (Medium)	–	–	269	–	269	–	–	281	–	281
Junee	101	1	677	–	779	101	1	684	1	787
→ Medium	101	1	541	–	643	101	1	545	1	648
→ Minimum	–	–	136	–	136	–	–	139	–	139

Appendix 30: Persons Under Detention in Each Correctional Centre – 29 June 2008 and 28 June 2009 (continued)

Correctional Centre	Population at 29 June 2008					Population at 28 June 2009				
	Remand ¹		Sentenced			Remand ¹		Sentenced		
	Male	Female	Male	Female	Total	Male	Female	Male	Female	Total
Kariong Juvenile	15	–	24	–	39	20	–	13	–	33
Kirkconnell	–	–	244	–	244	–	–	248	–	248
Lithgow	3	–	319	–	322	50	–	269	–	319
Long Bay Hospital	17	5	37	2	61	90	2	215	5	312
→ Medical Ward	5	5	10	2	22	11	1	23	1	36
→ Psychiatric Unit	12	–	27	–	39	11	1	11	4	27
→ Hospital Annexes ⁶	–	–	–	–	–	–	–	3	–	3
→ Area 2 ⁷	–	–	–	–	–	68	–	178	–	246
Mannus	–	–	150	–	150	–	–	163	–	163
Metropolitan Remand and Reception	656	–	264	–	920	601	–	324	–	925
Metropolitan Special Programs Centre	140	5	749	3	897	127	14	789	1	931
→ Maximum Security	–	–	–	–	–	127	14	237	1	379
→ Acute Crisis Management Unit	4	–	2	–	6	3	–	4	–	7
→ Additional Support Unit	4	–	16	–	20	11	–	10	–	21
→ Forensic Unit ⁸	–	–	27	–	27	–	–	–	–	–
→ Assessment Unit	30	–	48	–	78	50	–	49	–	99
→ Kevin Waller Unit	–	5	–	3	8	–	14	–	1	15
→ Medical Transit Unit	102	–	106	–	208	63	–	150	–	213
→ Violent Offender Treatment Program	–	–	25	–	25	–	–	24	–	24
→ Minimum Security	–	–	525	–	525	–	–	552	–	552
→ Ngara Nura Program	–	–	21	–	21	–	–	24	–	24
→ Other Programs	–	–	142	–	142	–	–	144	–	144
→ Sex Offenders Unit	–	–	362	–	362	–	–	384	–	384
Mid-North Coast	92	–	383	–	475	135	–	465	–	600
→ Medium	92	–	271	–	363	135	–	289	–	424
→ Minimum	–	–	112	–	112	–	–	176	–	176
Oberon	–	–	128	–	128	–	–	130	–	130

Appendix 30: Persons Under Detention in Each Correctional Centre – 29 June 2008 and 28 June 2009 (continued)

Correctional Centre	Population at 29 June 2008					Population at 28 June 2009				
	Remand ¹		Sentenced			Remand ¹		Sentenced		
	Male	Female	Male	Female	Total	Male	Female	Male	Female	Total
Outer Metropolitan Multi-Purpose ⁹	–	–	–	–	–	–	–	214	–	214
Parklea	542	–	271	–	813	505	–	297	–	802
→ Maximum	542	–	191	–	733	505	–	218	–	723
→ Minimum	–	–	80	–	80	–	–	79	–	79
Parramatta	248	–	96	–	344	185	–	186	–	371
St Heliers	–	–	269	–	269	–	–	276	–	276
Silverwater	–	–	488	–	488	–	–	150	–	150
Silverwater Women's	–	98	–	68	166	–	107	–	83	190
Special Purpose Centre	9	–	29	1	39	13	1	35	2	51
Tamworth	40	–	51	–	91	26	–	68	–	94
→ Medium	40	–	22	–	62	26	–	38	–	64
→ Minimum	–	–	29	–	29	–	–	30	–	30
Wellington	48	5	351	29	433	109	4	494	37	644
→ Maximum	48	–	281	–	329	109	–	371	–	480
→ Minimum	–	5	70	29	104	–	4	123	37	164
Transitional Centres¹⁰	–	–	30	–	30	–	–	–	29	29
→ Bolwara House Transitional Centre	–	–	12	–	12	–	–	–	14	14
→ Parramatta Transitional Centre	–	–	18	–	18	–	–	–	15	15
Police/Court Cell Complexes	115	7	33	1	156	64	15	10	–	89
→ 24 Hour Police/Court Cells ¹¹	109	6	33	1	149	42	13	10	–	65
→ Albury	–	–	–	–	–	–	–	–	–	–
→ Batemans Bay	2	–	–	–	2	2	2	–	–	4
→ Campbelltown	7	1	4	–	12	–	–	–	–	–
→ Dubbo	2	1	–	–	3	1	–	–	–	1
→ Lismore	4	1	2	–	7	5	–	–	–	5
→ Moree	3	–	–	–	3	2	1	1	–	4

Appendix 30: Persons Under Detention in Each Correctional Centre – 29 June 2008 and 28 June 2009 (continued)

Correctional Centre	Population at 29 June 2008					Population at 28 June 2009				
	Remand ¹		Sentenced			Remand ¹		Sentenced		
	Male	Female	Male	Female	Total	Male	Female	Male	Female	Total
Police/Court Cell Complexes										
→ Newcastle	6	1	4	1	12	3	–	–	–	3
→ Parramatta	3	–	–	–	3	3	1	–	–	4
→ Penrith	16	–	3	–	19	–	–	–	–	–
→ Port Macquarie	3	1	–	–	4	–	1	–	–	1
→ Queanbeyan	3	–	–	–	3	–	–	–	–	–
→ Surry Hills	54	–	8	–	62	22	5	9	–	36
→ Wagga Wagga	2	–	–	–	2	3	1	–	–	4
→ Wollongong	4	1	12	–	17	1	2	–	–	3
→ Other Courts ¹²	6	1	–	–	7	22	2	–	–	24
Periodic Detention Centres¹³	–	–	646	62	708	–	–	755	74	829
→ Administration	–	–	7	1	8	–	–	8	1	9
→ Bathurst	–	–	19	3	22	–	–	34	6	40
→ Grafton	–	–	28	–	28	–	–	45	–	45
→ Mannus	–	–	13	–	13	–	–	12	2	14
→ Metropolitan Weekend (Stage 1) ¹⁴	–	–	205	–	205	–	–	–	–	–
→ Metropolitan Midweek (Stage 1) ¹⁴	–	–	84	–	84	–	–	–	–	–
→ Metropolitan Stage 2 ¹⁴	–	–	80	–	80	–	–	–	–	–
→ Silverwater Weekend (Stage 1) ¹⁴	–	–	–	–	–	–	–	225	–	225
→ Silverwater Midweek (Stage 1) ¹⁴	–	–	–	–	–	–	–	94	–	94
→ Silverwater Stage 2 ¹⁴	–	–	–	–	–	–	–	109	–	109
→ Tamworth	–	–	14	–	14	–	–	17	–	17
→ Tomago	–	–	113	17	130	–	–	126	18	144
→ Wollongong	–	–	83	41	124	–	–	85	47	132
Total (All Offenders)¹⁵	2,307	222	7,534	541	10,604	2,339	229	8,057	637	11,262

1. Includes inmates held on remand and those held beyond the expiry of any sentence pending deportation. Appellants are included under sentenced inmates.

2. Full-time custody includes inmates held in gazetted correctional centres, transitional centres and court cell complexes operated by Corrective Services NSW. Inmates temporarily absent from a correctional centre are also included. Separate totals for transitional centres and police/court cell complexes are also presented in this table.

Appendix 30: Persons Under Detention in Each Correctional Centre – 29 June 2008 and 28 June 2009 (continued)

3. Includes gazetted correctional centres only.
4. Brewarrina was closed (temporarily) following a severe storm on 27 February 2009.
5. Dawn de Loas Correctional Centre was gazetted on 5 December 2008. In previous publications this centre was reported as Special Purpose Centre Dawn de Loas).
6. Prince of Wales Hospital (Secure Unit).
7. The first inmates at the re-opened Long Bay Hospital (Area 2) were received on 2 February 2009.
8. The last inmates at the Forensic Unit of the Metropolitan Special Programs Centre were transferred on 27 November 2008.
9. The first inmates at the Outer Metropolitan Multi-Purpose Centre were received on 3 March 2009.
10. 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.
11. Corrective Services NSW 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.
12. 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 corrective services 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.
13. Periodic detention is an alternative to full-time imprisonment which requires a detainee 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 detainees may be authorised to attend a designated work site (which is under the supervision of corrective services staff) where the detainee is no longer required to be held overnight at a periodic detention centre. Totals include a small number of detainees held in full-time custody for whom a periodic detention order remained active.
14. The last detainees at the Metropolitan PDC (Weekend, Mid-Week and Stage 2 programs) were transferred on 24 May 2009. These detainees were transferred to Silverwater PDC (Weekend, Mid-Week and Stage 2 programs) and received on 31 May 2009.
15. 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: Number of Escapes by Security Level/Program – 2004/05 to 2008/09

Security Level Breached	2004/05	2005/06	2006/07	2007/08	2008/09
Full-time Custody					
→ From within maximum security	–	1	–	–	–
→ From within medium security	–	1	–	–	4
→ From within minimum security	24	12	6	6	10
→ Adjacent to maximum/medium	–	–	–	–	–
→ Escorted – other (e.g. hospital)	3	3	–	1	–
→ Escorted – external work party	1	5	1	2	1
→ Escorted – external sports/education excursion	–	–	–	–	1
→ Day/weekend leave	–	–	–	–	1
→ Unescorted education programs	–	–	–	–	–
→ Work release program	2	2	2	–	–
→ Other unescorted authorised absence	–	–	1	1	–

Appendix 31: Number of Escapes by Security Level/Program – 2004/05 to 2008/09 (continued)

→ Court complex	2	2	–	–	–
Security Level Breached	2004/05	2005/06	2006/07	2007/08	2008/09
→ Transport (including transfers)	–	–	–	–	–
Full-time Custody Total Escapes	32	26	10	10	17
Rate per 100 offender years	0.4	0.3	0.1	0.1	0.2
Periodic Detention	–	1	–	–	–
Rate per 100 offender years ¹	–	0.4	–	–	–
Total Escapes	32	27	10	10	17
Rate per 100 offender years¹	0.3	0.3	0.1	0.1	0.2

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 32: Legal Status of Full-time Custody Offenders¹ Held – As at 30th June 2008 by Aboriginality² 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	1,374	143	5,043	330	38	1	6,455	474
→ Forensic patient	13	4	83	6	2	–	98	10
→ Fine default	–	–	–	–	–	–	–	–
→ Periodic detention	64	6	551	53	16	–	631	59
Sub-total sentenced	1,451	153	5,677	389	56	1	7,184	543
Appellant	70	16	248	12	2	–	320	28
Remand/Trial	409	51	1,680	143	171	15	2,260	209
Awaiting deportation	–	–	–	–	–	–	–	–
Awaiting extradition	–	–	4	–	–	–	4	–
Civil prisoner	–	–	–	–	–	1	–	1
Total	1,930	220	7,609	544	229	17	9,768	781

1. Includes offenders held in gazetted correctional centres, transitional centres, court cells and periodic detention centres. Note that definition has been amended from previous years.
2. Aboriginality as self reported on reception into custody.

Appendix 33: Number of Inmates in NSW Custody

Year	Full-time Custody				Periodic Detention			
	Non-Aboriginal/TSI		Aboriginal/TSI		Non-Aboriginal/TSI		Aboriginal/TSI	
	Male	Female	Male	Female	Male	Female	Male	Female
1982	3,132	125	203	6	240	6	7	–
1983	3,096	161	220	10	229	11	6	–
1984	2,707	149	229	8	247	9	5	–
1985	3,355	191	287	9	258	7	7	1
1986	3,407	188	319	13	275	21	6	–
1987	3,623	192	338	16	340	27	12	3
1988	3,694	207	344	24	384	21	14	3
1989	4,116	231	357	32	494	26	25	1
1990	4,682	306	515	35	757	43	28	1
1991	5,048	287	578	47	1,050	54	35	4
1992	5,331	287	567	43	1,157	62	32	6
1993	5,440	265	647	40	1,146	52	38	4
1994	5,383	261	717	59	1,155	85	47	4
1995	5,297	268	773	46	1,212	84	58	11
1996	5,126	272	803	66	1,249	92	75	8
1997	5,206	293	851	61	1,336	112	83	15
1998	5,214	288	903	84	1,134	97	91	13
1999	5,749	354	1,083	107	962	103	69	6
2000	5,809	371	1,068	99	1,024	96	71	11
2001	6,133	412	1,126	130	892	70	75	8
2002	6,064	387	1,276	149	744	61	70	8
2003	6,210	380	1,355	149	676	52	48	11
2004	6,611	447	1,377	152	640	55	43	4
2005	6,912	453	1,472	168	734	62	49	10
2006	6,745	470	1,705	210	622	51	42	9
2007	7,073	491	1,779	214	615	67	67	12
2008	7,271	508	1,866	214	567	53	64	6

ATSI – Aboriginal/Torres Strait Islander.

1. Includes transitional centres and court complexes (change from previous years).
2. Aboriginality as self reported on reception into custody. Inmates whose Aboriginality was shown as “unknown” in the Census are counted as Non-Aboriginal/TSI.

Appendix 34: Major Assets

The following major properties are included in Corrective Services NSW's stock of buildings and have a value of approximately \$2 billion.

Correctional Complexes and Centres

Bathurst, Berrima, Brewarrina (Yetta Dhinnakal), Broken Hill, Cessnock, Cooma, Dillwynia (Berkshire Park), Emu Plains, Glen Innes, Goulburn, Grafton, Ivanhoe (Warikirri), John Morony (Berkshire Park), Outer Metropolitan Multi-Purpose Correctional Centre (Berkshire Park), Junee, Kirkconnell, Mid North Coast Correctional Centre (Kempsey), Lithgow, Long Bay Correctional Complex (Malabar), Long Bay Prison Hospital, Mannus, St Heliers (Muswellbrook), Oberon, Parklea, Parramatta, Silverwater Correctional Complex (including Silverwater Men's, Silverwater Women's, Metropolitan Remand and Reception Centre and William Morrow Transport Unit), Tamworth, Wellington.

Periodic Detention Centres

Bathurst, Grafton, Mannus, Broken Hill, Mannus, Tomago, Tamworth, Wollongong.

Other

Bolwarra House, Transitional Centre for Women, Emu Plains, Parramatta Transitional Centre for Women, Biyani – Parramatta, Biyani 2 – Cessnock, Tabulam (Balund-a), Brush Farm Corrective Services Academy – Eastwood, Norma Parker (Parramatta).

Community Offender Support Program (COSP) centres

Campbelltown COSP
Boronia COSP, Emu Plains
Nunyara COSP, Malabar
Bundaleer COSP, Windsor
Kempsey COSP

Appendix 35: Major Works in Progress – Cost to Date, Estimated Dates of Completion

As at 30th June 2009

1000 Inmate Beds

ETC: \$296.355 million
Cost up to 30.06.09: \$77.742 million
Completion date: June 2012 (expected)
Cost overruns: Nil

Electronic Case Management

ETC: \$8.921 million
Cost up to 30.06.09: \$8.335 million
Completion date: June 2010 (expected)
Cost overruns: Nil

Inmate Escort Vehicles

ETC: \$9.230 million
Cost up to 30.06.09: \$2.738 million
Completion date: June 2013 (expected)
Cost overruns: Nil

Kariong Juvenile Correctional Centre

ETC: \$5.329 million
Cost up to 30.06.09: \$4.978 million
Completion date: June 2009 (expected)
Cost overruns: Nil

Long Bay Hospital Redevelopment (Public Private Partnership)

ETC: \$83.024 million*
Cost up to 30.06.09: \$22.564 million
Completion date: Jun 2009 (expected)
Cost overruns: Nil

* The total ETC includes early enabling capital works valued at \$22.564 million. The balance is converted to recurrent payments under the PPP arrangement.

Silverwater Women's Correctional Centre Redevelopment

ETC: \$52.751 million
Cost up to 30.06.09: \$49.848 million
Completion date: June 2010 (expected)
Cost overruns: Nil

Appendix 36: Heritage Register Items

The NSW Heritage Council recognises two rankings of significance: State Heritage Significance and Local Heritage Significance. The first denotes significance to all people of NSW; the second to a local community or group.

Facility	Item	Level of Significance	Facility	Item	Level of Significance
Bathurst Correctional Centre			Broken Hill Correctional Centre		
Bathurst Correctional Centre	A Wing	STATE	Broken Hill Correctional Centre	Main Brick Security Wall	STATE
Bathurst Correctional Centre	Activities Building	STATE	Broken Hill Correctional Centre	Main Cell Block	STATE
Bathurst Correctional Centre	B Wing	STATE	Broken Hill Correctional Centre	Showers	LOCAL
Bathurst Correctional Centre	C Wing	STATE	Broken Hill Correctional Centre	Water Tower	STATE
Bathurst Correctional Centre	D Wing	STATE	Cooma Correctional Centre		
Bathurst Correctional Centre	E Block Administration	STATE	Cooma Correctional Centre	Administration Building and Courtyard	LOCAL
Bathurst Correctional Centre	G Block Education	STATE	Cooma Correctional Centre	Gatehouse	LOCAL
Bathurst Correctional Centre	Gatehouse Block 0	STATE	Cooma Correctional Centre	Main Walls and Watch Towers	LOCAL
Bathurst Correctional Centre	General Office	STATE	Cooma Correctional Centre	Services Building	LOCAL
Bathurst Correctional Centre	Perimeter Walls and Tower	STATE	Cooma Correctional Centre	Staff Amenities Building	LOCAL
Bathurst Correctional Centre	Visitors Building	STATE	Emu Plain Correctional Centre		
Bathurst Correctional Centre	Water Tower	STATE	Emu Plain Correctional Centre	Clinic Building	LOCAL
Berrima Correctional Centre			Goulburn Correctional Centre		
Berrima Correctional Centre	Arts and Crafts Shop	LOCAL	Goulburn Correctional Centre	Boiler Stack	STATE
Berrima Correctional Centre	Dangerous Good Store	LOCAL	Goulburn Correctional Centre	Buy-Ups	STATE
Berrima Correctional Centre	Farm Buildings	LOCAL	Goulburn Correctional Centre	Chapel	STATE
Berrima Correctional Centre	Gatehouse	STATE	Goulburn Correctional Centre	Civilian Service Building	STATE
Berrima Correctional Centre	Officer Amenities	LOCAL	Goulburn Correctional Centre	Clinic	STATE
Berrima Correctional Centre	Outer Wall	STATE	Goulburn Correctional Centre	Deputy's Office/ Administration	STATE
Broken Hill Correctional Centre			Goulburn Correctional Centre	Dog Unit/Single Officer's Quarters	STATE
Broken Hill Correctional Centre	Demolished Watchtower	LOCAL	Goulburn Correctional Centre	G Block/Electrician/ Plumbers	STATE
Broken Hill Correctional Centre	Dormitory and Female Cells	STATE	Goulburn Correctional Centre	Gatehouse	STATE
Broken Hill Correctional Centre	Inmates Pergola	LOCAL	Goulburn Correctional Centre	Guard Towers and Walls	STATE
Broken Hill Correctional Centre	Main Administration Building	STATE	Goulburn Correctional Centre	Inner Grounds	STATE
			Goulburn Correctional Centre	Old Tailor Shop	STATE
			Goulburn Correctional Centre	SEU Emergency Unit	STATE

Appendix 36: Heritage Register Items (continued)

Facility	Item	Level of Significance	Facility	Item	Level of Significance
Goulburn Correctional Centre	Unit 1	STATE	Long Bay MSPC Areas 1, 2 & 4	Maintenance Workshop	LOCAL
Goulburn Correctional Centre	Unit 2	STATE	Long Bay MSPC Areas 1, 2 & 4	Perimeter Walls & Towers	STATE
Goulburn Correctional Centre	Unit 3	STATE	Long Bay MSPC Areas 1, 2 & 4	Special Care Unit	STATE
Goulburn Correctional Centre	Unit 4	STATE	Long Bay MSPC Areas 1, 2 & 4	Wings 7, 9 and 10	STATE
Grafton Correctional Centre		STATE	Long Bay MSPC Areas 1, 2 & 4	Workshop 5 and Wing 8	STATE
Grafton Correctional Centre	A Wing	LOCAL	Long Bay MSPC Areas 5 & 6		LOCAL
Grafton Correctional Centre	Administration Building	STATE	Long Bay Outer Complex		STATE
Grafton Correctional Centre	Gatehouse Area A	LOCAL	Long Bay Outer Complex	Camelot Building, Credit Union	LOCAL
Grafton Correctional Centre	Perimeter Wall (Old Gaol)	LOCAL	Long Bay Outer Complex	Perimeter Fence	LOCAL
Grafton Correctional Centre	Visiting Facilities	LOCAL	Long Bay Outer Complex	Vagg Building	LOCAL
Kirkconnell Correctional Centre	Kirkconnell House and Outbuildings	LOCAL	Mulawa Correctional Centre		STATE
Long Bay	Long Bay Metropolitan Transient Centre	LOCAL	Mulawa Correctional Centre	Blaxland House	LOCAL
Long Bay MSPC Area 3		STATE	Mulawa Correctional Centre	Caroline Chisholm Building	LOCAL
Long Bay MSPC Area 3	5 Wing Education	LOCAL	Mulawa Correctional Centre	Margaret Catchpole Building	LOCAL
Long Bay MSPC Area 3	Administration Block	STATE	Norma Parker Periodic Detention Centre		STATE
Long Bay MSPC Area 3	Entrance Block	STATE	Norma Parker Periodic Detention Centre	Morgan House	STATE
Long Bay MSPC Area 3	Perimeter Wall and Towers	STATE	Norma Parker Periodic Detention Centre	Windmill Cottage	STATE
Long Bay MSPC Area 3	Wings 1, 2, 5 and 6 including Yards	STATE	Norma Parker Periodic Detention Centre	Needle Room and Laundry	STATE
Long Bay MSPC Area 3	Wings 3 and 4 including Yards	STATE	Norma Parker Periodic Detention Centre	Shower Block and Maintenance Workshop	LOCAL
Long Bay MSPC Areas 1, 2 & 4		STATE	Norma Parker Periodic Detention Centre	Chapel	STATE
Long Bay MSPC Areas 1, 2 & 4	Acute Crisis Centre	LOCAL	Parramatta Correctional Centre		STATE
Long Bay MSPC Areas 1, 2 & 4	Administration Block	STATE	Parramatta Correctional Centre	1 Wing	STATE
Long Bay MSPC Areas 1, 2 & 4	Crisis Intervention Centre	LOCAL	Parramatta Correctional Centre	2 Wing	STATE
Long Bay MSPC Areas 1, 2 & 4	Entrance Block	STATE	Parramatta Correctional Centre	3 Wing	STATE
Long Bay MSPC Areas 1, 2 & 4	Laundry	LOCAL			

Appendix 36: Heritage Register Items (continued)

Facility	Item	Level of Significance
Parramatta Correctional Centre	4 Wing	STATE
Parramatta Correctional Centre	5 Wing	STATE
Parramatta Correctional Centre	6 Wing	STATE
Parramatta Correctional Centre	Chapel	STATE
Parramatta Correctional Centre	External Walls	STATE
Parramatta Correctional Centre	Gatehouse/Visitors Waiting Room	STATE
Parramatta Correctional Centre	Kitchen	STATE
Parramatta Correctional Centre	Maintenance Building	STATE
Parramatta Correctional Centre	Old Administration Building	STATE
Parramatta Correctional Centre	Programmes Building	STATE
Parramatta Correctional Centre	Programmes Office & Library	STATE
Silverwater Correctional Complex		STATE
Silverwater Correctional Complex	Irwin House	STATE
Silverwater Correctional Complex	Newington Chapel and Grounds	STATE
Silverwater Correctional Complex	Newington House and Grounds	STATE
Silverwater Correctional Complex	Prisoners' Children Cottage	LOCAL
St. Heliers Correctional Centre	House and Outbuildings	LOCAL
Tamworth Correctional Centre		LOCAL
Tamworth Correctional Centre	Administration	LOCAL
Tamworth Correctional Centre	Cell Block	LOCAL
Tamworth Correctional Centre	Dry Cell	LOCAL
Tamworth Correctional Centre	Gatehouse and Visitors	LOCAL
Tamworth Correctional Centre	Internal Administration Building	LOCAL
Tamworth Correctional Centre	Walls and Towers	LOCAL

Regional Offices**Inner Metropolitan Regional Office**

Long Bay Correctional Complex
Anzac Parade MALABAR
PO Box 13
MATRIVILLE NSW 2036
Telephone: (02) 8304 2000
Fax: (02) 9289 2100

Blacktown Regional Office (formerly Outer-Metropolitan)

Level 3
22 Main Street BLACKTOWN
PO Box 177
BLACKTOWN NSW 2148
Telephone: (02) 9854 7200
Fax: (02) 9621 0062

North-West Regional Office

2 Francis Street
MUSWELLBROOK
PO Box 607
MUSWELLBROOK NSW 2333
Telephone: (02) 6549 0400
Fax: (02) 6541 2364

South-West Regional Office

Level 1
56-58 Clinton Street GOULBURN
PO Box 952
GOULBURN NSW 2580
Telephone: (02) 4824 2222
Fax: (02) 4822 1518

Correctional Centres**Bathurst Correctional Centre**

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

Berrima Correctional Centre

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

Brewarrina (Yetta Dhinnakkal) Centre

Coolabah Road GONGOLGON via
BREWARRINA
Locked Bag 1
BREWARRINA NSW 2839
Telephone: (02) 6874 4717
Fax: (02) 6874 4721

Broken Hill Correctional Centre

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

Cessnock Correctional Centre

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

Compulsory Drug Treatment Centre

66 Sentry Drive PARKLEA
Telephone: 9678 4171
Fax: 9678 4199

Cooma Correctional Centre

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

Dawn De Loas Correctional Centre

Holker Street SILVERWATER
Locked Bag 3 Australia Post Business
Centre
SILVERWATER NSW 1811
Telephone: 9289 5330
Fax: 9289 5375

Dillwynia Correctional Centre

The Northern Road BERKSHIRE PARK
Locked Bag 657
SOUTH WINDSOR NSW 2756
Telephone: (02) 4582 2222
Fax: (02) 4582 2532

Emu Plains Correctional Centre

Old Bathurst Road EMU PLAINS
Locked Bag 6
PENRITH NSW 2750
Telephone: (02) 4735 0200
Fax: (02) 4735 5843

Glen Innes Correctional Centre

Gwydir Highway GLEN INNES
Private Bag 900
GLEN INNES NSW 2370
Telephone: (02) 6733 5766
Fax: (02) 6730 0085

Goulburn Correctional Complex

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

Grafton Correctional Centre

170 Hoof Street GRAFTON
PO Box 656
GRAFTON NSW 2460
Telephone: (02) 6642 0300
Fax: (02) 6642 7419

Ivanhoe (Warakirri) Work Centre

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

John Morony Correctional Centre

The Northern Road BERKSHIRE PARK
 Locked Bag 654
 SOUTH WINDSOR NSW 2756
 Telephone: (02) 4582 2222
 Fax: (02) 4582 2261

Junee Correctional Centre

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

Kariong Juvenile Correctional Centre

Central Coast Highway KARIONG
 PO Box 7275
 KARIONG NSW 2250
 Telephone: (02) 4340 3400
 Fax: (02) 4340 2595

Kirkconnell Correctional Centre

Sunny Corner Road YETHOLME
 PO Box 266
 BATHURST NSW 2795
 Telephone: (02) 6337 5219
 Fax: (02) 6337 5113

Lithgow Correctional Centre

596 Great Western Highway
 MARRANGAROO
 PO Box 666
 LITHGOW NSW 2790
 Telephone: (02) 6350 2222
 Fax: (02) 6350 2220

Long Bay Correctional Complex

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

Long Bay Prison Hospital

PO Box 13
 MATRAVILLE NSW 2036
 Telephone: (02) 8304 2904
 Fax: (02) 9694 4366

Metropolitan Special Programs Centre

PO Box 13
 MATRAVILLE NSW 2036
 Telephone: Area 1 – (02) 9289 2349
 Area 2 – (02) 9289 2209
 Area 3 – (02) 9289 2501
 Fax: Area 1 – (02) 9289 2124
 Area 2 – (02) 9289 2211
 Area 3 – (02) 9289 2586

Special Purpose Centre

PO Box 13
 MATRAVILLE NSW 2036
 Telephone: (02) 9289 2804
 Fax: (02) 9289 2108

Mannus Correctional Centre

Linden Roth Drive
 MANNUS via TUMBARUMBA 2653
 Telephone: (02) 6941 0333
 Fax: (02) 6948 5291

Metropolitan Remand And Reception Centre (MRRC)

Holker Street SILVERWATER
 Private Bag 144
 SILVERWATER NSW 1811
 Telephone: (02) 9289 5600
 Fax: (02) 9289 5929

Mid North Coast Correctional Centre

370 Aldavilla Road ALDAVILLA
 PO Box 567
 WEST KEMPSEY NSW 2440
 Telephone: (02) 6560 2700
 Fax: (02) 6560 2734

Oberon Correctional Centre

110 Gurnang Road SHOOTERS HILL
 via OBERON
 Locked Bag 2
 OBERON NSW 2787
 Telephone: (02) 6335 5248
 Fax: (02) 6335 5220

Outer Metropolitan Multi Purpose Correctional Centre

The Northern Road BERKSHIRE PARK
 Locked Bag 8651
 SOUTH WINDSOR 2756
 Telephone: (02) 4582 2304
 Fax: (02) 4582 2349

Parklea Correctional Centre

66 Sentry Drive PARKLEA
 Box 6148 Delivery Centre
 Fifth Avenue
 BLACKTOWN NSW 2148
 Telephone: (02) 9678 4888
 Fax: (02) 9626 5657

Parramatta Correctional Centre

Corner Dunlop and New Streets
 NORTH PARRAMATTA
 Locked Bag 2
 NORTH PARRAMATTA NSW 1750
 Telephone: (02) 9683 0300
 Fax: (02) 9630 3763

Silverwater Correctional Centre

Holker Street SILVERWATER
 Locked Bag 115
 Australian Post Business Centre
 SILVERWATER NSW 1811
 Telephone: (02) 9289 5100
 Fax: (02) 9289 5209

Silverwater Womens Correctional Centre

Holker Street SILVERWATER
 Locked Bag 130
 Australian Business Centre
 SILVERWATER NSW 1811
 Telephone: (02) 9289 5399
 Fax: (02) 9647 1409

Correctional Centres

(continued)

St Heliers Correctional Centre

McCullys Gap Road MUSWELLBROOK
PO Box 597
MUSWELLBROOK NSW 2333
Telephone: (02) 6543 1166
Fax: (02) 6542 4392

Tamworth Correctional Centre

Corner Dean and Johnson Streets
TAMWORTH
PO Box 537
TAMWORTH 2340 NSW
Telephone: (02) 6766 4977
Fax: (02) 6766 4851

Wellington Correctional Centre

Goolma Road WELLINGTON
PO Box 386
WELLINGTON NSW 2820
Telephone: (02) 6840 2800
Fax: (02) 6840 2900

Periodic Detention Centres**Bathurst**

Corner Browning Street and
Brookmore Avenue
BATHURST NSW 2795
Telephone: (02) 6334 2591
Fax: (02) 6334 2593

Grafton

170 Hoof Street
GRAFTON NSW 2460
Telephone: (02) 6642 0345
Fax: (02) 6643 2133

Mannus

Linden Roth Drive
MANNUS via TUMBARUMBA NSW 2653
Telephone: (02) 6941 0333
Fax: (02) 6941 0340

Silverwater

Holker Street
SILVERWATER NSW 2128
Telephone: (02) 9289 5368
Fax: (02) 9289 5551

Tamworth

Corner Dean and Johnson Streets
TAMWORTH NSW 2340
Telephone: (02) 6764 5324
Fax: (02) 766 9746

Tomago

Tomago Rd
RAYMOND TERRACE NSW 2324
Telephone: (02)4964 8112
Fax: (02)4964 8544

Wollongong

34-40 Lady Penrhyn Drive
UNANDERRA NSW 2526
Telephone: (02)4271 8748
Fax: (02) 4271 8760

**Community
Offender Services****Albury District Office**

558 Kiewa Street ALBURY
PO Box 809
ALBURY NSW 2640
Telephone: (02) 6041 2933
Fax: (02) 6041 1353

Armidale District Office

NSW Government Offices
Corner Dumaresq and Faulkner Streets
ARMIDALE
PO Box 633
ARMIDALE 2350
Telephone: (02) 6772 2073
Fax: (02) 6771 2107

Bankstown District Office

Ground Floor, 47 Rickard Road
BANKSTOWN
PO Box 3097
BANKSTOWN SQUARE NSW 2200
Telephone: (02) 9707 2144
Fax: (02) 9707 2521

Batemans Bay District Office

1 Beach Road BATEMANS BAY
PO Box 331
BATEMANS BAY 2536
Telephone: (02) 4472 4987
Fax: (02) 4472 8452

Bathurst District Office

Ground Floor, The Mews
108 William Street
BATHURST NSW 2795
Telephone: (02) 6332 2737
Fax: (02) 6332 2782

Bega District Office

Suite 9, 1st Floor
106 Auckland Street BEGA
PO Box 267
BEGA NSW 2550
Telephone: (02) 6492 3144
Fax: (02) 6492 4286

Blacktown District Office

9 Second Avenue BLACKTOWN
PO Box 473
BLACKTOWN NSW 2148
Telephone: (02) 9671 4266
Fax: (02) 9813 7189

Bourke District Office

29 Richard Street BOURKE
PO Box 91
BOURKE NSW 2840
Telephone: (02) 6872 2455
Fax: (02) 6872 2592

Bowral District Office

Suites 1 and 2, 2A Walker Street BOWRAL
PO Box 477
BOWRAL NSW 2576
Telephone: (02) 4861 3777
Fax: (02) 4862 2102

Broken Hill District Office

State Government Offices
32 Sulphide Street BROKEN HILL
PO Box 698
BROKEN HILL NSW 2880
Telephone: (08) 8087 9155
Fax: (08) 8087 1062

Burwood District Office

Level 1, 27-29 Burwood Road BURWOOD
PO Box 226
BURWOOD NSW 2134
Telephone: (02) 9745 2211
Fax: (02) 9745 3494

Campbelltown District Office

22 Minto Road MINTO
PO Box 359
MINTO NSW 2566
Telephone: (02) 8796 1900
Fax: (02) 8796 1977

Casino District Office

Shop 2, 121 Barker Street CASINO
PO Box 667
CASINO NSW 2470
Telephone: (02) 6662 4311
Fax: (02) 6662 6979

Cessnock Parole Unit

Cessnock Correctional Centre
Off Lindsay Street CESSNOCK
PO Box 173
CESSNOCK NSW 2325
Telephone: (02) 4991 1702
Fax: (02) 4990 2315

Chatswood District Office

1st floor, 2 Help Street CHATSWOOD
PO Box 5372
CHATSWOOD WEST NSW 2057
Telephone: (02) 9413 1822
Fax: (02) 9413 4746

City District Office

Ground Floor
13-15 Wentworth Avenue
DARLINGHURST
PO Box 370
DARLINGHURST NSW 1300
Telephone: (02) 9265 7500
Fax: (02) 9264 2576

Coffs Harbour

Corner West High and Moonee Streets
COFFS HARBOUR
PO Box 24
COFFS HARBOUR NSW 2450
Telephone: (02) 6652 6933
Fax: (02) 6652 1123

Cooma District Office

43 Vulcan Street COOMA
PO Box 708
COOMA NSW 2630
Telephone: (02) 6452 1903
Fax: (02) 6452 5481

Coonamble District Office

22 Castlereagh Street COONAMBLE
PO Box 56
COONAMBLE NSW 2829
Telephone: (02) 6822 1988
Fax: (02) 6822 1163

Dee Why District Office

Level 1, Pittwater Place
633 Pittwater Road DEE WHY
PO Box 44
BROOKVALE NSW 2100
Telephone: (02) 9982 7266
Fax: (02) 9971 4359

Deniliquin District Office

Suite 2, 286 George Street DENILIQUIN
PO Box 967
DENILIQUIN NSW 2710
Telephone: (03) 5881 4408
Fax: (03) 5881 5325

Dubbo District Office

Corner Talbragar and Darling Streets
DUBBO
PO Box 1831
DUBBO NSW 2830
Telephone: (02) 6883 5000
Fax: (02) 6884 4918

Fairfield District Office

2nd Floor, 119 The Crescent FAIRFIELD
PO Box 372
FAIRFIELD NSW 1860
Telephone: (02) 8717 4600
Fax: (02) 8717 4660

Forbes District Office

137 Lachlan Street FORBES
PO Box 390
FORBES NSW 2871
Telephone: (02) 6852 2699
Fax: (02) 6851 1434

Glen Innes District Office

233 Fergusson Street GLEN INNES
PO Box 468
GLEN INNES NSW 2370
Telephone: (02) 6732 2644
Fax: (02) 6732 4532

Gosford District Office

1st Floor, 125 Donnison Street GOSFORD
PO Box 1024
GOSFORD NSW 2250
Telephone: (02) 4324 3744
Fax: (02) 4323 2913

Community Offender Services *(continued)*

Goulburn District Office

Ground Floor, 56-58 Clinton Street
GOULBURN

PO Box 481

GOULBURN NSW 2580

Telephone: (02) 4824 2299

Fax: (02) 4821 5746

Grafton District Office

49-51 Victoria Street GRAFTON

PO Box 479

GRAFTON NSW 2460

Telephone: (02) 6643 2585

Fax: (02) 6643 2674

Griffith District Office

NSW Government Offices

104-110 Banna Avenue GRIFFITH

PO Box 2322

GRIFFITH NSW 2680

Telephone: (02) 6964 2242

Fax: (02) 6964 2375

Gunnedah District Office

NSW Government Offices

35-37 Abbott Street GUNNEDAH

PO Box 579

GUNNEDAH NSW 2380

Telephone: (02) 6742 5220

Fax: (02) 6742 4854

Hurstville District Office

Level 2, 2 Woodville Street HURSTVILLE

PO Box 405 Business Centre

HURSTVILLE NSW 1481

Telephone: (02) 9579 6200

Fax: (02) 9580 3374

Inverell District Office

NSW Government Offices

127 Otho Street INVERELL

PO Box 555

INVERELL NSW 2360

Telephone: (02) 6721 0309

Fax: (02) 6722 5890

Junee District Office

2 Belmore Street JUNEE

PO Box 114

JUNEE NSW 2663

Telephone: (02) 6924 4802

Fax: (02) 6924 4797

Katoomba District Office

3 Civic Place KATOOMBA

PO Box 338

KATOOMBA NSW 2780

Telephone: (02) 4782 2944

Fax: (02) 4782 4802

Kempsey District Office

Ground Floor, 26 Clyde Street KEMPSEY

PO Box 405

KEMPSEY NSW 2440

Telephone: (02) 6562 7622

Fax: (02) 6562 7403

Lake Macquarie District Office

1st Floor, 7-9 Kelton Street CARDIFF

PO Box 325

CARDIFF NSW 2285

Telephone: (02) 4956 5533

Fax: (02) 4956 6701

Long Bay Parole Unit

1300 Anzac Parade MALABAR

PO Box 13

MATRAVILLE NSW 2036

Telephone: (02) 9289 2172

Fax: (02) 9289 2169

Lismore District Office

Suite 14B Conway Plaza

Conway Street LISMORE

PO Box 1090

LISMORE NSW 2480

Telephone: (02) 6622 1277

Fax: (02) 6622 0339

Lithgow District Office

43 Main Street LITHGOW

PO Box 349

LITHGOW NSW 2790

Telephone: (02) 6352 1555

Fax: (02) 6352 1940

Liverpool District Office

48-52 Scott Street LIVERPOOL

PO Box 3395

LIVERPOOL WESTFIELDS NSW 2170

Telephone: (02) 9612 0800

Fax: (02) 9602 2600

Maitland District Office

2 Caroline Street (cnr St Andrew Street)

MAITLAND

PO Box 227

MAITLAND NSW 2320

Telephone: (02) 4933 4333

Fax: (02) 4934 3106

Moree District Office

25 Auburn Street MOREE

PO Box 809

MOREE NSW 2400

Telephone: (02) 6752 4088

Fax: (02) 6752 3786

Mt DrUITT District Office

Suite 4, 1st floor

5 Mount Street MT DRUITT

PO Box 378

MT DRUITT VILLAGE NSW 2770

Telephone: (02) 9421 3000

Fax: (02) 9421 3099

Muswellbrook District Office

Level 3 Business Centre

160 Bridge Street MUSWELLBROOK

PO Box 340

MUSWELLBROOK NSW 2333

Telephone: (02) 6543 2255

Fax: (02) 6543 2868

Narrabri District Office

NSW Government Offices

53 Maitland Street NARRABRI

PO Box 65

NARRABRI NSW 2390

Telephone: (02) 6792 4457

Fax: (02) 6792 1963

Newcastle District Office

3rd Floor, Eagle Building
25 Watt Street NEWCASTLE
PO Box 439
NEWCASTLE NSW 2300
Telephone: (02) 4929 3921
Fax: (02) 4929 4683

Newtown District Office

93-99 King Street NEWTOWN
PO Box 223
NEWTOWN NSW 2042
Telephone: (02) 9550 4056
Fax: (02) 9550 4068

Nowra District Office

Housing Commission Building
Level 1, 24 Berry Street NOWRA
PO Box 694
NOWRA NSW 2541
Telephone: (02) 4422 1599
Fax: (02) 4421 8186

Orange District Office

150 Lords Place ORANGE
PO Box 53
ORANGE NSW 2800
Telephone: (02) 6361 4666
Fax: (02) 6362 0454

Parramatta District Office

Level 1, Enterprise House
1 Fitzwilliam Street PARRAMATTA
PO Box 666
PARRAMATTA NSW 2124
Telephone: (02) 9685 2666
Fax: (02) 9685 2600

Penrith District Office

Suite 8, Ground Floor
Danallam House
311 High Street PENRITH
PO Box 436
PENRITH NSW 2751
Telephone: (02) 4731 1511
Fax: (02) 4721 1020

Port Macquarie District Office

1st floor, Marena House
17 Short Street PORT MACQUARIE
PO Box 783
PORT MACQUARIE NSW 2444
Telephone: (02) 6583 6677
Fax: (02) 6584 1917

Queanbeyan District Office

Ground Floor, Government Service Centre
11 Farrer Place QUEANBEYAN
PO Box 823
QUEANBEYAN NSW 2620
Telephone: (02) 6220 7500
Fax: (02) 6229 7501

Silverwater Parole Unit

Holker Street SILVERWATER
Locked Bag 115
Australian Post Business Centre
SILVERWATER NSW 1811
Telephone: (02) 9289 5945
Fax: (02) 9289 5954

Sutherland District Office

9-15 East Parade SUTHERLAND
PO Box 521
SUTHERLAND NSW 2232
Telephone: (02) 9521 3544
Fax: (02) 9545 3587

Tamworth District Office

143 Marius Street TAMWORTH
PO Box 1013
TAMWORTH NSW 2340
Telephone: (02) 6766 7444
Fax: (02) 6766 7348

Taree District Office

68 Wynter Street TAREE
PO Box 92
TAREE NSW 2430
Telephone: (02) 6552 7599
Fax: (02) 6551 2648

Tumut District Office

76 Capper Street TUMUT
PO Box 488
TUMUT NSW 2720
Telephone: (02) 6947 4106
Fax: (02) 6947 4116

Wagga Wagga District Office

20 Peter Street WAGGA WAGGA
PO Box 791
WAGGA WAGGA NSW 2650
Telephone: (02) 6921 2950
Fax: (02) 6921 2862

Wellington District Office

101 Lee Street WELLINGTON
PO Box 164
WELLINGTON NSW 2820
Telephone: (02) 6845 4311
Fax: (02) 6845 2911

Windsor District Office

266 George Street SOUTH WINDSOR
PO Box 230
SOUTH WINDSOR NSW 2756
Telephone: (02) 4560 1000
Fax: (02) 4577 6399

Wollongong District Office

Level 3, 111 Crown Street WOLLONGONG
PO Box 340
WOLLONGONG EAST NSW 2520
Telephone: (02) 4226 1928
Fax: (02) 4226 9567

Wyong District Office

Suite 2, 30-32 Hely Street WYONG
PO Box 235
WYONG NSW 2259
Telephone: (02) 4353 9399
Fax: (02) 4353 9662

Young District Office

3 Junction Street YOUNG
PO Box 611
YOUNG NSW 2594
Telephone: (02) 6382 3599
Fax: (02) 6382 4789

Community Offender Support Programs (COSP) Centres

Boronia COSP

Lot 2 Old Bathurst Road
Emu Plains
Locked Bag 2
EMU PLAINS NSW 2750
Telephone: (02) 4735 1022
Fax: (02) 4735 2719

Bundaleer COSP

John Morony Complex
The Northern Road Berkshire Park
PO Box 5506
SOUTH WINDSOR NSW 2756
Telephone: (02) 4582 2348
Fax: (02) 4582 2324

Campbelltown COSP

1 Rose Street (cnr Kiabla)
Campbelltown
PO Box 211
CAMPBELLTOWN NSW 2560
Telephone: (02) 4628 4966
Fax: (02) 4627 0598

Kempsey COSP (Swanson Lodge)

370 Aldavilla Road
Kempsey
PO Box W172
WEST KEMPSEY NSW 2440
Telephone: (02) 6562 2230
Fax: (02) 6562 2279

Nunyara COSP

1300 Anzac Parade
Malabar
PO Box 13
MATRIVILLE NSW 2036
Telephone: (02) 9289 2950
Fax: (02) 9289 2961

Transitional Centres

Bolwara House Transitional Centre

Lot 2 Old Bathurst Road
Emu Plains 2750
Locked Bag 2
PENRITH NSW 2751
Telephone: (02) 4735 7098
Fax: (02) 4735 5972

Parramatta Transitional Centre

124 O'Connell Street
Parramatta
PO Box 2110
NORTH PARRAMATTA NSW 2151
Telephone: (02) 9890 1389
Fax: (02) 9890 1455

Balund-a Program

186 Welsh Road
TABULUM NSW 2469
Telephone: (02) 6660 8600
Fax: (02) 6660 8636

Biyani Cottage

128-130 O'Connell Street
North Parramatta
Locked Mail Bag 2
NORTH PARRAMATTA NSW 2151
Telephone: (02) 9630 5190
Fax: (02) 9630 5096

- Adult Education and Vocational Training Institute, 16, 17, 18, 20, 56
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ISO 14001

The standard published by the International Standards Organisation specifying the requirements of an environmental management system.

IPPC

Integrated Pollution Prevention and Control. IPPC seeks to prevent or minimise air, water and soil pollution by emissions from industrial installations in the community.

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This report is available in CD-ROM format

LOCATION MAP



- CORRECTIONAL CENTRE/S
- PERIODIC DETENTION CENTRE
- COMMUNITY OFFENDER SUPPORT PROGRAMS CENTRE
- ▲ COMMUNITY OFFENDER SERVICES DISTRICT OFFICE
- △ TRANSITIONAL CENTRE
- ★ COURTS
- ✦ CITY/SYDNEY COURTS
 - Central (King Street)
 - Darlinghurst
 - Downing Centre
 - Queens Square Supreme

