



05/06



NSW DEPARTMENT OF CORRECTIVE SERVICES
ANNUAL REPORT

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:

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

- SAFETY AND WELL-BEING OF STAFF IN AN ENVIRONMENT OF CONTINUOUS LEARNING AND PROFESSIONAL DEVELOPMENT
- SAFETY, WELFARE AND POSITIVE DEVELOPMENT OF OFFENDERS
- HUMAN DIGNITY AND THE WORTH OF THE INDIVIDUAL
- PROFESSIONALISM AND QUALITY IN SERVICE DELIVERY
- CONTINUOUS ORGANISATIONAL IMPROVEMENT
- EQUITABLE, CULTURALLY DIVERSE AND FAMILY-FRIENDLY POLICIES
- INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY IN THE LAWFUL CONDUCT OF DEPARTMENTAL BUSINESS
- ETHICAL USE OF PUBLIC ASSETS AND RESOURCES
- OPEN ENGAGEMENT WITH THE COMMUNITY
- REGARD FOR COMMUNITY SAFETY AND PUBLIC INTEREST.

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Letter of Submission

Section one




NSW Department of Corrective Services

The Hon Tony Kelly MLC
Minister for Justice
Minister for Juvenile Justice
Minister for Emergency Services
Minister for Lands and
Minister for Rural Affairs
Level 34 Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Minister

It is my pleasure to present the Annual Report of the Department of Corrective Services, for the year ended 30 June 2006, for presentation to Parliament. The Report has been prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1985*, the *Public Finance and Audit Act 1983*, the *Crimes (Administration of Sentence) Act 1999*, the *Freedom of Information Act 1989*, the *Disability Services Act 1993* and the relevant Treasurer's Directions, Premier's, Treasurer's and Ministerial Memoranda and Treasury Circulars.

Yours sincerely


IAN McLEAN
Acting Commissioner
17th October 2006

Henry Deane Building, 20 Lee Street, Sydney NSW 2000 GPO Box 31 Sydney NSW 2001 Tel: 02 8346 1333 Fax: 02 8346 1010 DX22 Sydney

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Board of Management

Section two

Commissioner

Ron Woodham PSM

Commissioner Ron Woodham was appointed on 9 January 2002. He has extensive senior executive experience in corrections and was formerly the Senior Assistant Commissioner, Inmate and Custodial Services with the Department. The Commissioner is responsible to the Minister for all of the Department's activities.

Director General, Department of Juvenile Justice

Jennifer Mason

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

Deputy Commissioner, Offender Management and Operations

Ian McLean MBA

Ian McLean was appointed Deputy Commissioner, Offender Management and Operations on 16 January 2006. Prior to this date he was Senior Assistant Commissioner, Inmate and Custodial Services since 28 June 2002. Ian McLean has been with the NSW Department of Corrective Services for over 30 years and has been employed in a variety of correctional centres. He has a Masters in Business Administration and has held various senior management positions for the past 14 years. The Deputy Commissioner, Offender Management and Operations is responsible for the management of the custodial and community corrections of the Department.

Deputy Commissioner, Corporate Services

Gerry Schipp MBA, MNIA

Gerry Schipp was appointed Deputy Commissioner, Corporate Services on 16 January 2006. Prior to this he had been Executive Director Finance and Asset Management since January 1998. He has over 27 years experience in the finance, economics and corporate support functions in the public sector. Prior to joining the Department of Corrective Services, he 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 functions including Finance and Asset Management, Human Resources, Information Management and Technology and Legal Services.

Senior Assistant Commissioner, Community Offender Services

Catriona McComish

Catriona McComish was appointed Senior Assistant Commissioner, Community Offender Services when the position was established in January 2003. Prior to this she was the Assistant Commissioner Inmate Management. She has had considerable senior executive experience in both custodial and community operations. Her background in the public sector includes the delivery and management of psychological and mental health, education and community services. With the restructure of the Department, the position of Senior Assistant Commissioner, Community Offender Services was incorporated into the role of Deputy Commissioner Offender Management and Operations.

Assistant Commissioner, Offender Services and Programs (since 8 June 2006)

Luke Grant MSc

Luke Grant took up the position of Assistant Commissioner, Offender Management in December 2000. He has held a number of positions in the Department in the areas of inmate classification, programs and education

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Section two

and comes from a background in tertiary education. The Assistant Commissioner Offender Services and Programs is responsible for offender services and programs in custody and in the community as well as for Corrective Services Industries and inmate classification and case management.

Assistant Commissioner, Security

Don Rodgers

Don Rodgers was appointed Assistant Commissioner, Security on 1 June 2006. Previously he had been temporarily appointed Senior Assistant Commissioner, Inmate and Custodial Services on 1 January 2005. He has been with the Department of Corrective Services for over 29 years and has held all custodial ranks. He gained extensive senior executive experience when he was appointed in 2000 as Commander Metropolitan Remand Facilities and then as Commander, North West Region in 2002. During that time he relieved in the position of Commander, Security and Investigations Branch in 2003, a position he previously held in 1991-1994. He is responsible for Security, Intelligence and Court Escort business and associated areas.

Assistant Commissioner, North West Region

Colin Kelaher

Col Kelaher was appointed Assistant Commissioner, North West Region on 26 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 he was responsible for the operational management of correctional and custody facilities in NSW, Queensland and Victoria. He brings to the NSW Department of Corrective Services over 23 years of experience in government and private sector correctional management.

Assistant Commissioner, South West Region

John Dunthorne

John Dunthorne was appointed Assistant Commissioner, South West Region on 1 June 2006. He has 29 years experience in corrections including appointments in South Australia, Queensland and New South Wales in both the private and public sector. He has managed the Goulburn Correctional Complex, Metropolitan Remand and Reception Centre, Townsville Correctional Centre, Junee Correctional Centre, Adelaide Remand Centre and Port Augusta Correctional Centre.

Board of Management

Assistant Commissioner, Outer Metropolitan Region

Ken Middlebrook

Ken Middlebrook was appointed Assistant Commissioner, Outer Metropolitan Region on 1 June 2006. Prior to this appointment, he was Chief Superintendent in the Office of the Commissioner and held the previous positions as Commander Security and Investigations and Commander North West Region. He has 29 years experience with the Department of Corrective Service and has held a variety of positions in the custodial service. In 2003, he acted in the position of Senior Assistant Commissioner Community Offender Services for a 10 month period.

Assistant Commissioner, Inner Metropolitan Region

Brian Kelly

Brian Kelly was appointed Assistant Commissioner, Inner Metropolitan Region on 1 June 2006. He had been acting Assistant Commissioner, Security and Intelligence since 12 August 2005. He has 29 years experience with the Department of Corrective Services and has held a variety of positions including Commander Security and Investigations, Commander South West, Superintendent Operations, and Superintendent Metropolitan Remand and Reception Centre. He has extensive experience in specialist fields having served significant periods of service with the Hostage Response Group, Task Forces and Emergency and Investigative Units.

Executive Director, Information Management and Technology

Wayne Ruckley

Wayne Ruckley was appointed Executive Director, Information Management and Technology in 2004. He is responsible for developing an Information Communications Technology (ICT) environment which fulfils the contemporary needs of the Department. Prior to this appointment, he was the Executive Director, Corrective Services Industries (CSI) for over a decade, bringing about a transformation of performance that enabled CSI to be recognised as a world leader in correctional industry development. He has occupied a range of senior management positions within the Department, and in each has been required to significantly improve the traditional performance of those areas. His original appointment to the Department was as the Chief Accountant in 1982.

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Executive Director, Office of the Commissioner

Peter Peters

Peter Peters was appointed Executive Director Office of the Commissioner on 25 June 2002.

He has extensive senior management experience in operations, strategic planning, human resources and financial management, administration and work place reform. He is responsible for planning, policy co-ordination, legislation, FOI and privacy, media and community relations, research and statistics, strategic development, and executive support incorporating ministerial liaison, and other major Department-wide initiatives. Since July this year, Peter Peters is Acting Assistant Commissioner, Office of the Commissioner.

Executive Director, Probity and Performance Management

Mike Woodhouse LL.B (Hons)

Mike Woodhouse joined the Department on 26 March 2001 and was appointed Executive Director, Probity and Performance Management on 20 July 2001. He has had a wide investigative background in the UK Police Service, achieving the rank of Detective Chief Superintendent. On retirement from the UK Police, he was appointed head of Investigation and Intelligence Training at the NSW Police Academy Goulburn before taking up a position with the Independent Commission Against Corruption in 2000 as Director of Investigations. Since July this year, Mike Woodhouse is Acting Assistant Commissioner Probity and Staff Development.

Executive Director, Human Resources

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

Paul Irving was appointed Executive Director, Human Resources Division, Department of Corrective Services on 16 October 2003. He has extensive senior management experience for over 30 years in human resources and related areas in the NSW public sector, including statutory authorities, central agencies and departments. Prior to his appointment, he was the General Manager of Personnel for the Department of Education and Training. He is responsible for all human resources and associated functions, including OH&S, Workplace Relations and Staff Health Services for the Department.

Board of Management

Executive Director Legal Services and Corporate Counsel

Paul Nash Dip Law

Paul Nash has been Executive Director, Legal Services and Corporate Counsel for the Department of Corrective Services since May 2004, having joined the Department in December 1990 as Acting Executive Director, Legal Services and then being appointed as Director, Legal Services in May 1992 and Corporate Counsel in February 1998. He was admitted to the Bar of New South Wales in 1977 and was admitted as a Solicitor of the Supreme Court of New South Wales in 1988. He has extensive public sector senior legal management experience with the Forestry Commission of NSW, the Public Service Board of NSW and the NSW Department of Industrial Relations as well as with the Department of Corrective Services. In his current position, he provides legal, strategic and policy advice to the Commissioner of Corrective Services and the Minister for Justice and is responsible for the Department's Legal Services Division.

A/Director, Learning and Staff Development, Brush Farm Corrective Services Academy

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

Jo Quigley has worked in corrections for 20 years, in the Department of Corrective Services and in the former Department of Courts Administration. Within the Department of Corrective Services she has substantial experience in Community Offender Services and in a variety of management roles, and has worked at the Academy for the past 4 years. She was temporarily appointed to the position of Director in January 2006. She is responsible for the delivery of staff learning and development programs across the Department, the provision of library services and the Spokeswomen's Program.

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Commissioner's Foreword

Section three



The Department of Corrective Services is an integral part of the criminal justice system and makes a major contribution to a fair, safe and just New South Wales.

In 2005/06, the Department's commitment to Throughcare was formalised in a new, integrated structure that supports our whole-of-sentence approach to rehabilitating and resettling offenders. In the past, the custodial and community corrections sectors of the Department have tended to operate independently. The new structure brings these sectors together in a regionalised operation under the Deputy Commissioner, Offender Management and Operations.

At the same time, Legal Services, Information Management and Technology, Human Resources, Finance, and Asset Management have also been brought together under the Deputy Commissioner, Corporate Services.

In addition to supporting the Throughcare offender management model, the new structure increases the Department's effectiveness and efficiency by enabling shared resources and services, with a higher level of co-ordination in budgetary, planning, managerial and operational activities.

As part of the restructure, the Department extended its Board of Management to include all Assistant Commissioners, ensuring greater operational representation while at the same time maintaining its strategic and decision-making focus. The new Board also includes the Director General of the Department of Juvenile Justice, thereby formalising the synergies between the two Departments. This new addition to the Board provides an opportunity to share ideas and services.

Further efficiencies were generated by The Way Forward workplace reform program, which is now in place at Dillwynia and the Mid North Coast Correctional Centres and proving extremely effective at both reducing overtime costs and increasing staff safety and security. In light of these positive results, the Department is continuing negotiations to roll out The Way

Forward across the State. While progress has been slower than hoped, by the end of 2005/06 the Department reached an interim agreement with the Prison Officers Vocational Branch (POVB).

Given the challenges of the last year, I am pleased with our performance against budget. Because of government savings requirements, the Department's budget has been reduced progressively over the last few years. We have already achieved \$32.5 million out of the \$47 million reduction. Once The Way Forward is fully implemented, I anticipate we will meet all our savings requirements.

In these endeavours, we were supported at all times by the former Justice Minister, the Hon. John Hatzistergos MLC and the current Minister for Justice, the Hon. Tony Kelly MLC, who was appointed in August 2005.

Key Performance Indicators

During the year, the Department upheld its vision of contributing to a safer community and its core commitment to the effective security and safety and welfare of offenders.

In 2005/06, the total death rate per 100 inmates from apparent unnatural causes was 0.05 taking it below the 2004/05 national average of 0.07. At the same time, the escape rate from open prisons reduced to 0.37 per 100 inmates, significantly below the 2004/05 national average, while the escape rate from secure prisons remained steady.

In addition, the Department achieved a steady decline in assaults, with no serious inmate-on-officer assaults recorded for the past four years, and the total inmate-on-officer assault rate below the national average for the previous year.

Moreover, during the year I personally reviewed the operational side of community corrections, leading to an increased emphasis on supervising community-based orders. This increased surveillance improves both the safety of the community and the rehabilitative potential of the orders.

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Section three

The 2005/06 cost per inmate per day has increased in comparison to the previous year. This increase is related to the 4 percent salary increase, 2.8 percent increase in operating expenses and an increase in the net cost of medical services provided by Justice Health.

Mental Health

In 2005/06, the Department made progress in ensuring the needs of the mentally ill are catered for in the correctional system. Highlights included completing the new 40 bed Mental Health Screening Unit for male inmates at the Metropolitan Remand and Reception Centre at Silverwater and constructing a 10 bed Mental Health Screening Unit and a 9 bed Clinic for female inmates at Mulawa Correctional Centre. Moreover, the Department is now working with Justice Health to develop two new facilities within the Long Bay Correctional Complex: a new 85 bed prison hospital to replace the existing facility; and a new 135 forensic hospital that will be funded and operated by NSW Health.

In addition, the Department worked with Justice Health and other health agencies to effectively manage offenders with a mental illness in the community. For example, Community Offender Services liaised with Community Mental Health teams at Westmead to support offenders with a mental illness who have been sentenced to a community-based supervision order.

Transition

When transitioning from custody into the community, offenders often experience considerable challenges in terms of finding money for living, suitable housing, employment, health services and general support. These issues, if unaddressed, frequently contribute to further offending. To minimise these difficulties, the Department expanded and developed partnerships with key agencies such as TAFE, Department of Housing, and Centrelink. Community Offender Services staff developed and enhanced formal and informal relationships with other community agencies.

Strategic Planning

In 2005/06, the Department saw a growth in demand for community corrections, with the number of inmates released to parole supervision increasing by 12 percent. In response, we increased the number of front line staff and introduced more training officers for community corrections.

At the same time, the number of inmates in correctional centres increased beyond 9,000, with widely fluctuating inmate numbers reaching an all time high of 9,354, 200 inmates above the average. To accommodate this growing inmate population, \$164 million was allocated for the 24 capital works projects in progress during the year.

Commissioner's Foreword

Chief projects included: constructing the new multi-classification facility at Wellington for male and female offenders, which is expected to be completed in mid 2007; redeveloping Mulawa; and constructing a facility for Indigenous inmates at Tabulam on the north coast.

New projects approved in the 2005/06 budget include a new multi-classification facility on the south coast to house 500 inmates and 250 additional beds at both Lithgow and Cessnock Correctional Centres.

During the year, the minor capital works plan enabled the Department to respond quickly to the demand for extra beds and changes in the inmate mix. For example, at Ivanhoe Warakirri Centre, dilapidated State Rail accommodation was demolished and new accommodation was built to house an extra 40 inmates. The new accommodation was assembled from dismantled buildings previously used to house the world media during the Sydney 2000 Olympics.

Aboriginal Programs

In 2005/06, the Department continued to develop a range of strategies and programs to reduce the over-representation of Aboriginal people in custody. One outstanding project, which won the Gold Award at the NSW Premier's Public Sector Awards in the Social Justice Category, is the Yetta Dhinnakkal Program at Brewarrina. This outback centre has lowered the re-offending rate for young male Aboriginal offenders. During the year, the Department also purchased a property at Tabulam for another centre similar to Yetta Dhinnakkal. A draft operational plan for this centre was completed and an open day held in October 2005.

Information Management and Technology (IM&T)

Over the last decade, the role of IM&T has moved from 'optional' to 'mission-critical', with the Department's successful operation requiring a contemporary, responsive and stable information and communication technology (ICT) environment.

This was particularly evident during the year, with IM&T playing a crucial role in providing appropriate ICT infrastructure to support our executive restructure. Similarly, technology is a vital tool in facilitating E-case Management: for example, we could not fulfil our Throughcare responsibilities without rejuvenating our Offender Integrated Management System (OIMS) and developing electronic exchange with external agencies that enable seamless service delivery to offenders transitioning from the community into custody, and from custody into the community.

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To connect our people and systems to each other and the outside world, and to deliver secure, responsive and robust technology solutions, the Department is in the midst of renewing our ICT environment. The challenge is to translate an aged ICT structure to one that fulfils the Department's contemporary needs while meeting the whole-of-government expectation to restrain ICT expenditure.

Our ICT Strategic Plan 2006 – 2010 recognises both of these requirements. Moreover, it aligns with the NSW ICT Strategic Executive Plan developed by the new NSW CIO Executive Council, of which the Department's Executive Director IM&T is a member.

Independent Commission Against Corruption (ICAC) Investigations

During the year, ICAC held two inquiries involving the Department, both initiated by the Department itself. The first, which involved an alleged assault on an inmate at Parramatta Correctional Centre, found that officers had engaged in corrupt conduct. The ICAC report made 14 corruption prevention recommendations, all of which have been implemented. The findings of the second investigation, concerning falsified documents and confidential information being disseminated without authority, have yet to be published. The Department is committed to transparency and effective liaison with the ICAC and the Ombudsman's Office and will continue to take a consultative approach in these matters.

Auditor General's Performance Audit

On 24 May 2006, the NSW Auditor General tabled a report outlining the findings of a Performance Audit on Prisoner Rehabilitation. The report, which can be found at <http://www.audit.nsw.gov.au>, comments:

"In recent years the department has significantly changed its approach to rehabilitating prisoners. It has introduced programs to address offending behaviour based on evidence of what works. It has also formed partnerships with other agencies to help reintegrate prisoners into the community. We believe the department is on the right path and should continue building on these initiatives."

However, it goes on to note:

"Despite these efforts, almost one in two prisoners return to prison or community supervision within two years of release, which is similar to other states."

The Department believes this emphasis on the return to prison rate as a measure of our success at reducing re-offending is misplaced. This is an incomplete measure as it does not include repeat offenders who receive sanctions other than custodial sentences. In NSW, the Government, community and Judiciary have a low tolerance for repeat offenders and are likely to impose custodial sentences. An outcome of this is that the return to prison rate is higher in NSW than most other Australian states.

Commissioner's Foreword

A more meaningful measure is that of 'return to corrective services'. This includes repeat offenders who are given community-based orders as well as those given custodial sentences. In the 2006 Report on Government Services, the rate of 'return to corrective services' was similar across all Australian states, suggesting that the rate of re-offending was similar across all states. Notwithstanding this, the rate of return to corrective services for offenders released from custody in NSW is high, and the Department is committed to making a significant and measurable contribution to reducing the risk of re-offending.

The Department wholeheartedly agrees with the report's conclusion that:

"...many of the factors that affect re-offending are outside the department's immediate control. Crime is more than a justice issue, it is a social one too. These complex issues will only be resolved with a whole-of-government approach."

New Corporate Plan

To take into account the Department's role as a piece of the bigger jigsaw of justice, we have developed a new Corporate Plan for 2006-2009.

This plan addresses the following challenges:

1. Improving cost efficiencies and standards of correctional best practice.
2. Accommodating securely and humanely the number of offenders in custody which is projected to increase significantly during the planning period.
3. Responding to safety and security threats which are potentially posed by offenders incarcerated for serious crimes.
4. Implementing workplace reform initiatives and ensuring safe work places and practices.
5. Integrating community-based and custodial offender management at the corporate, regional and operational levels, and reconfiguring integrated services to achieve improved correctional outcomes.
6. Implementing Throughcare strategies within the Department, and in partnership with other government and non-government human service providers, to contribute to an integrated approach to a reduction in re-offending.
7. Engaging with other criminal justice agencies in the development of proposals to expand the range and availability of community-based sentencing options designed to maximise diversion from custody for identified groups of offenders.

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Commissioner's Foreword

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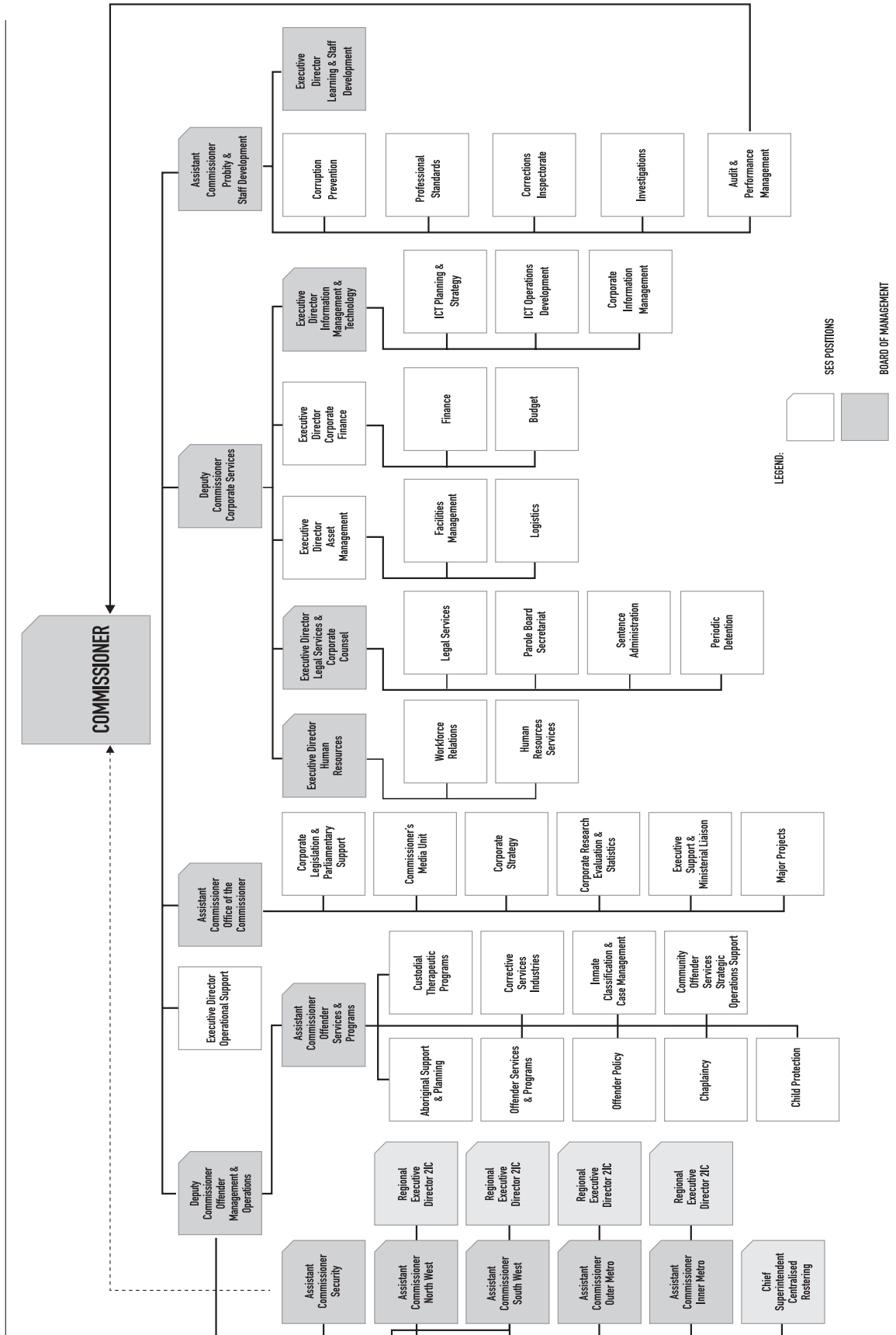
8. Recognising and addressing the specific needs of female offenders.
9. Identifying and addressing the needs of specific offender groups such as the young, aged and linguistically and culturally diverse.
10. Meeting the service requirements of offenders with complex mental health needs.
11. Providing opportunities for courts to divert Aboriginal offenders from custody, and delivering more effective correctional services to Aboriginal offenders.
12. Ensuring the development of policies which take into account the culturally and linguistically diverse nature of the community.
13. Providing appropriate and relevant staff learning and development programs.
14. Attracting and recruiting competent staff in the context of changing labour market demographics.

This Annual Report comments on each of the Department's strategic objectives to meet the above challenges.

In doing so it reflects the considerable work of our staff and management who, despite the disruption of restructuring, have again dedicated themselves to our mission of managing offenders in a safe, secure and humane manner and reducing the risks of re-offending. I thank them all for their outstanding efforts.

4.1

Organisation Chart



5.1

Financial Summary

Section five

Budget and Financial Results

During the 2005/06 year, the Department received \$645.8 million recurrent funding and \$123.2 million for capital works.

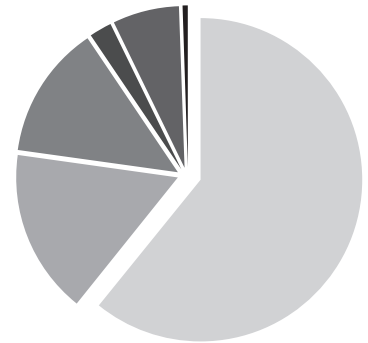
Recurrent funding included enhancements totalling \$1.4 million for Compulsory Drug Treatment Centre and Supported Accommodation for Homeless Parolees. Anticipated inmate numbers did not reach the forecast and resulted in the Department's allocation being adjusted downward by \$4.6 million.

The capital allocation for 2005/06 of \$123.2 million included commencement of new works for 1000 inmate beds \$2.1 million and replacement of the armoury, dog squad accommodation and inmate transport vehicles totalling \$2.7 million.

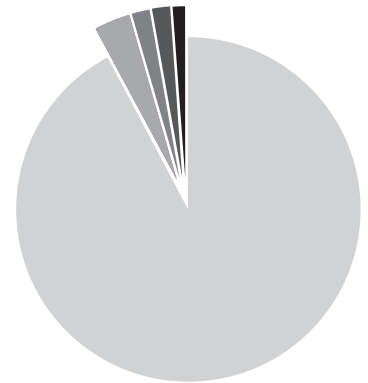
The Department's expenditure (recurrent and capital) for 2005/06 was \$916.9 million. Employee related expenditure was 61%, maintenance and depreciation of assets 9%, other operating expenditure 17% and capital 13%.

Sources of Funding

In addition to the Government contributions (appropriations and contributions 95%), was earnings from Sales to ACT Government 1%, Corrective Services Industries 2% and Other Income 2%, totalling \$832.9 million. For the first time recurrent funding include \$25.2 million for First State Superannuation, that had previously been included in Other Government Contributions.



| Details of Expenditure | % | \$M |
|--------------------------|-------------|--------------|
| Employee Related | 61% | 557.1 |
| Other Operating Expenses | 16% | 149.7 |
| Capital Works | 13% | 123.2 |
| Maintenance | 2% | 20.8 |
| Depreciation | 7% | 61.3 |
| Grants and subsidies | 1% | 4.8 |
| Total | 100% | 916.9 |



| Source of Funds | % | \$M |
|--------------------------------|-------------|--------------|
| Government appropriations | 92% | 769.0 |
| Other government contributions | 3% | 26.3 |
| Other income | 2% | 13.4 |
| Corrective Services Industries | 2% | 15.0 |
| Sales of services to ACT | 1% | 9.2 |
| Total | 100% | 832.9 |

6.1

Offender Management and Operations

Section six

Key result areas

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.

Key Performance Indicators

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

| Indicator | Rate |
|---|------|
| Prisoners returning to prison | 43.3 |
| Prisoners returning to corrective services* | 46 |
| Offenders returning to community services | 17 |
| Offenders returning to corrective services* | 29.5 |

* Includes a prison sentence or community corrections order.

Education rate per 100 inmates

| Rate per 100 inmates | | | | | | National average | |
|----------------------------|---------|---------|---------|---------|---------|------------------|------|
| | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2004/05 | |
| Pre-certificate Level 1 | 2.9 | 2.9 | 2.9 | 3.4 | 3.15 | 4.0 | |
| AQF ¹ secondary | 38.4 | 30.9 | 20.5 | 17.9 | 15.5 | 8.7 | |
| AQF Vocational | 26.8 | 24.0 | 26.4 | 2 | 8.0 | 29 | 29.5 |
| AQF Higher | 1.2 | 1.2 | 1.3 | 1.5 | 1.3 | 2.0 | |
| Total ² | 43.4 | 37.9 | 35.0 | 37.3 | 35.0 | 37.6 | |

¹ Australian Qualifications Framework (AQF) is a unified system of national qualifications .

² A person may be participating in more than one type of education category.

6.2

Section six

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

Sober Driver Program (SDP)

- 94 Standard 9 week SDPs were delivered at 33 District Offices and/or Reporting Centres with 1,281 offenders enrolled and 924 completing the program.
- 24 Condensed Versions of SDP were delivered at 17 District Offices and/or Reporting Centres with 237 enrolled and 173 offenders completing the program.
- 88 persons were trained to deliver both versions of the program.

Pathways to Employment, Education and Training (PEET)

- In semester 2, 2005 (June to December), 225 offenders were enrolled, 114 completed the program and 91 progressed to employment or further study.
- In semester 1, 2006 (February to June), 184 offenders were enrolled, 112 completed the program and 89 progressed to employment or further study.

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

'What works'

In 2005/06, the Department's approach to managing the risk of re-offending was based on the 'what works' literature, which asserts the core criminogenic needs that influence offending are:

- antisocial attitudes and beliefs;
- poor self control;
- identification with criminal models;
- weak ties to pro-social models;
- impulsivity;
- difficulties with self management such as poor decision making skills;
- heavy or problematic drug or alcohol use;
- lack of certain interpersonal skills; and
- problems with literacy, employment, leisure/recreation.

Risk assessment

In 2005/06, the Department completed 31,916 Service Inventory-Revised (LSI-Rs) to assess 25,881 offenders in custody and in the community. The LSI-R:

- profiles offenders' criminal and social history;
- rates their risk of criminal re-offending;

Offender Management and Operations

- lists dynamic factors related to the risk of re-offending;
- lists strengths, assets and protective factors; and
- creates whole-of-sentence, prioritised case plan strategies to address individual needs.

Following the 'what works' principles, the Department ensured that offenders identified by the LSI-R as medium to high risk received higher levels of intervention. For example, they were required to participate in targeted group work programs and interventions and were more closely supervised, including more home visits and employment checks for offenders in the community.

Whole-of-sentence case management

In 2005/06, the Department managed all offenders within the Throughcare Strategic Framework, which creates a whole-of-sentence case plan that links custodial and community corrections. Whole-of-sentence case management is based on regular assessments and facilitated by an electronic case management system to provide seamless service delivery between community and custody and custody and community, addressing post-sentence programming and relapse prevention.

The goal of case management is to manage offenders in a manner that promotes positive interaction between staff and offenders, and fosters the development of attitudes and skills necessary for integration into the community.

It incorporates:

- assessment;
- case planning;
- implementing interventions;
- monitoring and evaluating progress.

Case plans set out programming requirements and priorities including:

- managing safety and well-being issues including risk of suicide or self-harm;
- care and/or treatment of physical or mental health, developmental and cognitive disorders;
- substance use and abuse;
- risk of re-offending;
- personal development deficits;
- community re-integration.

Aboriginal Support and Planning Unit (ASPU)

In February 2006, four Aboriginal Assessment and Support Officers joined the Department's ASPU, located at reception centres in Goulburn, Grafton, Dillwynia and Bathurst Correctional Centres. These officers contributed to the case planning and case management process of Aboriginal offenders.

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Psychology

During the year, the Department's psychologists spent more than a quarter of their time assessing risk at many points along the whole-of-order/sentence spectrum, in the process producing the following reports:

Approximate number of reports prepared

| Year | SORC ¹ | Court | Parole | PRLC ² | Other |
|-------|-------------------|-------|--------|-------------------|-------|
| 04/05 | 125 | 66 | 194 | 233 | 210 |
| 05/06 | 86 | 137 | 304 | 273 | 1006* |

*This year the 'Other' category allows staff to record regular case management reports for consideration as part of the case management process, including the regular reports prepared concerning inmates held in the High Risk Management Unit (HRMU).

¹ Serious Offenders Review Council

² Pre-Release Leave Committee

Psychologists also assessed offenders:

- whose screening suggests possible intellectual disability;
- for courts and risk management appraisals/plans
- for referral to Sex Offender Programs; and
- for referral to Violent Offenders Treatment Program.

Psychologists in Forensic Psychology Services also provide risk assessment and risk management plans for sex offenders under community supervision.

Child Protection Co-ordination and Support Unit (CPCSU)

In 2005/06, the CPCSU prepared over 180 risk assessment reports on offenders with child protection issues, following over 500 referrals involving over 670 children. The CPCSU worked in partnership with the Department of Community Services (DOCS) to improve the way child protection issues are identified and managed both in custody and in the community, including seconding a DOCS officer to the unit.

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

Programs to reduce the risk of re-offending

The Department's suite of programs includes:

- 'accredited' programs that target dynamic risk factors ('criminogenic needs');
- 'approved' programs that address important needs but do not focus on the factors known to be directly associated with reducing re-offending; these programs may be educative, promote the safety and well-being of offenders or make offenders ready to participate in accredited programs; and

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- programs that aim to ease the re-settlement of offenders into the community.

In line with the principles of 'what works', the Department also conducts 'readiness' programs. For offenders, readiness is more than motivation. The poor educational and social background of many offenders means that before they can be expected to benefit from an offence-related program, or even preparation for work, they often need to learn to organise themselves to attend a regular appointment, to participate in a group activity and to be willing to learn from others.

In 2005/06, the Department continued to develop more accredited programs, making significant progress with interventions in relation to alcohol and other drugs, sexual offending, violent offending, cognitive skills and community engagement.

During the year, eight programs were submitted to the accreditation process, with three programs considered by the Accreditation Panel:

1. CUBIT - Custody-Based Intensive Treatment for sexual offending
2. Community Treatment Program for Sexual Offending
3. Violent Offenders Treatment Program (VOTP).

Group work programs

Offender Services and Programs (OS&P) Data Collection

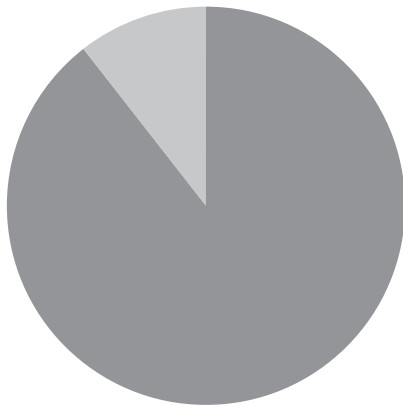
In September 2005, the Department began to systematically monitor offenders' group program participation and the type of interactions between OS&P staff state-wide. Early indicators gleaned from this centralised collection of data for the April to June 2006 quarter suggest:

- offenders in custody spend 75 percent of their contact time with Offender Services staff in criminogenic and re-integrative group programs;
- attendance rates are high across all programs;
- target groups (Aboriginal and Torres Strait Islanders - ATSI, Non-English Speaking Background - NESB, Young Adults and offenders with disabilities) make up over 50 percent of all offenders attending groups;
- for 25 percent of inmates, OS&P staff contact is one-to-one;
- 25 percent of individual contact between OS&P staff and inmates is spent in case management;
- 20 percent of individual contact involves counselling; and
- 20 percent of individual contact involves contact with community agencies.

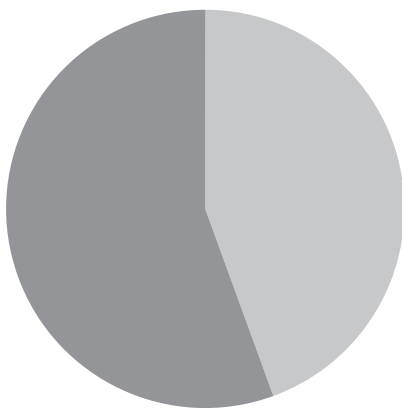
Statistics on the April to June 2006 quarter demonstrated that group work is both an efficient and effective use of the Department's staff. As can be seen from the pie charts below, while running groups accounted for only 10 percent of staff time, it made up 55 percent of service delivery to inmates.

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Total daily offender contact hours: 19,808
 Total group hours (staff time spent in group sessions) 2,305



Total daily offender contact hours 19,808
 Total group hours (number of session hours per month times number of offender attendances) 24,692

While working in groups is clearly an efficient use of time, the Department's use of group work is driven by research which has established that the experience of working in a group significantly strengthens opportunities for learning and behaviour change. In a group, members have the opportunity to see the consequences of a given behaviour acted out in the lives of others, and to appraise themselves more objectively and critically. Moreover, input comes from a variety of sources and not just from the facilitator, whom offenders often see as being paid to respond in a certain way.

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In June 2005, Community Offender Services (COS) released a document identifying group work interventions for medium to high risk offenders. This resulted in the following suite of programs being introduced or developed during the year:

Accredited and Approved Programs

- Think First
- NSW Sober Driver Program
- Pathways to Employment Education and Training
- Drug and Alcohol Addiction
- Relapse Prevention
- Violence Prevention
- Domestic Violence Perpetrators

Re-Integration Programs

- Think and Link
- Preparing for Change
- Women's Positive
- Parolee Insight

Alcohol and Other Drugs

Getting SMART and SMART Recovery Programs

In January 2006, the Department launched the SMART Recovery, self-help recovery group program adapted for the custodial or community supervision environment from a US American cognitive behavioural change model. By the end of June 2006, 100 Offender Services and Programs staff were trained as group facilitators and SMART Recovery was running in 14 correctional centres, with some of the larger centres such as the MRFC hosting several groups concurrently. Offenders in custody are also linked with the SMART Recovery program in the community, facilitated by non-government organisations, enabling the benefits of this program to flow through post sentence.

Cognitive Behavioural Therapy (CBT) is at the forefront of addictions treatment, with evidence from the literature demonstrating that CBT-based interventions are proven to make a positive impact towards reducing recidivism.

In adapting the model, Getting SMART, a workbook was devised to explain the tools and techniques of CBT in a way that group participants would understand. This workbook and all resource materials used in SMART Recovery were printed by Corrective Services Industries.

SMART Recovery will be rolled out to all correctional centres by the end of 2006.

Ngara Nura

In 2005/06, 85 offenders were received into the Ngara Nura therapeutic program to address the issues of substance misuse and gambling, with 75 completing the program. The program's content is informed by the recommendations from the National Drug Strategy and evidence-based best practice.

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Within the Ngara Nura program, participants attend counselling, participate in educational and therapeutic groups, and work with staff and agencies to set up post-release supports for themselves and their families. Some individuals from the program move to residential facilities in the community to continue their treatment program while others move directly into the general community and are referred to appropriate support agencies.

Preliminary data from evaluating the first three years of the program showed 73 percent completion, with only 7.8 percent of urinalysis results positive for drug use. The evaluation also found that those completing the program were significantly less likely to re-offend within two years than a comparison group of offenders who were assessed as eligible for the program but did not undertake it.

NSW Sober Driver Program (SDP)

In 2005/06, the Department delivered 94 standard and 24 condensed versions of the SDP in conjunction with the Roads and Traffic Authority, Motor Accidents Authority, Department of Corrective Services and Attorney General's Department. In addition, 88 new persons were trained to deliver the program.

The program is a court-based, post-conviction mandated program that targets adult offenders convicted of a repeat drink driving offence in the past five years. It addresses issues such as consequences of drink driving, effects of alcohol on driving, managing drinking situations, alternatives to drinking and driving and relapse prevention and stress management.

In June 2006, an independent evaluation of the program found offenders completing the program were half as likely to re-offend as offenders who had not completed the program. The evaluation also found:

- offenders improved their knowledge of the effects of alcohol on self and others;
- a significant change in offenders' anti-social attitudes to drinking and driving;
- the program assisted many individuals to identify their own unsafe behaviour patterns;
- the program is consistently delivered across the State; and
- the program is effectively and efficiently managed.

Drug and Alcohol Addiction Program (DAAP) and Relapse Prevention Program (RPP)

In January 2006, the Department began to implement the DAAP and RPP with funding from the Drug Summit budget. A steering committee was established comprising representatives of Community Offender Services, the Centre for Drug and Alcohol and Justice Health. This committee contributed to the tender process and assisted in developing the framework and the DAAP and RPP programs as well as the accompanying training package.

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Program participation January-June 2006

| Program | Number of programs | Participants | %Completed |
|---------|--------------------|--------------|------------|
| DAAP | 18 | 224 | 67% (149) |
| RPP | 9 | 98 | 63% (62) |

Sexual Offending

2005/06, modifications to the Department's sex offender programs included: creating a new program for people who deny either committing, or question the details of the offence; and re-organising the program into open groups which sex offenders enter and leave as their individual therapy needs dictate. These changes have already achieved better treatment outcomes for, and increased participation of, Aboriginal offenders who traditionally struggle with the level of disclosure required in these types of programs.

Training

In March 2006, Dr Bill Marshall, an internationally recognised expert in sex offender treatment delivered training seminars to departmental psychologists on a range of sex offender related issues.

Violent Offender Therapeutic Program (VOTP)

In 2005/06, the Department increased programs for violent offenders and implemented strategies to improve the treatment gains of program participants including:

- identifying interventions as part of behaviour and case management;
- identifying, monitoring and modifying behaviours that potentially hinder/facilitate successful program participation; and
- basing intake selection and program preparation on assessed responsibility factors.

During the year, there were 59 referrals to the VOTP. Twenty-two offenders were admitted to the assessment phase and 19 were further admitted to the program preparation phase. Of 49 offenders who participated in the VOTP, 42 completed the whole program. This attrition rate of 14 percent compares favourably with 25 percent in 2004/05. Of the 27 offenders who participated in the therapeutic program of the VOTP, 23 completed Stage I and Stage II and four offenders dropped out. This attrition rate of 15 percent is half that of the previous year.

In November 2005, the University of South Australia evaluated the VOTP, reporting consistent positive changes to inmates between entering the program and completing Stage II. Next year the VOTP aims to become accredited and to systematically monitor program quality and integrity. To this end, program data will be centrally collated in the VOTP/Serious

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Offenders Review Council (SORC) assessment unit in Long Bay Correctional Complex and used for further outcome evaluation, intake planning and research.

VOTP Outreach

In line with best correctional practice, the Department now provides a maintenance program for inmates who have completed the VOTP at Long Bay so they can sustain program gains and practice acquired skills. For those inmates who have completed the program and return to the Metropolitan Special Programs Centre, Bathurst and Silverwater Correctional Centre, this maintenance program is delivered via video link. Another VOTP outreach maintenance program, also based on a comprehensive relapse prevention plan is provided in the community. This year, this was available through the Newtown District Office of Community Offender Services and will be extended to other locations next year. In addition, enhancement funding will ensure 'satellite' VOTP programs can be introduced in Kirkconnell, Bathurst and Lithgow Correctional Centres.

Cognitive Skills

In 2005/06, Think First was delivered at Bathurst, Lithgow, Junee, Dillwynia and the Mid North Coast Correctional Centre to both male and female inmates at all levels of security classification. Of the 110 program participants, 18 were female.

Preparation for Release from Custody

Hey, Dad

During the year, Hey, Dad, a parenting program that has been running regularly at the Ngarra Nura Centre at Long Bay, was also delivered at Silverwater and Oberon Correctional Centres. Hey, Dad, which is delivered by Centacare staff, is currently being adapted for accreditation.

Nexus - Planning Your Release

In the last quarter of 2005/06, the Department introduced the Nexus program to encourage independent community living. Under the program, staff support offenders in developing a pre and post-release action plan using the Planning Your Release: NSW Exit Checklist booklet.

A second edition booklet is expected to be released by the end of the year. The Department's intranet will accommodate changes to legislation and keep facilitators abreast of any changes after the second edition is produced. In addition, resource expos will be conducted on site at correctional centres to allow local agencies direct contact with offenders to assist a comprehensive transition back into the community.

Education and vocational skills

The Department divides its limited education budget between assessing educational needs and providing educational services. Thus, any resources directed to educational assessments must be redirected from educational provision.

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Education Profile Interview (EPI)

During the year, the Department used the EPI when diagnostic literacy/numeracy assessment was required, and inform decisions about individual education plans leading to training for employment. Up to the end of the reporting year, approximately 5,000 Education Profile Interviews have been completed.

In 2005/06, the education rate per 100 inmates was 35 percent. Moreover, 35 percent of inmates participated in education courses as part of their case management plan (monthly average of about 3100 individual enrolments). This compares with 37.3 percent in 2004/05.

Total enrolments in all education programs provided by the Department's Adult Education and Vocational Training Institute (AEVTI), TAFE NSW and teachers employed by other registered training organisations increased slightly in 2005/06, from 4,677 enrolments compared to 4,593 in the previous year.

Adult Education and Vocational Training Institute (AEVTI)

AEVTI is a Registered Training Organisation (RTO) that provides accredited courses and nationally recognised qualifications in NSW correctional centres. It aims to improve the literacy, language and numeracy skills of all inmates to a level equivalent to the school Year 10 standard, and to provide further education and vocational training for inmates who need to improve their skills and qualifications for post-release employment.

Outcomes

Total enrolments in all education programs increased in 2005/06 compared to the previous financial year. In 2005/2006, there were 4,677 enrolments in all education courses compared to 4,593 in the previous year.

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In 2005/06, the following educational outcomes were achieved:

Statement of attainments (module completions)

| | |
|--------------------|--------------|
| AEVTI | 5,526 |
| Traineeships | 728 |
| Library training | 64 |
| Distance education | 85 |
| Total | 6,403 |

Completed Certificates

| | |
|--------------------|------------|
| AEVTI | 127 |
| Traineeships | 52 |
| Library training | 1 |
| Distance Education | 22 |
| Total | 202 |

Pre-tertiary/tertiary distance programs completed

| | |
|---|---|
| Tertiary preparation courses | 9 |
| Diploma/Associate Degree/Advanced Diploma | 4 |
| Bachelor degree | 3 |
| Masters degree | 0 |
| Doctoral degree | 0 |

Average monthly participation figures for 2005/06

| | |
|---|-----|
| Aboriginal and Torres Strait Islanders (ATSI) | 747 |
| Non-English Speaking Background (NESB) | 841 |
| Young Adult Offenders (YAO) | 724 |
| Women | 461 |
| Disability | 194 |

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In 2005/06, module completions increased from 5,968 to 6,403, and certificate outcomes rose from 157 to 202 compared to the previous financial year.

During the year, AEVTI implemented a range of quality assurance strategies relating to how learning outcomes are assessed. AEVTI also contributed to inmate readiness and motivation to participate in offence-related programs such as the Violent Offender Therapeutic Program (VOTP) and the Custody-Based Intensive Treatment for sexual offending (CUBIT), through providing opportunities to develop functional literacy and effective communication skills.

Library training

In 2005/06, education enrolments included 13 inmate library clerks enrolling in a Certificate II in Library and Information Services. Of these, one inmate completed the training during the year and all 13 successfully completed 64 course modules, gaining statements of attainment.

Intensive Learning Centre (ILC)

In 2005/06, 51 students graduated from the ILC established at John Morony Correctional Centre – an 85 percent completion rate. The ILC offers a full-time education program for young adult offenders aged 18 to 24 who did not succeed in the school system and have a history of short-term jobs with long periods of unemployment.

While the program has not yet been formally evaluated, initial results meet the target levels of improved skill levels in a range of basic and vocational competencies, plus improved behaviour and attitudes in both classroom and workshop settings. Data from the Department's Corporate Research, Evaluation and Statistics Unit indicates improved behaviour post completion, as measured by decreases in disciplinary charges, decreases in positive urine tests, and improved security classifications. This is a positive outcome as young male offenders serving custodial sentences have higher than average rates of self-harm and rates of committing offences while in custody.

Although it is too early to measure the effect of the ILC on recidivism rates, as most of the graduates remain in custody or have only recently been released, there is a body of evidence to suggest that improving employability skills and basic literacy/numeracy skills can reduce recidivism for this group by between 10 and 20 percent.

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Unity Garden

It started with an idea. An idea for a garden. A garden of interconnecting and intersecting pathways, culminating in a 'Celtic knot' and allowing for a variety of plant species and designs.

Teacher Elizabeth Day saw an opportunity to engage offenders at Dillwynia Correctional Centre for women in north-west Sydney in a group activity that would enhance their environment, where they can meet and learn from each other, hone skills and recognise cultural differences. Marilyn Wright, General Manager of Dillwynia suggested the name "Unity Garden", as it signifies the bringing together of cultures.

Dillwynia was two years old in this financial year and the Unity Garden has grown and developed. It now comprises a frangipani emblem, yellow, pink and white coloured lilies, surrounded by gardenias, roses, birds of paradise and sunflowers. Vietnamese and Chinese inmates have planted their traditional vegetables and Aboriginal women have incorporated a rainbow serpent. Gayle Malpass, the Manager of Offender Services and Employment says the view of the garden looks particularly beautiful from the area where the therapeutic programs are held.

Traineeships

During the year, the Department continued to pilot traineeships for selected inmates in six correctional centres, integrated with Corrective Services Industries work opportunities, under the auspices of the NSW Department of Education and Training and Commonwealth New Apprenticeship Scheme.

| Correctional Centres | Traineeship Qualifications | Corrective Services Industries |
|----------------------|---|--|
| Cessnock | Cert II in General Construction | Demountables (Service Industry) |
| John Morony | Cert II & III in Engineering Production | Engineering (Business Unit) |
| Silverwater | Cert II in Hospitality Cert II in Engineering Production | Food Services (Business Unit) Engineering (Business Unit) |
| Emu Plains | Cert II in Hospitality Cert II in Food Processing Cert II in Transport & Distribution | Milk Processing (Service Industry) Pack & Assembly (Service Industry) |
| Kirkconnell | Cert II in Furnishing | Furniture (Business Unit) |
| Bathurst | Cert II in Hospitality Cert II in Horticulture | Kitchen (Service Industry) Grounds Maintenance (Service Industry) |

Traineeship Results

Of the 65 inmates undertaking traineeships in 2005/06, 52 offenders completed - a completion rate of 80 percent.

| Correctional Centre | Trainees Approved by DET | Trainees Completed | Trainees Cancelled | Trainees Yet to Complete |
|---------------------|--------------------------|--------------------|--------------------|--------------------------|
| John Morony | 16 | 15 | 1 | 0 |
| Emu Plains | 9 | 9 | 0 | 0 |
| Cessnock | 11 | 9 | 2 | 0 |
| Silverwater | 8 | 6 | 2 | 1 |
| Kirkconnell | 9 | 7 | 2 | 0 |
| Bathurst | 12 | 6 | 6 | 0 |
| TOTAL | 65 | 52 | 13 | 1 |

Enhancement funding to support literacy, numeracy and work skills programs

In March 2003, the then Premier of NSW released Stage Two of the Labor Public Safety Plan – Targeting Repeat Offenders. Part of the plan involved significant funding enhancement for targeted rehabilitation programs in correctional centres, including literacy, numeracy and work skills training.

As part of this plan, \$2.74 million was expended in 2005/06 to finance 27 (EFT) literacy/numeracy work skills positions in 25 correctional centres. This sum also financed an additional \$400,000 worth of TAFE teacher hours to enhance offender employability skills.

Of the total positions created since July 2004, 3.3 positions were targeted to women offenders, 1.7 to Aboriginal offenders, 3.6 to young offenders and 3 to offenders with disabilities.

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Corrective Services Industries (CSI)

During the year, Corrective Services Industries (CSI) continued to roll out the Work Readiness program and integrate it with other offender services and programs. As a result, offender employment positions in commercial activities increased from the previous year's average of 2,593 to an average of 2,815 in 2005/06.

| Rate per 100 inmates | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2004/05 National Average |
|----------------------|---------|---------|---------|---------|--------------|--------------------------------|
| Commercial | 37.0 | 36.62 | 34.43 | 35.07 | 39.36 | 30.9 |
| Services | 44.80 | 39.64 | 39.39 | 35.28 | 33.15 | 43.4 |
| Work Release | 1.74 | 1.53 | 1.14 | 1.43 | 1.52 | 1.3 |
| Total | 83.54 | 77.79 | 74.96 | 71.78 | 74.03 | 75.6 |

Inmate employment in Corrective Services Industries

| Year | Inmate Actual | Daily Average Full-time Inmate Population |
|---------|---------------|--|
| 2001/02 | 4,592 | 7,788 |
| 2002/03 | 4,601 | 7,983 |
| 2003/04 | 4,685 | 8,367 |
| 2004/05 | 4,885 | 8,926 |
| 2005/06 | 5,202 | 9,103 |

Commercial Performance

In 2005/06 CSI provided sales of \$49.6 million compared to the previous year's \$42.7 million and a gross return to the Department of \$18.6 million compared to \$15.9million in 2004/05.

| Year | Sales \$ | Gross Contribution (Trading Profit) |
|---------|----------|--|
| 2001/02 | \$36.2m | \$13.5m |
| 2002/03 | \$36.0m | \$12.8m |
| 2003/04 | \$40.1m | \$15.1m |
| 2004/05 | \$42.7m | \$15.9m |
| 2005/06 | \$49.6m | \$18.6m |

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Section six

Employment

Inmate Employment

Despite the increase in inmate numbers, in 2005/06, the rate of employment per 100 inmates rose to 74.03, 3 percent above the 71.78 rate of the previous year and just below the national average of 75.6 for 2004/05. This increase was due to a rise in the number of inmates employed in commercial industries, which rose from a rate of 35.07 to 39.36, well above the national average of 30.9. Commercial industries offer inmates valuable opportunities to gain work experience and learn new skills that will increase their chances of gaining employment post-release.

Pathways to Employment, Education and Training (PEET)

In 2005/06, the Department ran 36 9-week PEET courses at 23 Community Offender Services District Office locations. Each course was co-facilitated by a TAFE teacher and a Probation and Parole Officer. Courses were conducted mostly at TAFE Institutes with the goal of motivating offenders to continue with TAFE options once the PEET course has been completed and/or to find employment.

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

The Department measures whether its accredited and approved programs successfully rehabilitate offenders by applying standardised assessments before and after program completion. Studies that compare the rate of re-offending of treated and untreated populations are also useful, but require lengthy timeframes and have inherent problems establishing appropriate control groups for comparison. Despite this, the Department has commenced such studies.

Quality Assurance

In 2005/06, the Department developed a Program Quality Standards Manual based on the Strategic Accreditation Framework to systematically audit program integrity and quality.

In March 2006, the Department formed a working party from the Offender Programs Unit and the Program Support Group to discuss policies and procedures in relation to quality assurance in all group work programs.

To further assist in developing quality assurance in group programs, a fulltime Quality Assurance Consultant (QAC) position with the Sober Driver Program commenced in September 2005, and a staff member from the Offender Programs Unit was appointed to develop Quality Assurance policies with group programs.

Standards in Education and Training

The Department's registered training organisation, AEVTI, is both audited by the NSW Vocational Education and Training Accreditation Board (VETAB)

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against the 12 Australian Quality Training Framework (AQTF) standards and conducts its own internal audits.

New advisory group for dual-diagnosis offenders in the community

One of the most difficult groups supervised by Community Offender Services is offenders with both mental health and drug and alcohol disorders. To ensure the quality of program delivery to this group in 2005/06, the Department formed an advisory group with representatives from NSW Health (Centre for Mental Health, the Drug Directorate and Justice Health) and the Department of Ageing, Disability and Home Care.

The advisory group identified Nowra, Newcastle, Gosford, Newtown and Parramatta as locations where locally developed protocols, procedures and systems for a joint management approach could be tested. Multiple workshops were delivered in these locations and a report established recommendations for future directions. Following this, five part-time positions of project co-ordinator were established to identify suitable, dually diagnosed offenders and develop and implement a cross agency case management model.

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

Whole-of-Government approach

Through partnerships, sometimes formalised in Memoranda of Understanding with key departments and agencies, the Department seeks to ensure that offenders are supported by a range of required services to enable them to make the transition to independent living. At a local level, cross agency management of offenders assists community safety and offender rehabilitation.

Transitional Support Framework

During the year, the Department implemented more aspects of its Transitional Support Framework including: linking procedures for preparing offenders for release with classification processes; issuing Discharge Certificates to offenders released from custody via the courts; obliging all offenders to attend an introductory session to the Nexus community re-integration program within six months of release; and increasing numbers of correctional centres participating in re-settlement expos.

As part of this, the Department began to develop a Service Partnership Agreement with a leading Job Network provider. This focuses on providing services to offenders as they transition from custody to community and will involve collaborating in case management.

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Benefits

In May 2006, the Department set a new benchmark in Throughcare support by signing an expanded Program Protocol Agreement with Centrelink. While the Department has had a long standing arrangement with Centrelink, this new agreement brought important new ties with Community Offender Services. As a result, a Program Protocol Agreement Implementation Pack was developed for Centrelink/Community Offender Services (COS) staff and for Centrelink/correctional centre staff. Also by year end, a Service Agreement between the Department and Centrelink to establish protocols and standards for data exchange and funds transfer was in its final development stages. These documents will be used as models for other states and territories.

Under the new Agreement Centrelink staff can be located at COS District Offices, thereby taking the potential for violence and aggression away from local Centrelink Customer Service Centres. Centrelink staff can, under appropriate circumstances, use laptop computers during meetings with offenders so claims and assessments can be directly processed.

Next year, improvements in the Department's IT infrastructure will streamline data exchange with Centrelink and enable crisis payments to be made quickly and easily.

Housing

The Department's liaison with the Department of Housing (DOH) increased as a result of the Reshaping Public Housing Reforms, with consultations held to develop a formal partnership to address the housing needs of post-release offenders. Participation by the Aboriginal Support and Planning Unit ensured the needs of Aboriginal offenders were considered. During the year, the Department piloted a project with DOH to streamline notification processes when tenants are incarcerated. This project connects local Housing Offices with incarcerated tenants to determine their best options in relation to public tenancies and any debts incurred due to property damage.

Housing Accord Assessment Advisory Committee

The Department also had representation on the Housing Accord Assessment Advisory Committee, an initiative of the NSW Government, to ensure vulnerable and 'at risk' client groups receive appropriate support.

Area West Liaison Committee

In 2005/06, the Department operated the Area West Liaison Committee in partnership with DOH to enhance the goals of both agencies. This included identifying barriers to efficient or effective service and putting in place common operational structures to reduce complexity and enhance compliance. Although this committee is for a local area, its effects have been translated into state-wide structures that affect those entering custody, those preparing for release and those under community-based supervision.

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Justice Sector Agencies

During the year, the NSW Police extended access to the Computerised Operational Policing System (COPS) to enable Community Offender Services staff to print criminal histories. Additionally, the Department continued to participate in the Courtlink Project, to develop and implement capabilities for electronic exchange of information across justice sector agencies.

Mental Health Screening Unit (MHSU)

During the year, the MHSU at the Silverwater Complex became fully operational, operating within a joint management plan between the Department and Justice Health. The goals of this MHSU are to stabilise symptoms of newly received inmates and, where possible, divert the mentally ill to a non-custodial setting.

NSW TAFE Commission

The Department allocates \$1.6 million for TAFE delivered programs under a memorandum of understanding (MOU). In 2005/06, this provided approximately 20,000 hours of TAFE NSW course delivery at all correctional centres in NSW (excluding Junee Correctional Centre where services are provided by TAFE Victoria), including an extra 145 hours of TAFE NSW service delivery at the Kariong Juvenile Correctional Centre.

The MOU ensures the standard of service provided by TAFE NSW to inmates in correctional centres is equal to that found in TAFE NSW Institutes. This allows the Department to develop Throughcare linkages between education and training in correctional centres and that available post-release in the wider community.

During 2005/06, the Department renegotiated its MOU with TAFE NSW to cover the period 2005-2008. The new MOU commits both organisations to work together to develop a post-release strategy to strengthen pathways to continued study with TAFE NSW for offenders.

Accommodation for medium/high risk parolees

The NSW Drug Summit allocated funding to Community Offender Services from 2003 to 2007 to provide emergency short-term accommodation for parolees with a high risk of drug relapse shortly after their release from custody. At the end of 2005, more than two thirds of the offenders assisted by this program remained in the community under supervision, three months after the assistance was rendered.

Child Protection Watch Trial

In 2005/06, a new multi-agency, co-ordinated approach to identifying and managing high risk child sex offenders in the community was trialled in south western Sydney. With Police as the lead agency, a Child Protection Watch Team was created to case manage registered child sex offenders who present a grave risk to children. Other agencies involved included the Departments of Juvenile Justice, Community Services, Health, Education

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Credit: Gary Ramage and Taronga Zoo

Keeping Koalas in Browse

Koalas are fussy eaters. Only the fresh leaves of a certain type of eucalyptus tree will do. For koalas in captivity, this means that their special 'browse' will have to come from plantations, and with the expansion of Sydney's urban sprawl, space for cultivation areas close to their zoo habitat is getting sparse.

Management and inmates of the John Morony Correctional Centre are doing their bit to keep the Taronga Zoo koalas in the manner they are accustomed to. Three different areas have been identified to be used as 'market gardens' for the cuddly marsupials.

The General Manager of John Morony, Bernadette O'Connor describes the process: "Once an environmental impact study proved that the planting was not jeopardising the area's biodiversity, we met with the management of Taronga Zoo to work out the details of the enterprise."

The co-operation between the correctional centre and the zoo provides inmates with work. They planted the 4000 eucalyptus seedlings and they look after them until the leaves can be harvested. The inmates water the young trees using the correctional centre's greywater. The inmates also make sure that the undergrowth around the new trees is kept clean. In about two years, once the trees are big enough to supply the food for the koalas, inmates will gather the leaves and parcel them for transport to the zoo. "The zoo can maintain the koalas, inmates at the centre learn new skills in horticulture, and the land is used productively", Ms O'Connor says.

and Training, Housing, Aging and Disability and Home Care (DADHC) and the Attorney General's Department.

Domestic Violence Intervention Court Model (DVICM) Pilot

During the year, the Department was a member of the cross-agency working group for the DVICM, an integrated criminal justice and community social/welfare response to domestic violence that adapts national and international best practice to the NSW context. The DVICM aims to improve safety for victims of domestic violence by ensuring perpetrators of domestic violence offences are held to account for their actions. The program was piloted by the Wagga Wagga and Campbelltown Community Offender Services district offices during 2005/06. The Bureau of Crime Statistics and Research (BOCSAR) is evaluating the pilot programs and depending on the result, the DVICM will be extended.

Community Conferencing for Young Adults Program Pilot (CCYA)

In 2005/06, the Department was a member of the cross-agency working group for the CCYA, which is currently being piloted in two Local Court circuits: Tweed Heads and Liverpool. The program offers community conferencing to develop an intervention plan for young adult offenders aged between 18 and 24. Any victim of the offence or a victim's chosen representative is entitled to attend a conference, along with the police officer investigating the offence and support persons for the offender. Other people may be invited to attend a conference including a member of the offender's family or the offender's supervising officer.

Mothers and Children's Program

During the year, a range of agencies participated in the Mothers and Children's Program at Emu Plains Correctional Centre including those responsible for housing; child protection; community health nurses; rehabilitation and refuges; music therapy and other child/family support services. In addition, the local hospital provides parenting assistance through its Tresillian Unit.

Taronga Zoo

In 2005/6, the John Morony Correctional Complex expanded Taronga Zoo's koala food stocks with a new eucalyptus plantation. Through the project, inmates gain work skills to assist their re-integration into the community. The koala food program complements the WIRES animal rescue centre, which has proved to be a valuable part of the Department's rehabilitative programs.

National Parks and Wildlife

In September 2005, the Department signed a memorandum of understanding with National Parks and Wildlife Service's Western Region to involve inmates from Broken Hill in a variety of projects within several national parks. A part-time horticulturist teacher has been appointed to Broken Hill, and under the guidance of the teacher inmates tend to vineyards, orchards and vegetable gardens within the centre's grounds.

Forests NSW

During the year, a long-standing partnership with Forests NSW resulted in the Department cultivating a series of pine plantations to supply softwood for the State/Country. Approximately 600 inmates are employed in afforestation, saw-milling and timber-related manufacture activities at Glen Innes, Oberon, Kirkconnell and Mannus Correctional Centres. This regeneration work affords inmates the opportunity to find work within the forest industry upon release.

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.

Mental Health

New mental health facilities at Mulawa

During the year, the Department completed a \$14 million purpose-built mental health screening unit (MHSU) and clinic at Mulawa Correctional Centre. Both facilities are designed to provide a secure yet normalised environment to better diagnose and treat women with acute mental health problems.

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Depression program at Dillwynia

During the year, Dillwynia Correctional Centre started a depression and anxiety program to improve female inmates' mental health.

Biyani

Biyani is a residential program for five women offenders with a mental health disorder or mild intellectual disability and co-existing alcohol and drug problems. Biyani is an alternative to a custodial sentence. The program provides accommodation and support to stabilise mental health and drug and alcohol issues, and to help women gain access to long-term residential rehabilitation programs or appropriate community rehabilitation resources.

During the year, 46 referrals were made to the program and 22 women admitted. The remaining referrals were either ineligible, were given a custodial sentence or a vacancy was not available at the time. Eleven of the women admitted were from an Aboriginal and Torres Strait Islander (ATSI) background.

In 2005/06, fourteen women completed the program, seven left without completing and one was asked to leave. Of those leaving: five went to residential drug rehabilitation programs; two to supported housing; one to an Aboriginal aged care facility; four to Department of Housing and two to family. Of the 7 women who left without completing, 2 went to a boarding house with support.

An interim evaluation of the program found the client group targeted by Biyani is characterised as extremely treatment resistant and relapse prone due to the complexity of their needs. It has been difficult to move women through the program due to the severe lack of appropriate services within the community to serve the needs of this group.

Additional capacity at Broken Hill

In 2005/06, the Department converted the Broken Hill periodic detention centre to a minimum security area, increasing Broken Hill Correctional Centre's capacity by 30 extra full-time custody places. The conversion includes a new 12 bed women's accommodation unit.

Alcohol and other drug (AOD) addiction

Emu Plains Correctional Centre

In 2005/06, Emu Plains Correctional Centre conducted the Personal Ownership Identity and Self-Empowerment Program (POISE), a 12 week lifestyles program for female inmates with AOD issues to promote drug awareness and relapse prevention. The program includes participation from Narcotics Anonymous (NA), Alcoholics Anonymous (AA), a range of rehabilitation centres and local alcohol and other drug agencies.

Dillwynia Correctional Centre

Dillwynia ran the Getting SMART program, addressing addictions. This will be offered at Berrima in the next year

Bolwarra House

In 2005/06, 39 women spent part of their incarceration at Bolwarra House (Transitional Centre) at Emu Plains, a community-based program for female offenders with AOD issues run with Drug Summit Funding. Residents are linked to the wider community, where they attend to their program needs such as alcohol and other drug counselling, health issues, life skills, education and work. Seventeen women successfully completed the program and were released, with only two returning to custody. Of the remainder, 10 were involuntarily removed and returned to mainstream custody. At year end, 12 were still participating in the program.

Female sex offenders

In 2005/06, the Department managed close to 30 sentenced female sex offenders, a group needing high levels of resource and treatment. Given the recent increase in the number of women sex offenders sentenced by the courts, the Department has developed a female-specific treatment program, which is expected to commence in October 2006.

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

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Offender Management and Operations

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New departmental structure

During the year, workplace reform initiatives were underpinned by a new departmental structure that integrates custodial and community corrections and supports The Way Forward principles. Previously there were seven separate regional offices: four custodial regional offices and three Community Offender Services (COS) regional offices. These regional boundaries were not correlated, and both the custodial and COS staff reported separately to the Commissioner. From November 2005, a new integrated model was gradually introduced, without disruption to the core business.

The model has two new positions: Deputy Commissioner, Offender Management and Operations (DCOMO); and Deputy Commissioner, Corporate Services reporting to the Commissioner. The DCOMO now oversees the two arms of Community Offender Services and Custodial Operations, fully integrating offender management in custodial and community settings. This new structure supports the principle of Throughcare and delivers more efficient and cost effective operations through shared corporate services.

Below the Deputy Commissioners are four Assistant Commissioners responsible for four discrete regions, each with a regional Executive Director (second in charge) responsible for community offender operations. Another Assistant Commissioner heads the Security portfolio and another has responsibility for Offender Services and Programs.

The result is savings in administrative expenditure through shared resources and services and more resources available for frontline service delivery.

For example, under the new model the number of Community Offender Services' (COS) staff increased by more than 100 Community Service Order (CSO) field supervisors and Probation and Parole Officers. COS hours of operation have also increased, ensuring greater flexibility with service provision.

New district office supervision model

On 18 April 2006, the Department trialled a new supervision model for offenders at Blacktown District Office aimed at increasing the completion rate of community-based orders. The Transformation, Resettlement and Community Safety (TRACS) Pilot introduces shift work, including weekend work by Probation and Parole Officers, to allow Blacktown to deliver core business seven days a week. Under the new model, monitoring and intervention activities occur in evenings and at weekends, enabling extensive surveillance, comprehensive case work and family support. If the pilot is successful, it will be extended to other district offices. An evaluation of this pilot is being conducted by the Department.

Benefits from The Way Forward model

During the year, The Way Forward model in place at Dillwynia and the Mid North Coast Correctional Centres proved effective at reducing overtime costs. The model gives officers of the rank of senior correctional officer and below a flat rate of overtime and putting those above that rank on annualised salaries.

In addition, the model made it easier to forecast budgets, predict operational requirements and allocate resources accordingly, with Dillwynia and the Mid North Coast Correctional Centres meeting their operational and financial targets with efficiency and effectiveness. Moreover, they operated with increased safety and security by ensuring staff move with the inmates in a structured manner to maximise inmate supervision at all times.

In light of these positive results, the Department is continuing negotiations to roll out The Way Forward across the State. At the end of 2005/06, the Department had reached an interim agreement with the Prison Officers Vocational Branch (POVB), pending negotiations on the state-wide generic operational agreements and activities statements.

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

In 2005/06, the Department began to develop an implementation strategy for performance reporting. This will be a staged implementation, starting in 2006/07 and continuing over two financial years.

Standards for the Operation of Correctional Centres in NSW

During the year, operating standards were endorsed by the Board of Management for implementation and the Corrections Inspectorate developed a suite of monitoring tools designed to assess correctional centre performance against these standards.

Inspectors of Prisons Forum

In December 2005, a forum for Inspectors of Prisons was jointly funded by NSW and Victorian corrections. The forum agreed to develop a 'community of practice' to better define the roles of prison inspectors.

Case Study

An offender called Barb has been to gaol twice before and, on both prior occasions, left custody without proper arrangements to establish herself on her own. This resulted in her drifting back into intolerable circumstances, which resulted in her return to criminal behaviour and subsequent re-arrest. However, on her recent release from Berrima, having made a decision not to return to a violent relationship, Barb managed to re-establish her life after release with help from Nexus.

Barb received a Planning Your Release: Exit Checklist six months prior to her release date and, with the support of the Centre's Welfare Officer in the Nexus program, she achieved a great deal. She acquired identification, which enabled her to open a bank account and had her payment worked out with Centrelink, so it was ready on her release day. The Department of Housing offered her accommodation near her mother's place and she arranged to meet with DOCS in relation to her children.

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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.

Key Performance Indicators

Rates of escapes from custody

| Escape Rate (per 100 inmates) | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2004/05 National Average |
|-------------------------------|---------|---------|---------|---------|-------------|--------------------------------|
| Security | | | | | | |
| Open | 1.43 | 0.47 | 0.21 | 0.58 | 0.37 | 1.23 |
| Secure | 0.12 | 0.00 | 0.00 | 0.06 | 0.07 | 0.02 |

| Number Of Escapes | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|-------------------|---------|---------|---------|---------|-----------|
| Security | | | | | |
| Open | 50 | 17 | 8 | 24 | 13 |
| Secure | 5 | 0 | 0 | 3 | 4 |

Rate of assaults

| Prisoner on Officer Assaults | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2004/05 National Average |
|------------------------------|---------|---------|---------|---------|-------------|--------------------------------|
| Serious | 0.04 | 0.00 | 0.00 | 0.00 | 0.00 | 0.03 |
| Assaults | 1.44 | 1.19 | 1.16 | 1.13 | 0.69 | 0.93 |

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| Prisoner on Prisoner Assaults | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2004/05 National Average |
|-------------------------------|---------|---------|---------|---------|--------------|--------------------------------|
| Serious | 1.05 | 0.63 | 0.76 | 0.75 | 0.36 | 0.68 |
| Assaults | 16.38 | 16.59 | 13.57 | 11.88 | 14.97 | 8.02 |

Rate of apparent unnatural deaths in custody

| Apparent Unnatural Deaths in Correctional Custody | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | |
|--|---------|---------|---------|---------|----------|---|
| Apparent unnatural causes (non-Indigenous) | | 8 | 8 | 9 | 5 | 5 |
| Apparent unnatural causes (Indigenous) | | 1 | 1 | 0 | 3 | 0 |
| Total | | 9 | 9 | 9 | 8 | 5 |

| Death rate per 100 inmates; apparent unnatural causes | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2004/05 National Average |
|--|---------|---------|---------|---------|-------------|--------------------------------|
| Indigenous | 0.08 | 0.07 | 0.00 | 0.17 | 0.00 | 0.07 |
| Non-indigenous | 0.13 | 0.13 | 0.14 | 0.07 | 0.07 | 0.07 |
| Total | 0.12 | 0.11 | 0.11 | 0.09 | 0.05 | 0.07 |

Average out-of cell hours

| Time Out of Cells (hours per day) | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2004/05 National Average |
|-----------------------------------|---------|---------|---------|---------|--------------|--------------------------------|
| Security | | | | | | |
| Open | 11.63 | 12.27 | 12.00 | 11.10 | 11.86 | 12.8 |
| Secure | 9.80 | 9.15 | 7.65 | 8.66 | 7.56 | 9.8 |
| Total | 10.63 | 10.58 | 9.68 | 9.81 | 9.24 | 10.7 |

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Cost per inmate per day

| | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2004/05 National Average |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------------------|
| Security | | | | | | |
| Open | \$141.75 | \$152.62 | \$155.87 | \$160.97 | \$182.96 | \$153.19 |
| Secure | \$165.61 | \$180.42 | \$189.05 | \$186.84 | \$194.18 | \$177.42 |
| Total | \$154.47 | \$167.43 | \$173.30 | \$174.46 | \$189.69 | \$170.14 |

Number of visits from family/friends

| | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|------------|---------|---------|---------|---------|----------------|
| Visits | 197,804 | 218,633 | 228,662 | 241,466 | 253,995 |
| Per inmate | 25.4 | 27.4 | 27.3 | 27.1 | 27.9 |

Number of court appearances facilitated by video conferencing

| | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|--|---------|---------|---------|---------------|
| | 8,605 | 13,471 | 16,178 | 17,214 |

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Strategic objectives:

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

Application of security risk management tools

In entering custody all inmates are assessed as to their security rating, which is incorporated into their initial case plan, classification and placement. The classification instrument incorporates numerically weighted custody classification criteria and a scored objective rating to achieve the appropriate custody level.

2005/06 Inmate Security Classifications – daily average full-time

| | |
|------------------|-------|
| Maximum Security | 33.8% |
| Medium Security | 27.6% |
| Minimum Security | 38.8% |

Receptions into custody including court cells

| Financial Year | Total Receptions |
|----------------|------------------|
| 2001/02 | 21,409 |
| 2002/03 | 22,382 |
| 2003/04 | 26,549 |
| 2004/05 | 28,285 |
| 2005/06 | 28,598 |

With a significant increase in inmate population, particularly in the number of inmates on remand, the Department reviewed its case management processes in 2005/06. This four month review has greatly streamlined the processes used to classify and place inmates within the correctional system.

An interim Classification and Placement Policy and Procedures Manual was published in November 2005 to inform staff involved in classification/case management.

Reception, screening and induction

Newly remanded or sentenced inmates are screened for immediate risks or needs such as self-harm, substance abuse/detoxification and medical issues including mental health. In 2005/06, the Department updated the

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Safe Custody Course, which assists staff in meeting their duty of care in reception, screening and induction. In addition, regularly scheduled screener meetings served as the primary means of disseminating and updating information to services and programs staff undertaking these duties.

During the year, screener training was conducted on site to services and programs staff from Kariiong Juvenile Correctional Centre, Goulburn, Junee, Grafton, Cessnock, Mulawa and Parklea Correctional Centres, with audits and spot checks to ensure this training was effective. In response to requests from staff, field visit days to the Coroner's Court were also added to the training schedule in the last year, targeting both departmental and Justice Health staff.

A full state-wide audit and review of all the reception and screening documents is currently underway, the outcome of which will result in electronic data collection and transfer of information as the Department continues to expand its IT capability.

Security Compliance Squad

In January 2006, a Security Compliance Squad was set up following a number of escapes from correctional centres and courts. This squad conducted audits of all maximum and medium security centres and 24 hour court cell locations to identify and immediately address major security concerns.

Security for high risk inmates

During the year, the Department gained funding approval for a purpose-built armoured vehicle to transport the 75 inmates designated 'Extreme High Risk', 10 of whom are designated 'AA' (inmates charged with terrorist crimes).

Next year, at Goulburn, all programs office space within the main correctional centre will have safety glass windows installed to allow officers direct line of sight vision into all areas.

Critical response testing

In July 2005, the Department tested correctional centre responses to critical incidents with a series of planned exercises. These exercises involved correctional centre staff, Immediate Action Teams, Security Units, Justice Health, the correctional centre fire team, NSW Fire Brigade, NSW Police and the Ambulance Service. As a result of this training, response plans have been revised and the Department is in the process of setting up an incident control system similar to a model used by the Fire Brigade and Police.

Dog unit

The state-wide K9 Dog Unit, which now comprises 40 staff and 30 dogs, continued to support searches (inmate, visitor and area) and security operations at Lithgow, Grafton, Mid North Coast, Cessnock, Goulburn and

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metropolitan correctional centres. The dogs are trained as multi-purpose dogs, passive alert dogs, or arms and explosives search dogs. German shepherds are trained for security, drug searches and riot control. This year the K9 Unit hosted the National Dog Handlers Biathlon and Seminar with over 100 participants from across the country.

Rates of escapes from custody

In 2005/06, the escape rate from open custody reduced to 0.37 per 100 inmates, significantly below the national average for the previous year of 1.23. Four inmates escaped from secure custody, bringing the escape rate from these correctional centres to 0.07, slightly above the national average for the previous year of 0.02.

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

Task Force Sky

During the year, Task Force Sky, which was established as a permanent unit in 2005, received 118 referrals from various sources including police, Independent Commission Against Corruption (ICAC) and Task Force Con-Targ. The Task Force identifies and investigates corrupt practices and serious misconduct by departmental employees and disseminates intelligence within the Department or, where appropriate, to appropriate external agencies for investigation.

For example, in September 2005, the General Manager, Task Force Sky briefed the chief investigator of the ICAC on an alleged assault on an inmate at Parramatta Correctional Centre. Preliminary investigations had revealed that the videotape recording that would have provided the best evidence of what happened had been tampered with.

ICAC found that critical segments of the incident recording had been deliberately edited out, and that officers present at the incident had either failed to report the incident at all, or had omitted all reference to the alleged assault in their reports. It also established a senior officer had tried to influence the evidence given by another officer during the ICAC investigation.

ICAC found the officers had engaged in corrupt conduct. As a result, the senior officer has been suspended without pay but has nominated to take his leave entitlements, and one other officer has been suspended with pay. An independent investigator is conducting a formal disciplinary inquiry into both cases.

The ICAC report made 14 corruption prevention and 2 policy revision and training recommendations, which are all being implemented.

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Task Force Con-Targ

In 2005/06, Task Force Con-Targ Task Force carried out 224 search operations to prevent contraband from entering the State's correctional centres. This resulted in: 140 visitors being denied entry to correctional centres; and 69 visitors and 14 inmates being charged by police.

Tactical Intelligence Group (TIG)

During the year, the former Security Threat Group became the Tactical Intelligence Group (TIG) with a new charter to: identify potential security threats; ensure appropriate follow-up action on serious incidents through post investigative analysis; and minimise risk to staff.

The Security Threat Group Intervention Program (STG-IP) continued to run, with one new offender accepted onto the program during 2005/06 and two discharged. At the end of the financial year there were six offenders in the program, of these five maintain regular contact with, or receive regular program input from, AOD and educational staff.

Between June and December 2005, post-program inmate follow-up was completed in form of a pilot assessment project. The findings indicated that there is a notable change in inmates' behaviour once they are returned to mainstream population. In addition, overall results strongly suggest that placing inmates into the STG-IP is a deterrent.

Violent Protection-Status Offender Intervention Program (VPOIP)

The expanded role of the TIG includes overseeing the newly-established VPOIP housed in a newly refurbished area at Lithgow Correctional Centre. The first inmate intake for this program was in January 2006. Placement in this program is based on a risk threat assessment tool developed to evaluate the level of threat an inmate poses to other inmates held in protective custody.

High Risk Management Unit (HRMU)

In 2005/06, there were 44 offenders on the HRMU program, with ten new offenders received into the HRMU and nine discharged, most to Goulburn Correctional Complex. At year end, three offenders remained on the Assault Threat Staff Regime.

The structured programs offered in the HRMU included: anger management programs, cognitive skills programs, an alcohol and drug program, life skills programs, and relapse prevention with an AOD focus. In addition, 18 offenders were identified with educational needs and undertook courses ranging from literacy/numeracy skills to university courses in religious studies, mathematics and communications.

At year end, the effectiveness of the HRMU was being evaluated. Preliminary results indicate that the HRMU program has had an impact in reducing the incidence of violence in the NSW corrections system.

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Improved intelligence interchange

During the year, the Corrections Intelligence Group (CIG) began enhancing the Offender Integrated Management System (OIMS) to improve intelligence interchange. At year end, the trial for the Incident Reporting Module for the OIMS was almost complete, with a working model scheduled to be operational by July 2006. The CIG and TIG also continued to strengthen and enhance the exchange of information between the Department and external agencies through established and formal networks.

'AA' Category Inmate Management Regime

In March 2006, the Department implemented a management regime for 'AA' category inmates – offenders who, in the opinion of the Commissioner, represent a special risk to national security. Four offenders were being managed in accordance with the regime at year end.

Urinalysis

In 2005/06, the Urinalysis Unit in conjunction with the Information Management and Technology Division developed an OIMS Urinalysis module to electronically record the results of urinalysis testing electronically. This project, which will result in more efficient and accurate information, is due to be rolled out to all centres by October 2006. Staff using the new OIMS urinalysis module will be able to generate a range of information and statistical reports to support case management decisions. The information will also assist in developing strategic initiatives to reduce drug use.

Fights, assaults and occasions of force

During the year, the above measures continued to be effective, with no serious assaults on officers (defined as sexual assaults or assaults requiring hospitalisation or extended periods of treatment), and a reduction in the rate of less serious assaults on officers (injuries not requiring hospitalisation) to 0.69 (per 100 inmates per year), below the 2004/05 national average of 0.93.

The rate of reported serious assaults on inmates by other inmates decreased from 0.75 (per 100 inmates per year) to 0.36, below the 2004/05 national average of 0.68. Less serious assaults on other inmates increased from 11.88 to 14.97, above the 2004/05 average of 8.02.

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

Inmates at risk of suicide or self-harm

Risk assessment and intervention

At the Metropolitan Remand and Reception Centre (MRRC), the Risk Assessment and Intervention Team (RAIT) continued to operate as a permanent team to provide risk intervention for self-harm and suicidal

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offenders, and assess offenders for the new Mental Health Screening Unit. During the year, 500 offenders required urgent mental health assessment upon reception and over 1,600 were assessed after staff made mandatory notifications.

At Parklea Correctional Centre, for example, the permanent Risk Intervention Team (RIT) assessed 426 offenders identified as being 'at risk' of self-harm. It also conducted 790 reviews of intervention, with 248 of these reviews identifying ongoing risk factors that received follow-up care and assessment.

Acute Crisis Management Units (ACMUs)

During the year, the Department operated two ACMUs providing short-term care and stabilisation for offenders referred by Risk Intervention Teams (RIT).

| ACMU | Offenders Admitted | Offenders Discharged | Incidents of deliberate self-harm |
|----------|--------------------|----------------------|-----------------------------------|
| Long Bay | 43 | 43 | 9 |
| Bathurst | 280 | 276 | 10 |

In 2005/06, 25 percent of the offenders admitted to the Long Bay ACMU were Aboriginal and a smaller number again were suffering from a psychotic disorder and awaiting placement in the acute psychiatric unit at Long Bay Hospital. Almost two thirds of offenders admitted to Bathurst ACMU were RIT referrals, who were quickly progressed and/or referred to appropriate services and programs. Of those admitted, 41 percent were Aboriginal. More than 50 percent of admissions were on remand and more than a third were offenders who required limited association.

Kevin Waller Therapeutic Unit

In 2005/06, 32 offenders were admitted to the Kevin Waller Therapeutic Unit at Long Bay Correctional Complex, a psychological treatment program for offenders usually with a personality disorder and associated ongoing risks of self-harm. Of these, 17 offenders completed stage 1, of these, 10 completed stage 1 and 2 and 15 offenders remained in the program. While the core program is psychological which targets features of non-adaptive behaviour, education and alcohol and other drug programs provide complementary programs to further develop interpersonal skills and minimise the harm associated with their alcohol and other drug use.

Inmates with mental health issues

New Mental Health Screening Unit (MHSU)

In March 2006, the Governor of NSW, Professor Marie Bashir AC, opened the new short-stay, 40-bed MHSU at the Metropolitan Remand and Reception Centre using existing resources freed by The Way Forward reforms. A collaborative venture with Justice Health, the MHSU will reduce the time individuals with acute mental health problems are left untreated. It will also enhance the assessment and screening of offenders with a mental illness and facilitate clinical pathways both in custody and upon release.

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Mum Shirl Unit

During the year, 87 female offenders were admitted to the Mum Shirl Unit at Mulawa Correctional Centre. This Unit and the attached Mental Health Step-Down Unit are operated in partnership with Justice Health and assess, manage and treat women with psychosis, chronic mental illness, mood disturbance, personality dysfunction, intellectual disability and issues concerning deliberate self-harm and risk of suicide. Almost half of these inmates were mentally ill, a fifth suffered from severe personality dysfunction and around an eighth suffered from an intellectual disability. The average length of stay in the Mum Shirl Unit was 47 days, and the average length of stay in the Mental Health Step-Down Unit was 58 days.

Program for women with borderline personality disorder

During the year, the Department began to establish a program for women with borderline personality disorder utilising the principles of Dialectical Behaviour Therapy (DBT). A suitable program was identified and, at year end, negotiations were underway to adapt the program to the NSW custodial environment, and ensure appropriate staff training and supervision of those facilitating the program.

Young Adult Offender Programs

During the year, the Department ran a specialised program for young male adult offenders. The core of the specialised program is the 16-week Gurnang Life Challenge at Oberon Correctional Centre. This adventure-based challenge teaches trust, communication, problem-solving, goal-setting and social and personal responsibility. The cognitive part of the program includes planning skills and the beginning of the focus on victim empathy. On successfully completing the challenge, participants are transferred to John Morony 2 Correctional Centre to prepare for and participate in external leave programs such as works release, educational and vocational training and day leave.

Kariong Juvenile Correctional Centre

Kariong can house 48 male juvenile inmates aged 16 to 20 classified under the Department of Juvenile Justice's classification system as A1(o) (offence-related) or A1(b) (behaviour-related). A satellite program of the Department's Specialised Young Adult Male Offender Program was introduced at Kariong in 2005. In 2005/06, 13 Kariong inmates participated successfully in the program.

Cognitive, sensory and physical disabilities

In 2005/06, 861 offenders were referred to State-wide Disability Services (SDS). Of these referrals, 676 assessments were completed, with 564 disabilities confirmed.

Where offenders had a confirmed disability, SDS provided consultation and specialised input into case management including placement recommendations, general management in custody, program participation and modification, pre-release planning and community supervision.

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2005/06 referrals where disability was confirmed

| Type Of Disability | Number Of Disabilities |
|--|------------------------|
| Cognitive (Assessed in the Intellectual Disability range or with Borderline Functioning) | 266 |
| Autism Spectrum Disorder | 10 |
| Sensory | 71* |
| Hearing | 26 |
| Vision | 49 |
| Physical | 94 |
| Significant Mobility Disability | 15 |
| Acquired Brain Injury | 123 |
| Total number of disabilities assessed / confirmed | 564* |

* A number of offenders have dual or multiple diagnoses

Court Support

During the year, SDS referred offenders with outstanding court matters to the Criminal Justice Support Network (CJSN), which provides support both in court and where offenders are appearing via video link.

Intellectual/Cognitive Disabilities

While most offenders with disabilities are housed in mainstream correctional centres, during the year the Department operated three separate units for offenders who required additional support in custody because of their disability. In 2005/06, these units housed 35 male offenders, most of whom have an intellectual or related disability.

Sensory and Physical Disabilities

In 2005/06, the Department supported offenders with sensory or physical disabilities by:

- Providing resources such as TTY telephones;
- liaising with courts to arrange appropriate physical access for offenders with physical disabilities/technology for offenders with hearing impairments;
- training staff to address the special needs of this group;
- assessing workplaces to maximise employment opportunities for people with disabilities in custody; and
- referring these offenders pre-release to appropriate external services.

As a result, during the year two deaf offenders were able to participate in the Custody Based Intensive Treatment (CUBIT) sex offender program.

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Offender Management in Custody

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Glen Mason Doona Project

The Department provides opportunities for offenders to make restitution to the community for offences they have committed. These opportunities range from a victims' compensation levy which inmates have garnisheed from their pay to landscaping jobs periodic detainees carry out for aged care facilities and the clearing of river banks, to name just a few examples. The Department's doona production and distribution project is one such restitution scheme albeit with a particular twist.

Commissioner Ron Woodham was concerned about stories of families who relied on inefficient heaters to stay warm during cold winter nights. There were also reports of cases where unsafe heaters had ignited house fires resulting in loss of life. It became known that one of the families tragically killed in a house fire last winter was that of inmate Glen Mason.

The Commissioner initiated a program where inmates employed in Corrective Services Industries (CSI) manufacture doonas, a type of continental quilt, to be distributed free of charge to families in the community. The doona program fits perfectly with one of the main objectives of CSI as Director Neil Daines explains: "We give work opportunities and vocational training for inmates to return to the community some form of restitution, not only in the monetary sense". On the anniversary of the death of Glen Mason's wife and three children Commissioner Ron Woodham named the CSI doona manufacturing and distribution venture the Glen Mason Doona Project. One thousand doonas were donated to refuges and charities and the project is to continue next year.

Rate of apparent unnatural deaths in custody

In 2005/06, there were five apparent unnatural deaths in custody, none of them Indigenous inmates, as compared with eight during 2004/05. This represented a continued decrease in deaths from unnatural causes with the rate per 100 inmates per year for 2005/06 falling below the national average for the previous year.

Average out-of-cell hours

In 2005/06, the average number of out-of-cell hours decreased from 9.81 to 9.24, below the national average of 10.7 in 2004/05. This decrease reflects a reduction in out-of-cell hours in secure custody, from 8.66 to 7.56. By contrast, out-of-cell hours in open custody increased from 11.10 to 11.86. The Way Forward reforms seek to increase out-of-cell hours in accordance with a hierarchy of privileges.

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

Risk Intervention

During the year, the rate of apparent unnatural deaths in custody continued to be reduced by the significant efforts of custodial and Offender Services and Programs staff and Justice Health staff. Integral to this process is the Risk Intervention Team Protocol. Risk Intervention Teams form in each correctional centre whenever staff believe an offender may be at risk of self-harm.

All custodial staff are trained in identifying suicide risk and in mandatory notification. In 2005/06, almost 400 multidisciplinary staff received Risk Intervention Team training. A Mental Health First Aid training course was also introduced to build capacity among all staff to identify, respond and refer to appropriate services, offenders with symptoms of mental illness.

Diet and Nutrition

In 2005/06, Corrective Services Industries (CSI) provided improved food services that meet the dietary, nutritional and cultural needs of offenders in custody and health and safety legislation.

CSI Food Services operates a network of specialist regional production units including a bakery producing 25,000 loaves and 20,000 desserts per week, a milk processing plant producing the Department's milk and dairy desserts, two major cook chill facilities producing 50,000 dinners per week, a breakfast pack operation, and fresh lunch facilities that prepare 15,000 sandwiches and similar products per day.

CSI Food Services follows the dietary guidelines provided in the Australian Guide to Healthy Eating, and publishes information regarding the recommended number of serves of food groups with the menu control plan. Nutritional performance against nationally recognised standards is very high.

As part of the Department's self-sufficiency initiative, CSI Food Services now grows some of its crops and most of its beef, produces all its milk requirements, processes most of its prepared vegetables, bakes its bread loaves and rolls, produces all its baked desserts and most of its dairy desserts, and manufactures its weekend lunches.

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Case Study: Family Group Conferencing

Family group conferencing has been specifically promoted in relation to the transition of female offenders through inclusion in the intensive pre-release program which is being piloted at Dillwynia Correctional Centre.

Marilyn's mum had cut off contact with her, because Marilyn had broken too many promises. Marilyn wanted her mother's support when she tried again to beat the drugs. At the family group conference, a 'contract' was made that Marilyn would have to honour before her mother would support her again. The contract involved three members of the family, a Department of Community Services (DOCS) worker, and a community support agency worker. Marilyn now feels that a lot of old hurt has been aired and dealt with, and that she has some achievable goals for her release. She also has a sense of hope about being re-united with the family.

John wanted to move back home on his release, but his mother refused on the grounds that John had been too violent in the past. John wanted to show his mother that he had changed when he was in gaol. A family group conference was organised for John, his parents, his brother, and his parole officer, during which his mother outlined her fears of living with him again. John talked about the work he had done in gaol to address his violent behaviour, and he and his parole officer answered some of his mother's questions. The family devised a 'code of conduct' for John during his parole after which they would review the situation.

Sex Offender Programs

In 2005/06, of the 147 sexual offenders referred to Custody Based Intensive Treatment (CUBIT)/CUBIT Outreach (CORE) for assessment, 135 were found to be suitable for the program and are pending placement.

| Program | Places Offered | Refusals | Completions | Discharges* | Carrying over to 2006/2007 |
|--|----------------|----------|-------------|-------------|----------------------------|
| CUBIT program (for moderate & high risk sex offenders) | 79 | 36 | 30 | 5 | 8 |
| CORE program (for low risk sex offenders) | 11 | - | 10 | 1 | - |
| MSPC maintenance program | 15 | - | 6 | 1 | 8 |
| Kirkconnell maintenance program | 11 | - | 7 | - | 4 |

*Inmates removed from program for management reasons

Preparatory program for CUBIT

To address the fact that approximately 50 percent of sex offenders refuse to enter programs, the Department submitted in 2005/06 a preparatory program for CUBIT for accreditation. This approach is based on research that shows preparatory programs increase the effectiveness of treatment. The preparatory program will target inmates who are resistant to treatment and/or deny the offence. It is scheduled to start in September 2006 in five correctional centres.

Yaruun Ngura Mayi cultural program at CUBIT

In 2005/06, a cultural program for Aboriginal sexual offenders was offered at CUBIT. This program was developed in consultation with local Aboriginal representatives and stakeholders. Fourteen participants have so far completed the Yaruun Ngura Mayi program.

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

Reducing the harm of alcohol and other drug use

During the year, the Department employed a comprehensive strategy to promote the health and well-being of offenders and reduce the harm

caused by alcohol and other drug use. In line with the National Drug Strategy, this involves supply reduction, demand reduction and harm reduction strategies to minimise the harm to individuals and the community resulting from alcohol and other drug use.

Compulsory Drug Treatment Centre

During the year, the Department commissioned the Compulsory Drug Treatment Correctional Centre at Parklea and began recruiting staff. The Centre is in pre-operation phase. This innovative model of management provides the judiciary with the opportunity to impact significantly on offenders who are suitably assessed and may benefit from this intensive program. In the coming year, the Department will also establish a community integration stage and develop community partnerships with non-government agencies to provide a holistic treatment approach.

Initially, the program will focus on abstinence, with no contact visits for Stage 1 and increased fencing and perimeter lighting to keep drugs from being introduced to inmates. Inmates will be drug tested up to three times a week and receive cognitive-behavioural therapy programs and life skills education. In Stage 2, the focus shifts to community re-integration, including family members, and allowing inmates to participate in work release and other pre-release programs. On release, Stage 3 will involve intensive Community Offender Services supervision and support.

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Drug testing and searches

During the year, all inmates were subject to random urinalysis testing. Inmates were also subject to targeted urinalysis testing.

In addition, all staff and visitors entering correctional centres were searched. At Goulburn and Lithgow Correctional Centres this process was aided by walk-through metal detectors and an X-ray machine, while visitors to the High Risk Management Unit at Goulburn Correctional Centre received additional searches and a personal body scan by a hand held metal detector.

Moreover, inmates at the HRMU are searched whenever they are moved. All cell contents are x-rayed and searched each time the inmate has a cell change. Regular drug tests are carried out to ensure compliance with the Department's zero tolerance to the use of illegal drugs.

Healthy lifestyles

In 2005/06, the Department reviewed its health, education and harm reduction education programs to ensure all offenders have access to accurate and up-to-date information regarding healthy lifestyles and reducing the harm caused by alcohol and other drug use. As a result, program manuals for the Peer Supporters Program and the Harm Reduction Education Program are being re-written and health promotion and harm reduction information is being incorporated into the Nexus pre-release program. Moreover, the responsibility for delivering health education and harm reduction programs has been transferred to Offender Services and Programs staff in correctional centres. During the year, the Department's Health Promotion Diary, which is given to all offenders when received into custody, was updated. Evaluation of the diary in 2005/06 found it is an effective method for delivering harm reduction information.

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

Reparation to the community

During the year, inmates were engaged in a variety of projects in their local communities including: clean-ups; ground maintenance and repair at showgrounds, cemeteries, schools, scout halls and police youth clubs; cricket grounds; churches; Go-Kart tracks; retirement villages; historic buildings; heritage sites; railway stations; museums; community halls; war memorials; surf life saving clubs; and homeless shelters. In addition, inmates were involved in tree and flower planting; gardening and park maintenance; revegetation; weed removal; lawn mowing for pensioners; painting community facilities; line marking on ovals; assembling and dismantling of seats and structures for festivals; toy manufacture; furniture renovation; roadside litter patrols; projects within national parks; restoring walking tracks; and various beautification projects.

Community Consultative Committees identified suitable projects for inmates to undertake for local communities. In 2005/06 these included:

- Inmates at Tamworth Correctional Centre working with Tamworth Regional Council on a cemetery maintenance program. Inmates mow lawns, prune trees and bushes, tend gardens and lay concrete bars for head stones.
- Laying 2.5km of polypipe on council land at the end of Tamworth Airport to provide water to stock that will graze the area, and will also reduce the potential for bushfires.
- Inmates at Brewarrina (Yetta Dhinnakkal) Correctional Centre protecting flora and fauna at Western Plains Zoo.
- Inmates at Broken Hill Correctional Centre helping the council to beautify the city.
- Inmates at the Mid North Coast Correctional Centre running a bicycle renewal program, with finished goods donated to local charities to be given to needy families.
- Inmates at St Heliers Correctional Centre maintaining a Memorial Drive, producing tourist signage bays for various sites around Muswellbrook, and rehabilitating Sandy Creek, under the control of the Catchment Management Authority.
- Facilitate visits with families and friends and other contact services, and programs to enhance re-integration after release from custody.

Programs to enhance re-integration after release

During the year, the Department conducted a wide variety of programs to assist inmates in finding work and integrating in the community after release. These included: Forklift Licence; OH&S Construction Site Card; Spray Painting; Workforce Re-entry Skills Program; Work Readiness Program; Numeracy and Literacy Programs; employment agency visits; Audio Engineering; Certificate I & II Information Technology; Senior First Aid; Advanced First Aid; Small Business; Librarianship; Responsible Serving of Alcohol; and Responsible Conduct of Gambling.

In addition, the Department established new positions at Broken Hill Correctional Centre (a part-time horticulture teacher) and Dillwynia Correctional Centre (a full-time teacher of Employment Skills and Workplace Communication). At Mannus Correctional Centre, offenders gained work skills creating a garden, allowing them to develop TAFE certification in various disciplines.

Work experience and job opportunities

At Dillwynia Correctional Centre, female inmates gained internal work experience at Gloria Jean's coffee shop and in the newly opened call centre working for the Cumberland Newspaper updating customer details. As a result, women released from custody during the year gained employment with Gloria Jean's. The Newspaper has offered employment for inmates trained in the call centre upon release.

At Emu Plains Correctional Centre, expos were held every three months for pre-release inmates who have attended the Preparation for Work and Job Seeking Course. At these expos, employers attend the centre giving inmates the opportunity to meet prospective employers and discuss job opportunities pre-release.

Right Pathway Program wins Premier's award

In November 2005, the Right Pathway at Brewarrina (Yetta Dhinnakkal) Centre won the Gold Award at the NSW Premier's Public

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Sector awards in the Social Justice category. There is a lower than average re-offending rate among the young offenders attending this outback Centre. The program helps to restore cultural links of young adult male offenders by employing Aboriginal elders to instruct trainees in traditional values and lore, and encouraging trainees to renew contact with estranged family members. The Centre also employs an Aboriginal Assessment and Support Worker to assist trainees in finding work upon release, a process that is assisted by regular visits from Centrelink staff.

Resettlement expos

Resettlement expos are events held in correctional centre across all regions, where multiple agencies such as the Department of Housing, State Debt Recovery, Australian Taxation Office, and Medicare gather to provide information and other services to inmates. In addition, other agencies assist with such things as legal and welfare issues, debts, housing, identification, and health issues. The purpose of these expos is to support inmates' transition from custody to community. During the year, Emu Plains, Dillwynia and Berrima Correctional Centres held monthly expos for female inmates within the last three months of their sentences.

Visits with families and friends

During the year, the Department encouraged visits from families and friends to enable offenders to retain ties with their communities. For example, at the isolated correctional centre at Brewarrina, the Department organised transport for family members as far away as Lismore. At Mulawa Correctional Centre, a video link service is available to female inmates to keep frequent contact with their children.

Regular family days took place at many centres to maintain relationships between inmates and their families. In addition, on 13 August 2005, NSW Governor Professor Marie Bashir AC opened at John Morony Correctional Complex the SHINE for Kids Children and Families Activity Centre with play areas for children, staffed by a child care worker and trained volunteers. SHINE organises activity days at various correctional centres to promote and maintain relationships between children and their incarcerated parents.

Improvements to visitor sections included:

- expanding the Long Bay Metropolitan Special Programs Centre visitor section for areas 1, 2 and 4 by 30 percent and implementing an improved booking system in March 2006;
- establishing a new visitor area at Broken Hill Correctional Centre; and
- completing a secure visits section at Lithgow Correctional Centre to support family visits for AA inmates (charged with terrorist crimes) and Security Threat Group (STG) offenders while maintaining high level security.

Next year, a new visits section has been planned for Stage 2 of the Mulawa Correctional Centre redevelopment process, and Goulburn Correctional Centre will commission a new Visits Processing Unit.

Families of Prisoners training seminars

In 2005/06, the Department participated in a number of Families of Prisoners training seminars organised and delivered by a cross section of government and non-government agencies. The seminars train agencies and organisations that provide services to the general public, including families of inmates.

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

Escort Services

During the year, re-designing the inmate compartments in trucks improved the cost efficiency of escorts by allowing a greater number of different classifications of inmates within the one vehicle. Moreover, adding property compartments to some vehicles has made using a separate vehicle to transport property redundant, therefore reducing fuel and staff costs. This method also ensures the property travels with the inmate, minimising the risk of lost property. Inmate transport vehicles have also been fitted with new, higher definition flat screen CCTV screens, allowing better supervision during transport.

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Offender Management in Custody

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Video Conferencing

The Department uses Video Conferencing to reduce the cost and security risks associated with inmates moving to and from court. The Cross Justice Video System provides a more secure environment for inmate court appearances, limits the number of external movements of inmates thereby reducing cost, lessens the risk of escape, improves legal representatives' access to their clients, and avoids disrupting an inmate's structured day and program activity.

Video conferencing is also used for all custody-based State Parole Authority matters, regional Serious Offender Review Committee (SORC) hearings and assessments of regional revoked periodic detainees. In 2005/06, the annual escort costs avoided through using video conferencing were estimated at \$4,159,782.

During the year, the number of inmates receiving legal interviews via video conferencing increased from 2,600 in 2004/05 to 3,691 in 2005/06.

In light of this steady increase in video conferencing use, the Department installed a new video conferencing Studio at the Goulburn High Risk Management Unit (HRMU) in February 2006. Previously, high risk inmates had to be taken under escort from the HRMU to the video link facility in the main Goulburn Correctional Centre.

Next year, a network of studios will span the State as far south as Junee Correctional Centre, west to Broken Hill Correctional Centre and the far north coast to Grafton Correctional Centre.

Inmates appearing in NSW Courts via Video Conferencing

| | |
|---------|--------|
| 2002/03 | 8,605 |
| 2003/04 | 13,471 |
| 2004/05 | 16,178 |
| 2005/06 | 17,214 |

Number of Inmate Movements*

| Prison to | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|-----------|---------|---------|---------|---------|---------|
| Prison | 38,659 | 40,190 | 39,217 | 42,305 | 42,655 |
| Hospital | 418 | 332 | 264 | 397 | 365 |
| Court | 105,844 | 101,009 | 102,570 | 85,227 | 90,945 |
| Other | 2,577 | 2,777 | 6,831 | 4,180 | 4,891 |
| | 147,498 | 144,308 | 148,882 | 132,109 | 138,856 |

*These inmate movement statistics are now presented in the new format used by the National Correctional Indicators. Figures for previous years have therefore been re-calculated to conform.

A Video Conferencing First

One of the special success stories is the use of video conferencing in parole hearings. Since 2004, Court 17 where the State Parole Authority conducts its hearings is the first court in Australia where no offender appears in person because all cases are dealt with via video link. Over 2000 cases were heard in that way.

In addition, the Department uses video conferencing in:

- proceedings before NSW and interstate courts;
- proceedings before the Serious Offenders Review Council (SORC);
- the assessment of revoked periodic detainees in regional centres;
- inmate medical and psychological assessments from remote locations; and
- Mental Health Tribunal hearings.

There are 32 video conferencing studios operating around the State.

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Offender Management in the Community

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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.

Key Performance Indicators

Number of community-based orders

Home Detention

In 2005/06, 446 offenders were admitted to home detention, a decrease of 7 offenders (2 percent) since 2004/05.

| | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|----------------------------|---------|---------|---------|---------|---------|
| Monthly average supervised | 175 | 229 | 200 | 193 | 211 |
| % change | | +30.8 | -12.7 | -3.5 | +9.3 |
| Annual caseload intake | 439 | 508 | 426 | 453 | 446 |
| % change | | +15.7 | -16.1 | +6.3 | -1.5 |

Community Service Orders

| | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|----------------------------|---------|---------|---------|---------|---------|
| Monthly average supervised | 4,632 | 4,409 | 4,375 | 4,631 | 4,753 |
| % change | | -4.8 | -0.8 | +5.8 | +2.6 |
| Annual caseload intake | 5,839 | 5,526 | 5,358 | 5,942 | 5,806 |
| % change | | -5.4 | -3.0 | +10.9 | -2.3 |

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Offender Management in the Community

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Parole Orders*

In 2005/06, 5,110 inmates were released to parole with supervision, an increase of 561 inmates (12 percent) since 2004/05.

| | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|----------------------------|---------|---------|---------|---------|---------|
| Monthly average supervised | 3,118 | 3,278 | 3,361 | 3,638 | 3,850 |
| % change | | +5.1 | +2.5 | +8.2 | +5.8 |
| Annual caseload intake | 3,511 | 3,520 | 3,797 | 4,549 | 5,110 |
| % change | | +0.2 | +7.9 | +19.8 | +12.3 |

*Note: historical parole figures have been revised from previously published figures.

Probation Orders

In 2005/06, 15,253 offenders received probation orders, a decrease of 1 percent from 2004/05.

| | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|-------------------|---------|---------|---------|---------|---------|
| Number supervised | 11,280 | 10,264 | 10,308 | 10,568 | 10,884 |
| % change | | -9.0 | +0.4 | +2.5 | -2.9 |
| Caseload intake | 13,527 | 14,262 | 15,144 | 15,402 | 15,253 |
| % change | | +5.4 | +6.2 | +1.7 | -0.9 |

Successful completion of community-based orders

Proportion of orders successfully completed %

| | |
|--|------|
| Restricted Movements Successfully Completed | 83.5 |
| Reparations Successfully Completed | 74 |
| Supervisions (compliance) Successfully Completed | 81 |
| Total Orders Successfully Completed | 79.5 |

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

Offender Program Participation

During 2005/06, 48.2 percent of community-based offenders were enrolled in a personal development/cognitive skills based program.

This is down from last year's figures of 55 percent, largely due to the Department's new approach to managing community-based offenders, which involves more intensive supervision and a strong focus on offence-related programs.

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Offender Management in the Community

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Reports provided to courts/releasing authorities

Pre-sentence reports

In 2005/06, 26,886 pre-sentence reports were requested by courts, a similar volume to the number requested in 2004/05.

| | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|-------------------|---------|---------|---------|---------|---------|
| Number of reports | 27,161 | 27,649 | 25,601 | 26,874 | 26,886 |
| % change | | +1.8 | -7.4 | +5.0 | +0.0 |

Post-sentence assessments

In 2005/06, 754 post-sentence assessments were requested by courts, an increase of 6 percent over the previous year. This includes both Home Detention and Drug Court assessments.

| | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|------------------------------------|---------|---------|---------|---------|---------|
| Number of reports (Home Detention) | 706 | 795 | 637 | 682 | 702 |
| Number of reports (Drug Court) | | | | 27 | 52 |
| % total change | | +12.6 | -19.9 | +11.0 | +6.3 |

Pre-release reports

In 2005/06, approximately 3695 pre-release reports were prepared for consideration by the State Parole Authority and other releasing authorities, a decrease of 5 percent from the previous year.

| | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|-------------------|---------|---------|---------|---------|---------|
| Number of reports | 1,488 | 2,550 | 3,262 | 3,879 | 3,695 |
| % change | | +71.4 | +27.9 | +18.9 | -4.7 |

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Offender Management in the Community

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Interagency Partnership Writ Large

Hill 60 at Port Kembla south of Wollongong is a spectacular place by any stretch of the imagination. It's where the coast guard looks up and down the coast, west across the lake to the escarpment and the nature reserves of the Five Islands. The Hill is dotted with old military fortifications. Just below are MM Beach, Fisherman's Beach and Boiler Point. They all have particular significance for the local Aboriginal communities. Aboriginal artefacts are scattered along the shores and the Hill itself. That's where the mittens are and the burial grounds. There is agreement that this precious cultural heritage is worth preserving. But there is a threat.

The native vegetation and its floral diversity is under attack by the bitou bush which is classified as a noxious weed in the NSW coastal region. It is a "competitive environmental weed that has no natural enemies in Australia". (South Coast Regional Bitou Bush Strategy).

The Department of Corrective Services joined the Illawarra Catchment Authority, Sydney Water, Wollongong City Council, and Landcare to rid Hill 60 of the bitou bush. A team of offenders on Community Service Orders (CSOs) played a major part in transforming a bitou bush wasteland into a native species wilderness. It is hard physical work which needs stamina, perseverance and skill.

In 2004, the then Minister for Justice launched the Bitou Bush Eradication Scheme, an ambitious program that expanded the scheme to 3 sites and drew on Commonwealth funding for the CSO agency supervisor. The staff at the Wollongong COS District Office developed and planned the project and it has been recognised by the Catchment Authority for its high quality environmental achievements. The work continues.

Two of the offenders have gained paid employment due to the exceptional work they performed while involved with this program.

Strategic objectives:

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

Risk Assessment

In 2005/06, Community Offender Services (COS) administered Level of Service Inventory-Revised (LSI-Rs) to 25,881 offenders, compared with 24,444 in 2004/05. This included 82 percent of all offenders who had a new supervision order registered within the financial year.

The case plans that evolved from these risk assessments were then implemented by supervising officers. If an offender fails to co-operate with the strategies in the case plan, breach action may follow, with the offender being returned to court.

This focused supervision and monitoring is a strategy that ensures those offenders with the highest risk of re-offending receive the greatest attention.

Pre-sentence reports on the Offender Integrated Management System (OIMS)

In 2005/06, OIMS gave electronic access to pre-sentence reports to correctional centre staff, including risk assessment information upon reception into custody.

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

Offender Management in the Community

In 2005/06, the Department increased monitoring and supervision by increasing the number of front line staff, including five new Aboriginal Client Service Officers. The Department also adopted random drug and alcohol testing on Community Service Order (CSO) work sites and the use of random oral testing for drugs of offenders on supervision.

To support this, the Brush Farm Corrective Services Academy engaged two more training officers and introduced a new course specifically for Community Offender Services Unit Leaders.

Moreover, in February 2006, the Commissioner upgraded the authority to suspend or terminate the supervision of medium-high and high risk offenders to the Regional Executive Directors.

In 2005/06, Community Offender Services (COS) supervised a monthly average of 3,850 offenders with parole orders and 10,884 offenders with bonds, bail supervision, Drug Court orders and suspended sentences. Individual case plans for these offenders are developed by COS, taking into account the type of offence, risk to the community and factors linked to re-offending.

The level of contact with each offender is determined by these factors in combination with established minimum reporting standards. The purpose of supervision is to ensure that offenders adhere to the conditions of their supervision order and to assist in the development of positive goals and skills needed to lead a law-abiding lifestyle.

Urinalysis testing for offenders on community-based orders

During the year, COS was responsible for conducting urinalysis testing on:

- parolees whose conditions of parole require urinalysis testing;
- offenders subject to a good behaviour bond made under Sections 9, 11 and 12 of the Crimes (Sentencing Procedure) Act 1999 which contains a condition requiring urinalysis testing; and
- offenders whose case management strategy includes urinalysis testing.

In December 2004, a consultant was commissioned to research and develop a strategy and policy and procedures for drug-screening offenders supervised by COS. The consultant's report, delivered in May 2005, recommended that COS purchase oral fluid testing technology which is capable of testing for discrete permutations of the five drugs of interest to COS (cannabis, amphetamines, methamphetamines, opiates and cocaine).

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Accordingly, in December 2005, the Department introduced oral fluid testing (Drugwipe). This met with mixed results, partly as a consequence of unrealistic expectations in the detection time rates for specific drugs. This, and the subsequent advice from the manufacturers that saliva testing and sweat testing can be administered using the same technology, has resulted in revising the guidelines and training for Probation and Parole Officers using Drugwipe.

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

Advice to courts and releasing authorities

During the year, the Department continued to provide courts and releasing authorities with pre-sentence, post-sentence and pre-release reports to maximise opportunities to divert offenders from custody.

Pre-sentence reports advise the courts on the suitability of an offender for a variety of custodial and/or community-based programs 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 advise on the suitability of an offender for entry into Intensive Supervision Programs such as Home Detention and Drug Court.

Pre-release reports advise the State Parole Authority and the courts of an offender's risk of re-offending, identifying what programs and services the offender can access to reduce that risk, an outline of the offender's behaviour and program attendance while in custody, together with a post-release plan for the offender to adjust to life in the community.

Sex offender risk assessments

During the year, the Department's psychologists conducted 215 risk management assessments for Community Offender Services (COS) and wrote 96 pre-sentence reports for the courts. In addition, the Supervising Psychologist Sex Offender Programs (North) completed 24 risk management assessments of offenders for COS, 29 pre-sentence reports for the information of the courts and 56 pre-release reports for the State Parole Authority.

Home Detention

Home Detention is a custodial sentence, in which the natural target group is not the first offender or white-collar criminal, but rather those offenders who are imprisoned more because of the persistence of their offending than because of its seriousness. Used for this group, Home Detention is an important strategy for reducing imprisonment rates in NSW while still providing appropriate punishment.

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

Offender Management in the Community

Increasing resources in regional and remote locations

During the year, the Department increased Community Offender Services (COS) staff and equipment, allowing supervision to be extended to offenders in regional and remote locations, with five new psychologists, new field officers and twenty relief Probation and Parole Officer positions for country NSW. New resources allocated included: mini buses ('people movers'), mowers and whipper-snippers, so that there might be an expansion of capacities for the delivery of the Community Service Order (CSO) scheme in regional and remote locations.

The Department's restructure improved capabilities in regional and remote areas to deliver the CSO scheme. Moreover, the new integration of custodial offender management and community offender services enabled a joint approach to CSO clients, with custodial mobile work groups sharing resources to complete significant community projects.

In each COS District, including regional and remote townships, the Department endeavoured to collaborate with other government and non-government organisations such as Health and Aboriginal Medical Health, to enhance regional rehabilitation opportunities.

Extending diversionary programs

In 2005, the NSW Legislative Council Standing Committee on Law and Justice conducted two inquiries: the viability of back-end Home Detention, and the access to alternative sentencing options in rural and remote NSW. The Department made submissions to both inquiries. Community Offender Services (COS) senior executives, District Managers and staff also gave evidence.

The Committee's report, which was released in March 2006, contains numerous recommendations relating to extending diversionary programs currently provided in metropolitan areas to regional and remote locations. The Department is currently preparing its responses to the recommendations, which will be provided to the Standing Committee in September 2006.

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

Appropriate program and service delivery

During the year, the Department offered a number of programs designed to meet the needs of Aboriginal offenders in their communities. These programs have been developed in partnership with other government and non-government community organisations and with local Aboriginal communities.

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'Two Ways Together' initiative

The Department received \$3.8 million of funding under the *Two Ways Together* initiative for the four-year period from July 2004 to June 2008. In 2005/06, this funding was administered across three locations:

1. 'Rekindling the Spirit' (Lismore and Tabulam)

The Lismore *Rekindling the Spirit* program targets Aboriginal men and their families and provides a range of support services to address the cultural needs of Aboriginal families, with specific attention to family violence, drug and alcohol abuse and child abuse and neglect within the family.

The *Two Ways Together* funding meets the costs of offenders participating in the program either at Lismore, or in the neighbouring community of Tabulam. The program seeks to address the underlying causes of offending behaviour thereby reducing family violence, child abuse and re-offending. The funding also provides for a women's program at both Lismore and Tabulam. The program provides an alternative for sentencing courts in the region to incarceration for both male and female offenders.

During this time, approximately 63 male and 11 female COS clients have been referred to the program.

In the past year, staff have been recruited, program documentation has commenced, and partnerships have been forged within the communities to extend the program.

2. 'Yindyama La' Family Violence Project (Dubbo)

Originally, this program was a twelve-month pilot funded by the Attorney General's Office of the Status of Women and was completed in March 2004. The project developed a collaborative model for working with Indigenous men, families and communities to address issues of family violence in regional communities. The focus was on male perpetrators of violence, and the development of an inter-agency approach, working closely with services for victims and children in collaboration with the community.

With the successful funding grant, the program has been established and extended. In the past year, staff have been recruited, the program reviewed and community consultation for a victims support program started.

In the past year, the Dubbo District Office referred 19 men to the program.

3. 'Walking Together' Program (Newtown/Redfern)

The *Walking Together* program was originally developed to address the problems of loss and lack of cultural identity that affect many urban Aboriginal offenders. The funding has allowed the program to be reviewed, refined and extended. The revised *Walking Together* program targets family violence and child abuse, with a parallel program being developed for Aboriginal female offenders. While both *Walking Together* programs are based on empirical evidence of 'what works', the programs have been re-developed in consultation with the local Aboriginal community and are based on a culturally appropriate framework of knowledge and Aboriginal social values. In the past year, staff were recruited and community consultation continued. During the year, 57 men and 47 women were referred to the program.

Offender Management in the Community

'Controlling Alcohol Abuse' Program

During the year, a further program began to be developed to meet the needs of Aboriginal male and female offenders in the Newtown area who also have issues relating to alcohol abuse. Controlling Alcohol Abuse will explore the damage to individuals, family and community caused by alcohol abuse. It will teach the specific skills and self-management techniques required to control drinking to safe levels. This new alcohol abuse program will extend the existing *Walking Together* programs from single programs to a programming strategy for Aboriginal offenders supervised by the COS Newtown District Office. The *Walking Together* strategy will allow the offending risks of individual male and female Aboriginal offenders to be directly targeted at a level of intensity which is commensurate with the level of risk of re-offending.

Aboriginal specialist officers

During the year, the Department appointed two new Aboriginal Client Service Officers (ACSOs) with Drug Summit funding to provide advice and assistance to courts to identify specific residential drug and alcohol rehabilitation programs that meet the needs of Aboriginal offenders, and to assist the offenders to access these resources.

In addition, three short-term positions were created to assist Aboriginal offenders with substance abuse problems.

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

Not only do women offenders often have complex needs associated with drug use and mental health, but the impact of imprisonment on the family is a major factor in managing female offenders. In its primary staff training, the Department highlights the benefits for children to be able to maintain contact with their mothers. Community Offender Services (COS) staff are required to consider family relationships and responsibilities when providing pre-sentence advice to courts.

Where a mother has received a custodial sentence, the Department is mindful of rights of the child. The Department's Mothers and Children's Program encourages contact between mothers and their families as well as teaching valuable parenting skills.

In addition, the Department has piloted video visits where female offenders from isolated areas can use existing video conferencing technology and 'visit' their children.

Ensure integrity and quality of program and service delivery

The Department has developed a Program Quality Standards Manual based on the Strategic Accreditation Framework through which to systematically audit integrity and quality. (See Offender Management and Operations)

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

Community Funding Program

The Department's Community Funding Program (CFP) increased funding by seven percent to a number of community-based non-profit organisations that provide post-release support services. This increase came from a 2.75 percent budget enhancement on the previous year's funding, and from the Department allocating a further \$100,000 to the CFP. In 2005/06, these services assisted approximately 7,477 offenders, ex-offenders and their families.

Funded services help offenders in custody and in the community to maximise post-release opportunities by offering short-term supported accommodation for example, linking offenders with specialist community services, such as mental health and drug and alcohol services, and supporting families to maintain relationships.

Agencies receiving CFP funding in 2005/06

- **Glebe House** and **Judge Rainbow Memorial Fund** – supported accommodation services for recently released male offenders.
- **Guthrie House** – supported accommodation for recently released women offenders.
- **Prisoners Aid Association** – property minding and financial services to inmates.
- **CRC Justice Support** – support services for offenders, ex-offenders and their families, including a family transport service to correctional centres.
- **Yulawirri Nurai Aboriginal Corporation** – post-release services for Indigenous women.
- **Link-Up (NSW) Aboriginal Corporation** – services to assist Aboriginal and Torres Strait Islander offenders establish and strengthen their family links.
- **SHINE for Kids** (formerly the Children of Prisoners Support Group) – services to support children of offenders.
- **Bundjalung Tribal Society Ltd** – a residential rehabilitation project for male Indigenous offenders with alcohol and other drug dependence.
- **New Horizons Enterprises Limited** – a supported accommodation project for male offenders with a mental illness.

Victims Programs

Each year the Department allocates a percentage from Corrective Services Industries (CSI) annual generated income to two funding programs.

1. Victims of Violent Crime Grants Program

The Department administers the Victims of Violent Crime Grants Program, which assists non-profit community agencies working with victims of violent crimes by providing small grants for one-off projects.

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The program encourages offenders, through profits from correctional centre labour programs, to make reparation to the community through financial assistance to victims of crime support organisations.

In 2005/06, Victims of Violent Crime funded 25 projects including updating the same-sex domestic violence (SSDV) web site hosted by the Aids Council of NSW, and producing a children's storybook to assist in the healing process of victims of violent crimes.

2. Victim Awareness Project

The Victim Awareness Project provided \$82,400 to the Enough is Enough Anti-Violence Movement to offer its "R" Program throughout NSW correctional centres. The "R" Program explores with offenders the three themes of responsibility, rehabilitation and re-integration. It encourages inmates to accept responsibility for their crimes by highlighting to them the damage caused during the execution of a crime, and to those affected by the crime, including the victim, the victim's family and friends.

In 2005/06, there were 21 "R" program presentations in NSW correctional centres, with 300 inmates and correctional centre staff attending.

Restorative Justice

In 2005/06, the Restorative Justice Unit, which is the interface between the Department, victims and victim groups and agencies, developed links with community organisations in Sydney's eastern suburbs. This included providing information packs to 100 community locations, and presenting to local councils, community centres and the local community organisation interagency forums.

The Unit also regularly liaised with victim support and advocacy groups, including the Enough is Enough Antiviolence Movement and the Victims of Crime Assistance League, and with the Department of Juvenile Justice and the crime prevention division of the Attorney General's Office. Moreover, frequent contact with Justice Health and the Department of Juvenile Justice ensured a co-ordinated approach to maintaining the State's three registers for victims of crime.

Restorative Justice brings together offenders, their family and community members and provides a safe environment for participants to discuss issues openly. Family group conferences address the role that family members can play in relation to offending behaviour, ease transition and maximise the potential for successful community integration.

In line with increased focus on the transitional needs of offenders, there are plans to expand the application of this conferencing model. In August 2005, ten departmental staff received two days of training in Transformative Justice Conferencing. A broad framework and protocols to support this new model for the practice of family group conferencing were developed, and the

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Offender Management in the Community

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The Hill End Joint Community Service Order Periodic Detention Project

Hill End is a historic gold mining village located outside Bathurst. In 2005, a joint worksite was created involving both a group of periodic detainees from Bathurst Periodic Detention Centre (PDC) and a group of Community Service Order (CSO) clients supervised by the Bathurst District Office of Community Offender Services. They travelled to Hill End to conduct work for the Hill End / Tambaroora Progress Association. Participants in the project have uncovered cobble stone drainage dating back to the gold rush era, replaced trees along the historic Beyers Avenue and continue to maintain two cemeteries in the area.

The Hill End Project is a valued component of the Bathurst CSO scheme, allowing clients to show pride and interest in the work they are conducting. Twelve clients have successfully participated in the project, under the supervision of CSO Field Officer Don Granger. Don not only supervises the clients but works alongside them, which gives the clients a feeling of team effort and promotes greater compliance within the group. The project has had a positive impact on the Hill End community allowing both residents and tourists to be reminded of the history of the village. Tens of thousands of dollars worth of work has been carried out involving 100's of hours of work by COS workers. Much of the work completed in the village would not have been possible without the involvement of the Department and assistance of the detainees and CSO clients assigned to the project.

A number of letters of appreciation have been received, for example:

“On behalf of the Hill End community I would like to express appreciation and thanks for the excellent job the CSO (workers) are doing in Hill End.... So far the group has uncovered two kilometres of historic stone drains, planted trees in the Avenue, erected guards and plaques for those trees. The avenue has been mown all season..(and) they are now maintaining the two cemeteries and continue to do an efficient and thorough job that pleases everyone.”

Sheena Goodwin President. Hill End and Tambaroora Progress Association



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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.

Key Performance Indicators

Cost of custody services per inmate per day

| Security | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2004/05 National Average |
|----------|----------|----------|----------|----------|-----------------|--------------------------|
| Open | \$141.75 | \$152.62 | \$155.87 | \$160.97 | \$182.96 | \$153.29 |
| Secure | \$165.61 | \$180.42 | \$189.05 | \$186.84 | \$194.18 | \$177.42 |
| Total | \$154.47 | \$167.43 | \$173.30 | \$174.46 | \$189.69 | \$170.14 |

Cost of community-based correctional services per day

| | |
|---------------------------|---------|
| 2005/06; | \$10.37 |
| National average 2004/05: | \$11.60 |

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Rate of correctional centre design capacity utilisation

| Security | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2004/05 National Average |
|----------|---------|---------|---------|---------|--------------|--------------------------|
| Open | 101.2 | 105.9 | 110.2 | 110.0 | 107.3 | 104.8 |
| Secure | 99.1 | 98.9 | 101.5 | 100.9 | 101.4 | 97.4 |
| Total | 100.0 | 102.0 | 105.4 | 104.9 | 103.6 | 99.4 |

Strategic objectives:

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

Reporting on the effects of the restructure

The Department’s major restructure not only supported workplace reforms but improved organisational capacity to deliver effective and efficient correctional services. To monitor the ongoing results, during the year, whole-of-Department reporting with key performance indicators was established. This, together with integrated monthly internal reporting, is assisting the Department in achieving its goals.

Planning Budgeting and Reporting Committee

During the financial year, the Department established a Planning Budgeting and Reporting Committee (PBRC) to provide the Board of Management with an integrated corporate planning, budgeting and reporting framework. As part of this committee, senior staff members from the Finance Branch, Corporate Strategy, Corporate Research Evaluation and Statistics Unit and the Operations Division meet on a regular basis to ensure the recommendations of the Public Accounts Committee are considered in all advice.

For example, the Committee ensures the monthly financial reports to the Deputy Commissioner Offender Management and Operations not only give an overview of financial performance but identify emerging issues. It also pays specific attention to performance with regard to workplace

reforms dealing with rostering arrangements, staffing establishment numbers and operational plans. Moreover, monthly management reports identify significant budget variances and advise on strategies to address financial issues.

National Correctional Indicators

In 2005/06, the Department applied National Correctional Indicators in all internal and external performance reporting documents. This ensures standardisation and consistency.

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

The Way Forward Reforms

In accordance with workplace reforms to align performance, cost efficiency and national best practice, the Department has embarked on major restructuring in both operational and support areas. To date, new awards have been negotiated with the Public Service Association. Department has embarked on an integration process of the custodial (sentenced to incarceration) and non-custodial (Community Service Orders and Parole), reducing the duplication of support services.

In addition, the Department continued to implement The Way Forward reforms including:

- **Centralised Rostering** – this takes the responsibility away from localised arrangements, and results in a more efficient and fairer utilisation of resources and allocation of overtime.
- **Management Training** – two-week programs were held at the Brush Farm Corrective Services Academy to provide general managers and security managers with the skills to implement

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The Way Forward program across all correctional centres. Key components include the Integrated Offender Management Model; focusing on security and safety of staff and inmates; developing the structured day; rostering practices; and supporting staff in change management and performance management.

- **Clustering Court Cell Complexes with Correctional Centres** – the following court complexes have had their staffing aligned with correctional centres. Next year Dubbo Courts will be clustered with Brewarrina (Yetta Dhinnakkal) Correctional Centre.

| Courts | Correctional Centre |
|-------------|---------------------|
| Wollongong | Emu Plains |
| Moree | Tamworth |
| Lismore | Grafton |
| Albury | Mannus |
| Wagga Wagga | Bathurst/Mannus |

Benchmarking performance against National Indicators

During the year, the Department developed a standards document to benchmark its performance against National Indicators. This document will be progressively rolled out to all correctional centres across the State.

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

Information Management and Technology Improvements

During the year, the Department worked towards improving administrative and support service cost efficiencies by developing its three primary electronic information management systems: BIMS (Business Information Management System for purchasing and accounting), CIMS (Corporate Information Management System for corporate records) and OIMS (Offender Integrated Management System for offender information and case management). All three contributed significantly to achieving greater efficiencies in the way the Department conducts its business.

For example, in line with the NSW Government's shared services framework, the Department has taken a shared service approach in its corporate services area by linking relevant information and avoiding duplication in and between the Human Resources, Finance, Information Management and Technology, and office records management. Similarly, the OIMS Renewal project is delivering better sharing of offender records not only between the community and custody divisions of the Department but also with other justice agencies. This means key information is available consistently at crucial stages of offender management. Better and timelier operational and administrative data and information management has also improved performance reporting.

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Departmental Structure

The new departmental structure adopted this year has supported shared services arrangements by having clustered IM&T, Finance and Asset Management in one group under the leadership of a Deputy Commissioner. Since the new structure clusters all activities relating to managing offenders under a Deputy Commissioner, this removes professional silos and increases efficiencies. Equally, decreasing the number of direct reporting positions to the Commissioner has resulted in greater efficiency and focused decision-making for the whole of the Department.

Achieve increased efficiencies within budget allocations

Procurement

During the year, the Department put in place a number of strategies to achieve the efficiency requirements set within budget. These include ensuring purchasing and contract requirements adhere to best practice and reviewing opportunities for outsourcing. This resulted in cheaper supplies in areas such as electricity, computers and food.

In 2005/06, some \$69.7 million was expended on outsourced services including:

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

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

Vehicle fleet maintenance

In line with the NSW Government's Clean Fleet Policy, the Department improved its fleet plan during the year by profiling vehicles to measure whole-of-life costs, more critically reviewing requests for 4WD vehicles and, where possible, using alternate fuels. Next year, vehicle profiles will be expanded to include an environmental performance score, allowing the Department to strategically reduce greenhouse gas emissions from the fleet.

Centralised Payroll and Recruitment Functions

Consistent with Government initiatives, in 2005/06 the Department centralised its payroll and recruitment functions so they can be benchmarked to monitor the cost per transaction against similar operations in other public sector agencies.

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Asset Management

Energy management

During the year, the Department's energy management program continued to realise substantial cost savings, while reducing greenhouse gas emissions. For example, energy savings at Goulburn Correctional Centre delivered estimated savings of 231 kilowatt hours per annum, reducing CO2 emissions by 212 tonnes and delivering annual savings of \$27,000. Additionally, low energy lighting was installed at Emu Plains Correctional Centre.

To build on these results, energy audits at Kariong Juvenile Correctional Centre, Dillwynia and the Mid North Coast Correctional Centres identified works for the 2006/07 program.

In December 2005, the ABGR rating (Australian greenhouse gas measure) for the Department's head office was submitted to the Department of Energy, Utilities and Sustainability (DEUS).

Property management

In 2005/06, the Department managed 71 commercial leases to support Community Offender Services (COS) offices and other operational and administration areas with a total of approximately 30,800 square metres. The average space utilisation ratio for the office accommodation portfolio is 15 m² per employee, in accordance with the NSW Government's Accommodation Guidelines. During the year, ten leases were renewed and sixteen new leases were negotiated with seven properties vacated and leases terminated.

Asset maintenance

In 2005/06, the Department continued implementing a ten-year asset maintenance plan, with a budget of \$21 million. Year six of the plan was reviewed and submitted for implementation during 2006/07. A new five year contract was awarded in February 2006 for maintenance at the John Morony Complex including John Morony 1 and 2, Dillwynia and Emu Plains Correctional Centres.

Water management

In 2005/06, severe water shortages in NSW required the situation at Goulburn Correctional Centre to be closely managed to significantly reduce water consumption. Monitoring at Long Bay and John Morony Correctional Complexes, Emu Plains and Parklea Correctional Centres also continued to determine water usage patterns. New pipes were installed at Kirkconnell, Mannus and Junee Correctional Centres.

During the year, the Department implemented works at John Morony and Parklea Correctional Centres with a special grant under Sydney Water's pilot fund for water saving works. Estimated savings will be 176,000 litres per day or some \$71,240 per annum. Additional water saving works at these centres were also completed, funded by the Department.

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Waste management

Waste avoidance and recycling practices used during the year include:

- 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; and
- recycling vegetation, construction and demolition materials.

In June 2005, Grafton Correctional Centre commenced a program with the North-East Waste Forum in conjunction with the Clarence Valley Council to reduce waste to landfill. This included introducing the following strategies:

- placing recycle bins throughout the centre, colour coded for cardboard, paper and milk cartons, aluminium, plastic and steel;
- constructing two purpose-built skips for transporting cardboard, paper and milk cartons to the recycling depot;
- introducing bokashi bins to breakdown organic kitchen waste;
- mulching garden waste; and
- introducing paper cups replacing polystyrene in various areas.

Hazardous materials management program

The Department's hazardous materials management program continued, with the completion of the state-wide asbestos survey for owned and leased premises. Hazardous material was removed from Long Bay and John Morony Correctional Complexes.

Heritage management

The Department's Section 170 register was reviewed throughout the year, and will be formally updated in 2006/07. Numerous heritage works were undertaken in 2005/06 including Berrima Correctional Centre (\$20,000), Newington House (\$9,000), Grafton Correctional Centre (\$5,000), Cooma Correctional Centre (\$5,000) and Goulburn Correctional Centre (\$13,000).

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

Enhanced planning and review

During the year, Information Management and Technology Branch (IM&T) published a Strategic Plan 2005-2008 and a Service Delivery Plan for 2005/06 and began regular strategic meetings to review performance against these plans.

In May 2006, the second IM&T Planning and Development Forum was conducted, engaging members of the Department's Board of Management and other business representatives in the development of an Information and Communication Technology (ICT) Strategic Plan 2006-2010 and a Service

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Delivery Plan for 2006/07. The forum also reviewed a report card assessing IM&T's performance against its key expectation areas as judged via a survey of forum participants.

Introducing this report card, which will be updated annually, has helped give the culture of IM&T provision a clear business focus. Building a connection with the business is changing the attitude and capability of IM&T staff, resulting in a much more collaborative approach both within the Department and with outside agencies and stakeholders.

In 2005/06, IM&T began to benchmark the cost of ICT services against a good practice cost platform. The development of a departmental activity-based costing model will continue in the next financial year.

Contemporary standards, policies, systems and procedures

In line with Premiers' Department expectations regarding Information Security and Business Continuity Planning, the Department has been recommended for Information Security AS7799 certification, and a Disaster Recovery Plan is now in place. Infrastructure is being further upgraded in the coming financial year for improved disaster recovery.

In 2005/06, a Service Management Improvement Program resulted in implementing two stages of the Information Technology Infrastructure Library (ITIL) quality system. A Service Improvement Program was established within the ITIL quality framework. This program treats end users as customers as distinct from technical articles. It has already begun to improve service delivery. For example, the helpdesk previously operated five days according to public sector business hours. Recognising that corrections is a 24/7 business, a 24/7 helpdesk operation was implemented, including incident management response.

An information inventory was also constructed including developing an Information Management (IM) plan and implementing IM policies and procedures.

Metrics tied to business needs

In 2005/06, a range of measures was introduced and implemented in collaboration with business to ensure the ICT environment sets and meets technical and performance standards. This included establishing customer relationship forums to facilitate development of service metrics. Service Level Agreements (SLAs) are being implemented progressively as a component of the Service Management Improvement Project.

Infrastructure improvements

During the year, the following projects helped maintain the stability and integrity of the ICT infrastructure:

OIMS renewal project

2005/06 saw the beginning of a project to align and refresh the Offender Integrated Management System (OIMS) application in line with global correctional system functional and technology capabilities. To this end, the system, which had previously been supported internally, was moved back to the external platform. Allowing the system provider, Syscon

Organisational Capability, Governance and Staff Support

Justice Systems, to resume supporting, maintaining and developing the OIMS system, ensures the Department will benefit from any global developments in similar jurisdictions.

Broadband take-up

During the year, the Department began to adopt the NSW Government's broadband strategy to improve the quality and economic performance of the ICT environment. This project will eventually replace slow, costly telecommunications with fast, high speed Wide Area Network (WAN) access.

In addition to providing the communications speed and continuity required to strengthen the richness of the refreshed OIMS, putting voice telecommunications over data lines will deliver significant cost savings that can be diverted into further improving ICT infrastructure. In future, the same data lines will be used to reduce the cost of video conferencing for court appearances, offender visits and staff training.

Supporting Throughcare

During the year, electronic exchange was facilitated with a number of external agencies to facilitate Throughcare into the broader community. For example, the Department now has electronic exchange with:

- **Centrelink** to enable welfare benefits to be automatically paid into an offender's leaving monies;
- the **Roads and Traffic Authority (RTA)** to assist a released offender, where appropriate, to gain a drivers licence;
- the **Department of Housing** to assist offenders with finding accommodation; and
- the **Police** to support security outside the correctional centre environment.

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

Workforce planning

In 2005/06, the average age of non-casual staff was 44.5 years, compared to 45.1 in 2004/05, with an attrition rate of 5.7 percent, slightly lower than the 6.0 percent recorded in 2004/05.

To address anticipated higher attrition rates and aging workforce issues, Human Resources began to research what attracts successful applicants to the Department, with a view to developing a departmental employment 'brand'.

During the year, the Department recruited 209 Probationary Correctional Officers, 96 Probation and Parole Officers and 27 overseers. These recruitment campaigns were supported with redesigned materials, including the recruiting website, and improved selection processes using finger printing to security check new Probation and Parole Officers. Moreover, to encourage applicants for correctional officer positions, selection testing requirements were made more transparent by providing test examples on the career section of the Department's web site.

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Organisational Capability, Governance and Staff Support

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Gauging Performance

In its endeavour of making the Department an information-rich organisation, and turning data into knowledge, preliminary steps were undertaken in this year to enable managers to better monitor organisational performance. In the next financial year, an on-screen 'dashboard' will be up and running, which will show where performance improvements can be made. Like the dials and gauges on a dashboard of a car, this graphics-based monitoring tool will also allow managers to see quickly and in real time how well the Department is progressing in relation to the National Correctional Indicators and the key performance measures in the Results and Services Plan.

In addition, the recruitment strategy for the new correctional centre at Wellington, which will commence operation in 2007, was developed for implementation in the second half of 2006.

Staff learning and development

Improving the Brush Farm Corrective Services Academy (BFCSA) Site

To meet additional training requirements the Department upgraded the BFCSA site during the year including: renovating the Bistro, reception and conference room catering area; installing rainwater tanks and landscaping grounds. Preliminary documentation for upgrading the remaining site accommodation was also completed.

Quality Accreditation

BFCSA continued to be certified under ISO 9001:2000 and retained its status as a Registered Training Organisation (RTO). BFCSA staff participated in developing the new Corrective Services National Training Package.

e-Learning

In 2005/2006, the Workplace Learning and Development Unit was replaced with the e-Learning Unit. During the year, the e-Learning Unit made progress in providing staff with the flexibility and ubiquity of on-line learning by: scoping the e-Learning environment and developing a Training and Assessment (TAA) training package. During the year, this unit ran 231 courses for 3,145 participants, a 66 percent increase on the previous year.

Staff learning and development programs

Primary Training

| Students participating in primary training | 2003/04 | 2004/05 | 2005/06 |
|--|---------|---------|---------|
| Custodial Training Unit | 172 | 236 | 261 |
| Offender Programs Training Unit | 65 | 71 | 74 |

Professional Development

Program Attendance

| Program/Qualification | Attendance in 2005/06 |
|---|---|
| Executive Leadership Program | 50 senior managers |
| Other leadership and management programs | 131 managers |
| Diploma of Correctional Administration | 26 officers |
| Advanced Diploma of Correctional Management | 8 officers |
| Career Development Program | 90 employees participated in 6 seminars with 35 graduating from the program during the year |

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New programs

A newly developed program for Field Supervisors was delivered at regional locations. A new version of the Career Development Program (CDP2) was launched in 2006 with over 100 applications received. Fifty-four participants were chosen for the Executive, Middle Manager and Supervisor intakes.

Professional development grants

| | 2003/04 | 2005/06 | 2006/07 |
|---------------------|---------|---------|---------|
| Number of employees | 13 | 17 | 15 |

Professional development grants of up to \$3,000 contribute each towards research, further study, attendance at conferences and visits to study other correctional systems.

Motivational Interactions

During the year, the Department ran five Motivational Interactions programs for front line Corrective Services staff to increase the likelihood that offenders will enter into and continue with a process of behavioural change. A motivational interaction is a brief, directive, person-centred intervention focusing on behaviour change in offenders. It could be as brief as a few words in passing. It is also proposed that the program will become part of all new staff training through the Corrective Services Academy.

Align staff performance management to corporate goals and strategic targets

Performance management

Performance reviews

In 2005/06, performance reviews were incorporated into the industrial awards for general managers and managers of security, superintendents and assistant superintendents. These reviews are now undertaken against qualitative and quantitative key performance indicators (KPIs), covering a range of custodial services and operations. In addition, performance reviews of middle and senior management under the industrial award applying to the new Mid North Coast and Dillwynia Correctional Centres were directly linked to centre-based KPIs and outcomes.

New Awards

A new award, covering Assistant Superintendents and Senior Assistant Superintendents took effect in January 2006. The Award introduced an annualised salary package that supports The Way Forward, incorporating remuneration for all incidents of employment, including overtime, shift and weekend penalty rates.

Centralising the roster function led to strike action by the Prison Officers Vocational Branch (POVB). Despite this, the days lost through industrial disputes remained low this financial year, with 824 person days in 2005/06 comparing favourably to 836 person days lost in 2004/05 and 1,501 person days lost in 2003/04.

A new award for educational staff was ratified in January 2006. This award flowed-on to educational staff employed in the Department the general salary increases granted to public education teachers. It also introduced some new initiatives to suit the delivery of education programs in a correctional environment.

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

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Organisational Capability, Governance and Staff Support

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Growth in custodial bed demand

During the year, forecasts indicated the custodial system will need an additional 1,000 beds by 2010. Given this, it is anticipated the \$128 million capital works budget allocated to the Department in the 2006 State Budget will be fully expended. To meet this need, in 2005/06 the Department:

- continued to build the 500 bed Wellington Correctional Centre;
- awarded contracts to construct new facility at Tabulam;
- started to plan to expand existing facilities at Lithgow and Cessnock Correctional Centres; and
- began site selection for a new 500 bed South Coast correctional facility.

In addition, a new Visitor Process Unit at Goulburn Correctional Centre was almost completed, with a similar facility about to be constructed at Long Bay. Other infrastructure developments included constructing a new specialised training facility for staff and dogs at Berkshire Park in Sydney's west, and redeveloping Mulawa Correctional Centre including a new gatehouse, vehicle and pedestrian entry, administration building, a perimeter upgrade, a new clinic and a Mental Health Screening Unit.

Minor capital works

Aging infrastructure in existing facilities continued to put pressure on limited maintenance and minor capital works programs, and affected continuity of information and security technology. With an increased demand on services that rely on information transfer across these networks, there is a growing need to update inadequate infrastructure to enable it to cope with the demands of modern corrections.

In 2005/06, the Department's minor capital works program (projects below \$500,000) delivered 174 projects at a total cost of \$11.66 million with significant works completed including:

- completing the security upgrade of Lithgow Correctional Centre control room including additional cameras;
- demolishing Katingal at the Long Bay Correctional Complex;

- constructing a new Offender Services and Programs building at Parklea Correctional Centre;
- installing additional X-ray machines in selected correctional centres;
- adding video-conferencing studios in selected centres;
- continuing state-wide information technology infrastructure, security infrastructure and cell furniture upgrade programs;
- upgrading facilities at Ivanhoe Warakirri Centre; and
- upgrading facilities at Glenn Innes Correctional Centre.

Bed replacement program

During the year, the Department completed the bed replacement program for 4 Unit at the Goulburn Correctional Centre, fulfilling a coronial recommendation following a death in custody. This bed replacement program will continue throughout the centre in the coming year.

Rate of correctional centre design capacity utilisation

In 2004/05, the total rate of utilisation fell from 104.8 to 103.59, above the national average of 96.7 in 2004/05. However, this decrease marks a rise in secure custody utilisation from 100.7 to 101.30, above the national average of 94.8 in 2004/05.

Provide legal services to meet the Department's needs and protect the Department's interests

During 2005/06 the Department's Legal Services Division continued to provide legal services to the Commissioner, Senior Executives and other senior officers of the Department.

These services include the provision of legal advice, legal representation and the drafting of contracts, memoranda of understanding and other legal documentation by Legal Branch; the provision of expert advice and the development, implementation and dissemination of policies, procedures and processes by Sentence Administration Branch to ensure that the Department administers sentences and manages offenders in custody and in the community according to law; and the provision of administrative support to the State Parole

Authority by its Secretariat to enable the Authority to exercise its statutory functions in a lawful and efficient manner.

The exercise of these functions by Legal Services Division often involved liaison and negotiation with other criminal justice and law enforcement agencies.

During the year, Legal Branch developed and disseminated guidelines for Departmental staff who are required to give evidence in courts and other tribunals and provided such advice, representation and support before, during and after the giving of such evidence as necessary.

Sentence Administration Branch was given additional responsibilities during the year in relation to central co-ordination of inter-state parole order transfers, forensic patients and immigration detainees which added significantly to its workload.

Significant amendments to the Crimes (Administration of Sentences) Act 1999 came into effect on 10 October 2005 which required major changes to the Parole Authority's policies, procedures and processes in relation to consideration and determination of release to parole or refusal of parole, consideration and determination of revocation of parole orders, periodic detention orders and home detention orders, as well as the review of such determinations.

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

The Department started 2005/06 with 16 memoranda of understanding (MOUs) with other agencies in place. During the year, seven new MOUs were introduced including: the Centrelink Program Protocol 2006-2009 to provide Centrelink services for adult offenders in custody and on legal orders in the community; an arrangement with Tresillian to implement the Mothering at a Distance Program at Emu Plain, Mulawa, Dillwynia and Berrima Correctional Centres; an agreement with the Commonwealth Department of Family and Community Services to create programs to address Indigenous family

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Organisational Capability, Governance and Staff Support

Section nine

violence; a 2006-2009 agreement with TAFE to provide vocational education and training in correctional centres; and an agreement with the Bureau of Crime Statistics and Research (BOCSAR) to exchange offender data.

MOU with Juvenile Justice

Following a memorandum of understanding to be signed in July 2006, departmental staff in metropolitan and regional areas will respond to serious disturbances at all Department of Juvenile Justice detention centres.

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

Safe and Healthy Work Environment

During the year, a Staff Health Services Unit was formed to promote staff health, safety and well-being. The Unit provides an integrated, multidisciplinary approach to managing staff health issues covering: injury prevention, injury management, and staff support programs.

Injury Prevention

In 2005/06, the Department developed and trialled an internal audit tool, which was forwarded to the Treasury Managed Fund as a resource in developing a whole-of-government generic self assessment tool. The Department will be used as a pilot site for this initiative in October/November 2006.

Workers Compensation

| | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|------------------------|--------------|--------------|--------------|--------------|--------------|
| Claim Costs | \$17,731,741 | \$10,067,880 | \$10,777,206 | \$10,075,664 | \$6,755,024 |
| Claim Numbers | 972 | 1092 | 1060 | 1230 | 1136 |
| Staff Numbers | 5403.9 | 5671.88 | 5874.99 | 6025.45 | 6186.03 |
| Claims per 100 | 18.0 | 19.3 | 18.0 | 20.4 | 18.4 |
| Costs per 100 | \$328,128.59 | \$177,505.17 | \$183,442.12 | \$167,218.45 | \$109,198.05 |
| Average Cost per claim | \$18,242.53 | \$9,219.67 | \$10,167.18 | \$8,191.60 | \$5,946.32 |

Injury Management

Despite increased staff numbers, workers compensation claims reduced by 7.5 percent from 1,230 in 2004/05 to 1,136. The Staff Health Services Unit assisted in this by facilitating prompt return to work opportunities. To maximise early intervention strategies for injured workers, the way the Department manages workers compensation claims was separated into front line management and extended case management. The Extended Case Management Team will concentrate on claims that are over 26 weeks of incapacity, where retraining and redeployment are required.

Staff support programs

In 2005/06, the Staff Health Services Unit conducted a variety of programs contributing to both individual and corporate well-being. These programs included: OHS and Risk Management, Return-to-Work Co-ordinator, Peer Support, Quit Smoking, Fatigue Management, Shift Work, Stress Management and alcohol and other drug training sessions.

Random AOD Testing

Throughout the year, the random alcohol and other drugs (AOD) testing program was rolled out, with 2,745 tests conducted resulting in 6 positive tests. These results demonstrate an increase in the number of tests conducted, and a reduction in the number of positive test outcomes.

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Maximising the staff available to supervise inmates

At Dillwynia and the Mid North Coast Correctional Centres, The Way Forward principles increase safety and security by ensuring staff move with the inmates in a structured manner to maximise inmate supervision at all times, with maximum numbers of staff attending sequential or 'rolling' let-go and lock-in.

At Bathurst Correctional Centre, following negotiations with the Prison Officers Vocational Branch of the Public Service Association (POVB), staffing numbers and rostering have improved, enabling effective management of the increased number of inmates without jeopardising staff safety. For example, the routine for 'rolling' lock-in and let-go of inmates utilises all available staff, enhancing security.

Implement the departmental Plan for Cultural Inclusion

Plan For Cultural Inclusion 2004 - 2007

The Plan for Cultural Inclusion 2004 - 2007 was adopted in November 2004. During 2005/06, the Department made progress against all objectives in this plan.

1) Reduce re-offending by offenders from culturally and linguistically diverse backgrounds

The Mt Druitt Community Offender Services (COS) completed the pilot a program for parolees of Pacific Islander background. Formal evaluation is almost complete, and there appears strong evidence that the program has been effective. This initiative was funded and operates in partnership with the Mt Druitt Community Solutions and Crime Prevention Strategy.

In the next year, the Department will determine how this initiative will be maintained without external funding, and whether it could be utilised effectively in other locations and target groups.

2) Reduce the additional negative impact of incarceration where this is a consequence of inmates coming from culturally and linguistically diverse backgrounds

In 2006, the departmental Calendar of Religious and Cultural Events included 38 events. In addition, procedures and systems for providing cultural and religious items to offenders in correctional centres were substantially modified. Key strategies include the Department taking responsibility for sourcing and distributing religious items, and mandatory provision of an appropriate religious texts to inmates who request it.

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

In 2005/06, the Vietnamese Offenders Drug and Alcohol Program continued to provide a crucial service in Fairfield. In addition, an Arabic Client Service Officer in the Bankstown COS District Office was employed to provide a specialised service, while a Vietnamese Client Service Officer and a designated Vietnamese Probation and Parole Officer were employed in the Fairfield District Office.

Organisational Capability, Governance and Staff Support

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

During the year, the Department's primary training for all staff, the Safe Custody Course, included a session covering multicultural issues. This training is mandatory for staff involved in court cell and escort duties, initial cell placement decision making, and is open to any other staff interested in attending. In 2005/06, five courses were delivered to 68 staff. In addition, 39 staff attended a three day Cultural Awareness Training course and resource material was disseminated to staff via e-mail and departmental intranet.

5) Language assistance services are accessed and professionally utilised in all circumstances where required

Procedures covering the full range of language assistance systems were further improved, including the Community Language Allowance Scheme (CLAS). CLAS covers 30 languages in 27 locations through the services of 72 staff. In addition, the Inmate Handbook was translated into Arabic, Chinese and Vietnamese, and will be distributed during the reception process in correctional centres.

In 2005/06, the Department spent \$89,619 on interpreter use, a two percent decrease on the 2004/05 expenditure of \$92,223. This decrease in expenditure was not due to reduced usage, but to cost savings derived from having a full year of discounts from the new Automated Telephone Interpreter Service (ATIS), which was introduced in the last half of 2004/05. With 80 percent of interpreter services accessed by telephone, the 10 percent discount afforded by using the ATIS makes the Department's interpreter services more cost effective.

The main languages required were: Vietnamese, Mandarin, Spanish, Persian, Arabic, Cantonese, Italian, Khmer, Indonesian, Korean and Lo.

6) That the Department's Plan for Cultural Inclusion for multiculturalism is aligned with the corporate planning process

The Plan for Cultural Inclusion 2004-2007 corresponds with Department's Corporate Plan which stipulates that cultural issues must be taken into account when planning for custodial and community operations, staff and offender and general public issues, criminogenic and other needs of offenders.

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

Data compiled and extracted through the Offender Integrated Management System (OIMS) was the basis for strategic decisions and resource allocation concerning: translation priorities for the Inmate Handbook, chaplaincy priorities and accrediting an additional Muslim Chaplain, projecting demand for religious items in establishing stocks of departmentally sourced supplies.

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Organisational Capability, Governance and Staff Support

Section nine

Promote a high standard of ethical behaviour and professional conduct
Revised Code of Conduct

During 2005, the Department's 2002 Code of Conduct and Ethics was reviewed by the Corruption Prevention Branch. This review involved extensive consultation, where all staff and unions were invited to contribute their ideas on how to improve the existing Code. With this input, the revised 2005 Guide to Conduct and Ethics was officially launched in February 2006.

The Guide explains the basis for making ethical decisions in the workplace; the need to always place public duty above private interest; and the obligation to respect the dignity and human rights of all persons, colleagues, offenders/clients and the public.

The revised Guide continues to be supported by a number of Commissioner's Instructions, which have a legislative base in section 235B of the Crimes (Administration of Sentences) Act 1999, as well as Commissioner's Memoranda, and references to other relevant policy and legislation. The Commissioner's Instructions cover a range of issues including contact with offenders/clients, gambling by employees and use of departmental resources.

The Guide is available on the departmental websites, with hard copies in all workplaces. In addition, Ethics Officers introduce all new staff to the Guide during their initial training at the Corrective Services Academy.

Promoting Ethical Behaviour

During the year, two Ethics Officers promoted ethical behaviour through: 85 workplace visits to correctional facilities, Community Offender Services (COS) District Offices, Court Escort Security Unit locations and regional command and corporate offices; responding to 163 staff queries regarding professional conduct, assistance with ethical decision-making and guidance on reporting corrupt conduct and maladministration; four speaking engagements; and training 543 staff.

In addition, the Department's Corruption Prevention Branch published Corruption Prevention News, a monthly magazine available to staff in hard copy and on the intranet.

Corrections Inspectorate

The Inspectorate improved core business reporting assurance for the Department by focusing on the following initiatives during the year:

Daily Security Reporting System (DSR)

This reporting system assures that crucial security systems are in place and operating effectively in each correctional centre. In 2005/06, the Inspectorate reviewed the DSR at 17 correctional centres, and collaborated with the Brush Farm Corrective Services Academy to develop specific DSR training modules for base-grade recruits and Senior Correctional Officers. These training modules are to be accredited as part of the National Training Package for Certificate III and IV in Correctional Practice.

Key Audits

During the year, the Inspectorate carried out key audits at three correctional centres and installed an e-key data base developed at two of these correctional centres. This process incorporated a complete reconciliation of all security keys prior to loading the data onto the data base. This data base had been installed at several other correctional centres in previous financial years and staff from the Inspectorate visited these centres periodically to ensure that the data base was being effectively maintained.

Use of Force Trend Analysis Reporting

In June 2006, the Department released its sixth comprehensive Use of Force Report. Trend analysis found the total number of 'use of force' incidents in 2004/05 and 2005/06 was almost identical, although the number of incidents recorded on video had fallen. Recommendations were subsequently made to the Deputy Commissioner concerning incidents where force was used and where video recording was not utilised.

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Organisational Capability, Governance and Staff Support

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Audit and Performance Branch

As shown in the table below, the Audit and Performance Branch surpassed its target during the year, completing 33 audits, with 36 in progress. Of the 33 completed, 21 were at the request of the Professional Conduct Management Committee. These audits identified opportunities for improving:

- internal control, accountability and risk management;
- management and record-keeping of exhibits including prohibited drugs, uranalysis; and
- policies, standard operating procedures and work practices, and identified and shared good practices.

Recommendations to create these improvements have either been accepted with action complete and/or committed to.

Investigations Branch

The Investigations Branch (IB) is responsible for conducting investigations into disciplinary and security related investigations such as deaths in custody and escapes. IB is also responsible for co-ordinating drug testing following critical incidents or where an employee is targeted as a result of intelligence.

In 2005/06, IB increased its activity, conducting 110 formal disciplinary investigations and assessments and 27 security related investigations and assessments. Moreover, during the year, IB carried out four tests following critical incidents and two targeted tests. The recommendations of these investigations are used to strengthen policies, ensuring continuous improvement.

IB also conducted investigator forums, enabling investigators from the Department to address matters impacting on investigators and investigation methodologies.

Employment and Administrative Law Branch

The Employment and Administrative Law Branch provides secretariat services to the Professional Conduct Management Committee (PCMC) and the Risk Assessment Committee (RAC). The Branch also provides advice to the Commissioner and senior management about staff discipline and management. During the year, the number of cases referred from COS increased, with cases being required as indicated in the table below.

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

Meeting external reporting requirements

During the year, the Department's established reporting mechanisms ensured it could meet its obligations to provide a wide range of reporting and performance data to central agencies of government during the reporting period.

The annual Financial Statements to the Auditor General, the Report on Government Services data, the Annual Report to Treasury and Parliament, the Forward Estimates, the Legislative Program for the Budget Session of Parliament to Cabinet Office, and the Agreed Results and Services Plan to Treasury, were all provided in accordance with the Department's corporate planning schedule. A more complete list of the Department's reporting and performance data is included in the appendices. The Department's 2004/05 Annual Report was short-listed for an award in the NSW Premier's Annual Report Awards.

Employment and Administrative Law Branch cases

| | |
|---|------------|
| Risk Assessment Committee | 69 |
| Administration | 103 |
| Professional Conduct Management Committee | 397 |
| Total | 569 |

| Scheduled audit target for 2005/2006 | Completed Audits | | Work in Progress | |
|--------------------------------------|------------------|-------------|------------------|-------------|
| | Scheduled | Unscheduled | Scheduled | Unscheduled |
| 29 | 12 | 21 | 8 | 28 |
| | Total 33 | | Total 36 | |

10.1

Targets

Section ten

Targets 2005/06 – Outcomes

| Target | Outcome |
|---|---------------------|
| Reduction in re-offending | |
| Complete revised Centrelink Program Protocol Agreement | Complete |
| Disseminate implementation packs to Community Offender Services and Offender Management staff | In progress |
| Formalise agreements with other service providers | In progress |
| Consult with subject-matter experts and produce Planning Your Release; <ul style="list-style-type: none"> • handbook • computer based resource | Complete Pending |
| Implement Throughcare E-case Management Business Process Model | In progress |
| Further develop electronic data exchange protocols with justice sector agencies | In progress |
| Submit major correctional programs to the Department's accreditation and approval process | In progress |
| Complete data collection from the pilot of the Think First program and analyse data | Complete |
| Design Sex Offenders Program for female sex offenders | In progress |
| Extend Violent Offenders Therapeutic Program to Lithgow, Bathurst and Kirkconnell Correctional Centres | In progress |
| Make gambling and offender behaviour program widely available across the Department | Complete |
| Offender management in the community | |
| Implement an agreed workload model for Community Offender Services (COS) staff in correctional institutions to address the priorities identified in new legislation | Pending |
| Roll out state-wide, through the COS District Offices, the suite of approved group work programs targeted at offenders at the high end of the risk spectrum in relation to re-offending | In progress |
| Develop a comprehensive community-based supervision strategy based upon risk assessment, incorporating standardised breach practices and procedures | In progress |
| Review and develop further proposals to expand access around the State to alternatives to custody: Community Service Orders and intensive supervision programs | Complete |
| Finish restructuring the Court Advice Program to better manage work demand, and to more effectively focus upon the issue of risk to the community and required levels of intervention | Complete |
| Develop a strategy to enhance monitoring, surveillance and management of high-risk offenders in the community | In progress |
| Offender management in custody | |
| Complete Award negotiations for The Way Forward | In progress |
| Complete Mental Health Screening Unit at Mulawa Correctional Centre | In progress |
| Implement planning for managing women with a diagnosis of borderline personality disorder | In progress |
| Commence operation of the new Mental Health Screening Unit at the Metropolitan Remand and Reception Centre | Complete |

10.2

Targets

Section ten

| Target | Outcome |
|--|-------------|
| Establish video conferencing at Junee Correctional Centre | Complete |
| Complete a dedicated video conferencing studio at the High Risk Management Unit at Goulburn Correctional Complex | Complete |
| Revise custodial treatment program format and move to open groups in Custody Based Intensive Treatment (CUBIT) for sex offenders | Complete |
| Develop a preparatory program for CUBIT | Complete |
| Develop a new clinical supervision model for CUBIT | In progress |
| Complete security upgrade of Lithgow Correctional Centre control room including additional cameras | Complete |
| Improve the cost effectiveness of the Court Escort Fleet | Complete |
| Provide offenders with access to their funds on reception | Complete |
| Convert the old visits area at Tamworth Correctional Centre into a chapel and group learning room | Complete |

Enhanced capacity to deliver quality correctional services

| | |
|---|-------------|
| Centralise accounts payable | Complete |
| Co-locate and integrate regional community and custodial offices | Complete |
| Review motor vehicle fleet to comply with Cleaner NSW Government Fleet Policy | On-going |
| Develop service level agreements for stationery, photocopiers, printers and facsimiles to ensure standardisation of products. | In progress |
| Continue to implement the Department's capital works program to address increasing inmate numbers with: | |
| • State-wide Community Offender Services program | In progress |
| • Compulsory Drug Treatment Correctional Centre at Parklea | Complete |
| • E-case Management | In progress |
| • Goulburn Correctional Complex redevelopment | Complete |
| • Head Office relocation | Complete |
| • Information communications technology equipment | In progress |
| • Information management system (Tower Records Information Management -TRIM) | In progress |
| • Junee Correctional Centre upgrade | Complete |
| • Kariong Juvenile Correctional Centre | In progress |
| • Long Bay Hospital redevelopment | In progress |
| • Long Bay Correctional Complex staged redevelopment | In progress |
| • Mental health screening units | Complete |
| • Mulawa staged redevelopment | In progress |
| • North Coast Second Chance Program (Tabulam) | In progress |
| • Silverwater remand upgrade | In progress |
| • Wellington Correctional Centre | In progress |
| • New building works at Glen Innes Correctional Centre | In progress |

10.3

Targets

Section ten

| Target | Outcome |
|--|-----------------------|
| Continue to implement energy and utility saving strategies | In progress (ongoing) |
| Continue to implement Department's Environmental Management Policy | In progress (ongoing) |
| Award tenders for new Long Bay Hospital redevelopment and Forensic Hospital | Complete |
| State-wide Fire Strategy program including fire safety audit of all correctional centres | Complete |
| Building Code of Australia review of correctional centres | Complete |
| Develop Heritage Management Program | In progress (ongoing) |
| Continue to implement the hazardous materials management program | In progress (ongoing) |
| Issue state-wide minor works program and implement | In progress (ongoing) |
| Issue state-wide maintenance program and implement | In progress (ongoing) |
| Complete recruitment for Dillwynia Correctional Centre | Complete |

10.4

Targets

Section ten

Targets 2006/07

Offender Management and Operations

- Implement results of Program Protocol Agreement review and disseminate questionnaires with the revised/expanded Centrelink Program Protocol Agreement and Implementation Packs to Community Offender Services (COS) and Offender Management staff.
- Publish Planning Your Release; NSW Exit Checklist booklet second edition and Getting Out Handbook.
- Establish pilot program and liaison with Job Network providers.
- Produce and disseminate DCS/Department of Housing Frequently Asked Questions resource.
- Complete Phase 2 of the Throughcare E-case management OIMS Renewal Project and start Phase 3.
- Further develop electronic data exchange protocols with justice sector agencies.
- Open a Serious Offender Assessment Unit at Long Bay Correctional Complex.
- Develop a state-wide data base for all violent offender programs, centrally managed in the Serious Offender Assessment Unit.
- Negotiate ongoing funding for externally funded programs currently being delivered in the community by COS district offices.
- Establish VOTP outreach in Kirkconnell, Bathurst and Lithgow Correctional Centres.
- Finalise the full accreditation of the VOTP.
- Further develop and implement anger/aggression control programs in conjunction with the Offender Programs Unit (OPU).
- Implement motivation enhancement programs across the State in conjunction with OPU.

- Develop performance indicators for all programs and link them to program quality monitoring.
- Establish Pathways (Criminal Conduct and Substance Abuse) Program in five sites.
- Extend SMART Recovery Program to all correctional centres and selected COS district offices.
- Continue roll-out of the Drug and Alcohol Addictions Program and Relapse Prevention Program to correctional centres and COS district offices.
- Roll out Responsibilities and Rights Program to all correctional centres and selected COS district offices.
- Establish preparatory programs for sexual offenders in five sites.
- Roll out Domestic Violence Program to selected correctional centres and COS district offices.

Offender Management in Custody

- Finalise the Progression and Reintegration Strategy pre/post discharge from the High Risk Management Unit (HRMU), Security Threat Group Intervention Program (STG-IP) and Violent Protection-Status Offender Intervention Program (VPO-IP).
- Implement various programs such as Motivation Enhancement, anger/aggression control and Managing Emotions Plus in STG-IP and VPO-IP.
- Build a specific second interview space in Unit 8 HRMU, allowing cognitive assessments.
- Identify learning behaviour targets and their link to case management plans and further programming.
- Conduct induction and orientation training for all services and programs staff commencing in 2006/07.
- Establish video conferencing link for 'AA' category offenders.

10.5

Targets

Section ten

- Complete internal review of the Aboriginal Offenders Strategic Plan 2003-2005.
- Complete a new Phase Two, Aboriginal Offenders Strategic Plan 2006-2009 plan for effective management of Aboriginal offenders.
- Update and revise the Department's Aboriginal Inmate Handbook.

Offender Management in the Community

- Negotiate ongoing funding for externally funded programs currently being delivered in the community by COS District Offices.

Organisational Capability, Governance and Staff Support

- Submit Total Asset Management Plan and Office Accommodation Strategy by the end of August 2006.
- Complete construction of new visitor processing facilities at Long Bay and Goulburn.
- Continue to replace and update the Department's inmate vehicle transport fleet.
- Complete Mulawa Correctional Centre's new reception and visits facilities.
- Complete the 500 bed Wellington Correctional Centre.
- Select a site for the new 500 bed correctional facility on the South Coast.
- Expand Cessnock and Lithgow facilities.
- Review motor vehicle fleet to comply with Cleaner NSW Government Fleet policy.
- Develop service level agreements for stationery, photocopiers, printers and facsimiles to standardise products.
- Participate in electronic procurement using Smartbuy.
- Commence e-tendering for distributing tender documentation and lodging tender responses.

11.1

Department of Corrective Services Financial report for the year ended 30 June 2006

Section eleven

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 equivalents to International Financial Reporting Standard (AIFRS)), 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.



IAN MCLEAN
Acting Commissioner
28th September 2006

Department of Corrective Services Financial report for the year ended 30 June 2006



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDIT REPORT

Department of Corrective Services

To Members of the New South Wales Parliament

Audit Opinion

In my opinion, the financial report of the Department of Corrective Services:

- presents fairly the Department's financial position as at 30 June 2006 and its performance for the year ended on that date, in accordance with Accounting Standards and other mandatory financial reporting requirements in Australia, and
- complies with section 45E of the *Public Finance and Audit Act 1983* (the Act) and the *Public Finance and Audit Regulation 2005*.

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

Scope

The Financial Report and the Commissioner's Responsibility

The financial report comprises the operating statement, statement of changes in equity, balance sheet, cash flow statement, program statement - expenses and revenues, summary of compliance with financial directives and accompanying notes to the financial report for the Department, for the year ended 30 June 2006.

The Commissioner is responsible for the preparation and true and fair presentation of the financial report in accordance with the Act. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report.

Audit Approach

I conducted an independent audit in order to express an opinion on the financial report. My audit provides *reasonable assurance* to Members of the New South Wales Parliament that the financial report is free of *material* misstatement.

My audit accorded with Australian Auditing Standards and statutory requirements, and I:

- assessed the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the Commissioner in preparing the financial report, and
- examined a sample of evidence that supports the amounts and disclosures in the financial report.

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**Department of Corrective Services
Financial report for the year ended 30 June 2006**

An audit does *not* guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Commissioner had not fulfilled his reporting obligations.

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.

Audit Independence

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The Act further promotes independence by:

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



M T Spriggins CA
Director of Audit

SYDNEY
3 October 2006

11.4

Department of Corrective Services

Financial report for the year ended 30 June 2006

Section eleven

Operating Statement for the year ended 30 June 2006

| | | Actual 2006 | Budget 2006 | Actual 2005 |
|---|-------|------------------|----------------|----------------|
| | Notes | \$'000 | \$'000 | \$'000 |
| Expenses excluding losses | | | | |
| Operating expenses | | | | |
| Employee related | 2(a) | 553,140 | 527,926 | 530,187 |
| Other operating expenses | 2(b) | 170,684 | 180,210 | 167,759 |
| Operating expenses | | 723,824 | 708,136 | 697,946 |
| Depreciation and amortisation | 2(c) | 61,269 | 50,103 | 44,274 |
| Grants and subsidies | 2(d) | 4,586 | 3,935 | 4,248 |
| Other expenses | 2(e) | 3,994 | 1,665 | 314 |
| Total Expenses excluding losses | | 793,673 | 763,839 | 746,782 |
| Less: | | | | |
| Revenue | | | | |
| Sale of goods and services | 3(a) | 28,263 | 25,634 | 25,492 |
| Investment income | 3(b) | 1,259 | 970 | 941 |
| Grants and contributions | 3(c) | 7,046 | 4,522 | 7,777 |
| Other revenue | 3(d) | 978 | 533 | 7,047 |
| Total Revenue | | 37,546 | 31,659 | 41,257 |
| Gain / (loss) on disposal of noncurrent assets | 4 | 149 | - | (201) |
| Net Cost of Services | 22 | (755,978) | (732,180) | (705,726) |
| Government Contributions | | | | |
| Recurrent appropriations | | | | |
| Capital appropriations | 6 | 123,246 | 164,500 | 70,301 |
| Asset sale proceeds transferred to the Crown Entity | 16 | (962) | - | - |
| Acceptance by the Crown Entity of employee benefits and other liabilities | 7 | 26,300 | 34,383 | 58,483 |
| Total Government Contributions | | 794,376 | 850,666 | 730,850 |
| SURPLUS / (DEFICIT) FOR THE YEAR | | 38,398 | 118,486 | 25,124 |

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Department of Corrective Services Financial report for the year ended 30 June 2006

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Statement of Changes in Equity for the year ended 30 June 2006

| | Actual 2006 | Budget 2006 | Actual 2005 |
|--|----------------|----------------|----------------|
| Notes | \$'000 | \$'000 | \$'000 |
| Net increase/(decrease) in property, plant and equipment asset revaluation reserve | 10,354 | - | 43,065 |
| TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY | 10,354 | - | 43,065 |
| SURPLUS / (DEFICIT) FOR THE YEAR | 38,398 | 118,486 | 25,124 |
| TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR | 48,752 | 118,486 | 68,189 |
| 17 | | | |

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Department of Corrective Services

Financial report for the year ended 30 June 2006

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Balance Sheet as at 30 June 2006

| | | Actual 2006 | Budget 2006 | Actual 2005 |
|---|-------|------------------|------------------|------------------|
| | Notes | \$'000 | \$'000 | \$'000 |
| ASSETS | | | | |
| Current Assets | | | | |
| Cash and cash equivalents | 9 | 24,312 | 41,424 | 36,201 |
| Receivables | 10 | 11,206 | 11,165 | 9,877 |
| Inventories | 11 | 6,869 | 6,692 | 6,692 |
| Total Current Assets | | 42,387 | 59,281 | 52,770 |
| Non-Current Assets | | | | |
| Property plant and equipment | | | | |
| Land and Buildings | 12 | 1,169,632 | 1,441,904 | 1,174,828 |
| Plant and Equipment | 12 | 68,355 | 57,721 | 48,883 |
| Work in Progress | 12 | 195,308 | - | 136,162 |
| Total Property plant and equipment | | 1,433,295 | 1,499,625 | 1,359,873 |
| Intangible assets | 13 | 4,930 | 10,000 | 6,127 |
| Total Non-Current Assets | | 1,438,225 | 1,509,625 | 1,366,000 |
| Total Assets | | 1,480,612 | 1,568,906 | 1,418,770 |
| LIABILITIES | | | | |
| Current Liabilities | | | | |
| Payables | 14 | 36,890 | 34,777 | 34,484 |
| Provisions | 15 | 77,682 | 75,723 | 73,100 |
| Other | 16 | 7,505 | 1,403 | 1,403 |
| Total Current Liabilities | | 122,077 | 111,903 | 108,987 |
| Total Liabilities | | 122,077 | 111,903 | 108,987 |
| Net Assets | | 1,358,535 | 1,457,003 | 1,309,783 |
| EQUITY | | | | |
| Reserves | 17 | 497,743 | 517,596 | 488,367 |
| Accumulated funds | 17 | 860,792 | 939,407 | 821,416 |
| Total Equity | | 1,358,535 | 1,457,003 | 1,309,783 |

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Department of Corrective Services

Financial report for the year ended 30 June 2006

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Cash Flow Statement for the year ended 30 June 2006

| | Actual 2006 | Budget 2006 | Actual 2005 |
|--|------------------|------------------|------------------|
| Notes | \$'000 | \$'000 | \$'000 |
| Cash Flows From Operating Activities | | | |
| Payments | | | |
| Employee related | (528,729) | (490,414) | (484,132) |
| Grants and subsidies | (4,586) | (3,935) | (4,248) |
| Other | (205,266) | (205,638) | (182,320) |
| Total Payments | (738,581) | (699,987) | (670,700) |
| Receipts | | | |
| Sale of goods and services | 26,530 | 25,634 | 28,096 |
| Interest received | 1,192 | 970 | 916 |
| Other | 39,386 | 26,823 | 36,189 |
| Total Receipts | 67,108 | 53,427 | 65,201 |
| Cash Flows From Government | | | |
| Recurrent appropriation | 650,377 | 651,783 | 602,270 |
| Capital appropriation | 123,801 | 164,500 | 69,572 |
| Cash reimbursements from the Crown Entity | 8,399 | - | 22,754 |
| Net Cash Flows From Government | 782,577 | 816,283 | 694,596 |
| NET CASH FLOWS FROM OPERATING ACTIVITIES | 111,104 | 169,723 | 89,097 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| Proceeds from sale of Land and Buildings, Plant and Equipment and Infrastructure Systems | 1,934 | - | 482 |
| Purchases of Land and Buildings, Plant and Equipment and Infrastructure Systems | (124,927) | (164,500) | (72,212) |
| NET CASH FLOWS FROM INVESTING ACTIVITIES | (122,993) | (164,500) | (71,730) |
| NET INCREASE (DECREASE) IN CASH | (11,889) | 5,223 | 17,367 |
| Opening cash and cash equivalents | 36,201 | 36,201 | 18,834 |
| CLOSING CASH AND CASH EQUIVALENTS | 24,312 | 41,424 | 36,201 |

Department of Corrective Services Financial report for the year ended 30 June 2006

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Section eleven

Program Statement - Expenses and Revenues for the year ended 30 June 2006

| | Program 41.1.1 Containment and Care of Inmates* | | Program 41.2.1 Assessment, Classification and Development of Inmates* | | Program 41.3.1 Alternatives to Custody* | | Not Attributable | | Total | |
|---|---|----------------|---|----------------|---|----------------|------------------|------------------|-----------------|-----------------|
| | 2006 \$'000 | 2005 \$'000 | 2006 \$'000 | 2005 \$'000 | 2006 \$'000 | 2005 \$'000 | 2006 \$'000 | 2005 \$'000 | 2006 \$'000 | 2005 \$'000 |
| AGENCY'S EXPENSES AND REVENUES | | | | | | | | | | |
| Operating expenses | | | | | | | | | | |
| • Employee related | 383,201 | 377,297 | 99,511 | 89,303 | 70,428 | 63,587 | - | - | 553,140 | 530,187 |
| • Other operating expenses | 136,879 | 128,067 | 17,338 | 24,754 | 16,467 | 14,938 | - | - | 170,684 | 167,759 |
| Depreciation and amortisation expenses | 56,752 | 41,680 | 2,127 | 1,502 | 2,390 | 1,092 | - | - | 61,269 | 44,274 |
| Grants and subsidies | - | 1 | 4,585 | 4,246 | 1 | 1 | - | - | 4,586 | 4,248 |
| Other expenses | 3,239 | 211 | 523 | 80 | 232 | 23 | - | - | 3,994 | 314 |
| Total expenses excluding losses | 580,071 | 547,256 | 124,084 | 119,885 | 89,518 | 79,641 | - | - | 793,673 | 746,782 |
| Revenue | | | | | | | | | | |
| Sale of goods and services | 9,224 | 9,039 | 17,683 | 16,128 | 1,356 | 325 | - | - | 28,263 | 25,492 |
| Investment income | 877 | 696 | 225 | 143 | 157 | 102 | - | - | 1,259 | 941 |
| Grants and contributions | 2,135 | 4,468 | 3,885 | 1,775 | 1,026 | 1,534 | - | - | 7,046 | 7,777 |
| Other revenue | 681 | 5,056 | 175 | 1,241 | 122 | 750 | - | - | 978 | 7,047 |
| Total Revenue | 12,917 | 19,259 | 21,968 | 19,287 | 2,661 | 2,711 | - | - | 37,546 | 41,257 |
| Gain / (loss) on disposal | 104 | (196) | 27 | (5) | 18 | - | - | - | 149 | (201) |
| Net Cost of Services | 567,050 | 528,193 | 102,089 | 100,603 | 86,839 | 76,930 | - | - | 755,978 | 705,726 |
| Government contributions ** | | | | | | | 794,376 | 730,850 | 794,376 | 730,850 |
| NET EXPENDITURE / (REVENUE) FOR THE YEAR | 567,050 | 528,193 | 102,089 | 100,603 | 86,839 | 76,930 | (794,376) | (730,850) | (38,398) | (25,124) |

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

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

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Department of Corrective Services
Financial report for the year ended 30 June 2006

Section eleven**Summary of Compliance with Financial Directives for the year ended 30 June 2006**

| | 2006 | | | | 2005 | | | |
|---|-------------------------|--|-----------------------|--|-------------------------|--|-----------------------|--|
| | 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 | 651,783 | 645,792 | 164,500 | 123,246 | 580,781 | 579,128 | 109,338 | 70,301 |
| Section 24 PF&AA transfers of functions between departments | - | - | - | - | 2,498 | 2,498 | - | - |
| | 651,783 | 645,792 | 164,500 | 123,246 | 583,279 | 581,626 | 109,338 | 70,301 |
| OTHER APPROPRIATIONS / EXPENDITURE | | | | | | | | |
| Treasurer's Advance | - | - | - | - | 15,835 | 15,835 | 80 | - |
| Transfers to / from another agency (s28 of the Appropriation Act) | - | - | - | - | 4,605 | 4,605 | 793 | - |
| | - | - | - | - | 20,440 | 20,440 | 873 | - |
| Total Appropriations / Expenditure / Net Claim on Consolidated Fund (includes transfer payments) | 651,783 | 645,792 | 164,500 | 123,246 | 603,719 | 602,066 | 110,211 | 70,301 |
| Amount drawn down against Appropriation | | 650,581 | | 125,000 | | 602,270 | | 71,500 |
| Liability to Consolidated Fund* | | (4,789) | | (1,754) | | (204) | | (1,199) |

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".

11.10 Department of Corrective Services Financial report for the year ended 30 June 2006

Section eleven

Notes to the financial statements for the year ended 30 June 2006

1. Summary of significant accounting policies

(a) Reporting entity

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

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

In the process of preparing the consolidated financial statements for the economic entity consisting of the controlling and controlled entities, all inter-entity 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 consolidated financial report for the year ended 30 June 2006 has been authorised for issue by the Commissioner on 28 September 2006.

(b) Basis of Preparation

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

- applicable Australian Accounting Standards (which include Australian equivalents to International Financial Reporting Standard (AIFRS));
- the requirements of the Public Finance and Audit Act and Regulation;

- and the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

Property, plant and equipment, investment property, assets (or disposal groups) held for sale and financial assets held for trading and available for sale are measured at fair value. Other financial report items are prepared in accordance with the historical cost convention.

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

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

(c) Statement of Compliance

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

This is the first financial report prepared based on AIFRS and comparatives for the year ended 30 June 2005 have been restated accordingly, except as stated below.

In accordance with AASB 1 First-time Adoption of Australian Equivalents to International Financial Reporting Standards and Treasury Mandates, the date of transition to AASB 132 Financial Instruments: Disclosure and Presentation and AASB 139 Financial Instruments: Recognition and Measurement was deferred to 1 July 2005. As a result, comparative information for these two Standards is presented under the previous Australian Accounting Standards which applied to the year ended 30 June 2005.

The basis used to prepare the 2004/05 comparative information for financial instruments under previous Australian Accounting Standards is discussed in Note 1(y) below. The financial instrument accounting policies for 2005/06 are specified in Note 1(q)-(v) and (y), below.

Reconciliations of AIFRS equity and surplus or deficit for 30 June 2005 to the balances reported in the 30 June 2005 financial report are detailed

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Department of Corrective Services

Financial report for the year ended 30 June 2006

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Notes to the financial statements for the year ended 30 June 2006

in Note 26. This note also includes separate disclosure of the 1 July 2005 equity adjustments arising from the adoption of AASB 132 and AASB 139.

(d) Income Recognition

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

(i) Parliamentary Appropriations and Contributions

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

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

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

(ii) Sale of Goods and Services

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

(iii) Rendering of Services

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

(iv) Investment income

Interest revenue is recognised using the effective interest method as set out in AASB

139 Financial Instruments: Recognition and Measurement. Rental revenue is recognised in accordance with AASB 117 Leases on a straight-line basis over the lease term.

(e) Employee Benefits and other provisions

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

Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 Employee Benefits. Market yields on government bonds of 5.76% are used to discount long-term annual leave.

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

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

(ii) Long Service Leave and Superannuation

The Department's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. The agency accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the nonmonetary revenue item described as "Acceptance by the Crown Entity of employee benefits and other liabilities". Prior to 2005/06 the Crown Entity also assumed the defined contribution superannuation liability.

Long service leave is measured at present value in accordance with AASB 119 Employee Benefits. This is based on the application of certain factors (specified in NSWTC 06/09) to employees with 5 or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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

(iii) Other Provisions

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

Any provisions for restructuring are recognised only when an agency has a detailed formal plan and the agency has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

If the effect of the time value of money is material, provisions are discounted at 5.76%, which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

(f) Insurance

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

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

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

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

(h) Acquisitions of Assets

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

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition (see also assets transferred as a result of an administrative restructure - Note (u)).

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

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

(i) Capitalisation Thresholds

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

(j) Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical NonCurrent Assets at Fair Value" Policy

Notes to the financial statements for the year ended 30 June 2006

and Guidelines Paper (TPP 05-3). This policy adopts fair value in accordance with AASB 116 Property, Plant and Equipment and AASB 140 Investment Property.

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 completed on 30 June 2002 and was based on an independent assessment.

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

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

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

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset

previously recognised as an expense in the surplus / deficit, the increment is recognised immediately as revenue in the surplus / deficit.

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

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

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

The Department's policy provides for an independent detailed revaluation of all properties every 5 years with incremental adjustments for each intervening years. The next detail revaluation is to be undertaken as at 30 June 2007.

(k) Impairment of Property, Plant and Equipment

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

(l) Depreciation of Property, Plant and Equipment

Except for certain heritage assets, 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.

Department of Corrective Services

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Land is not a depreciable asset. Certain heritage assets have an extremely long useful life, including original artworks and collections and heritage buildings. Depreciation for these items cannot be reliably measured because the useful life and the net amount to be recovered at the end of the useful life cannot be reliably measured. In these cases, depreciation is not recognised. The decision not to recognise depreciation for these assets is reviewed annually.

Depreciation rates applicable are as follows:

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

(m) Restoration Cost

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

(n) Maintenance

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

(o) Leased Assets

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

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

Notes to the financial statements for the year ended 30 June 2006

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

(p) Intangible Assets

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

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

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

Intangible assets are subsequently measured at fair value only if there is an active market.

As there is no active market for the agency's intangible assets, the assets are carried at cost less any accumulated amortisation.

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

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

(q) Receivables Year ended 30 June 2006

(Note 1 (y) for 2004/05 policy)

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are accounted for in the Operating Statement when impaired, derecognised or

through the amortisation process.

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

(r) Inventories

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

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

(s) Impairment of financial assets

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

(t) Inmate Funds

Funds are held in public money accounts on behalf of inmates as set out in Note 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.

(u) Equity Transfers

The transfer of net assets between agencies as a result of an administrative restructure, transfers of programs / functions and parts thereof between NSW public sector agencies are designated as a contribution by owners and are recognised as an adjustment to 'Accumulated Funds'. This

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Notes to the financial statements for the year ended 30 June 2006

treatment is consistent with Urgent Issued Group Interpretation 1038 '*Contributions by Owners Made to Wholly Owned Public Sector Entities*'.

Transfers arising from an administrative restructure between government departments are recognised at the amount at which the asset was recognised by the transferor government department immediately prior to the restructure. In most instances this will approximate fair value. All other equity transfers are recognised at fair value.

(v) Payables Year ended 30 June 2006

(refer Note 1 (y) for 2004/05 policy)

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.

(w) Budgeted Amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s 21A, s 24 and / or s 26 of the *Public Finance and Audit Act 1983*.

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

(x) Comparative Information

Comparative figures have been restated based on AEIFRS with the exception of financial instruments information, which has been prepared under the previous AGAAP Standard (AAS 33) as permitted by AASB 1.36A. The transition to AEIFRS for financial instruments information was 1 July 2005. The impact of adopting AASB 132 / 139 is further discussed in Note 26.

(y) Financial instruments accounting policy 2004/05 comparative

Investment Income

Interest revenue is recognised as it accrues.

Receivables

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

Payables

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

(z) New Australian Accounting Standards issued but not effective.

The following Accounting Standard is being early adopted from 1 July 2005 [AASB 119 Present Value Measurement of Long Term Annual Leave]. Any initial impacts on first time adoption are discussed as part of the AEIFRS first time adoption note disclosure (refer Note 26), along with the other AEIFRS impacts.

The following Accounting Standard has not been applied and is not yet effective [AASB1004 Recognition of Grant Revenue]. The possible impact of these Standards in the period of initial application includes accrued income of approximately \$450,000.

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Department of Corrective Services

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Notes to the financial statements for the year ended 30 June 2006

2. Expenses Excluding Losses

| | 2006 | 2005 |
|--|----------------|----------------|
| | \$'000 | \$'000 |
| (a) Employee related expenses | | |
| Salaries and wages (including recreation leave) | 450,090 | 424,738 |
| Superannuation-defined benefit plans | 13,429 | 13,465 |
| Superannuation-defined contribution plans | 25,151 | 23,190 |
| Long service leave | 12,065 | 20,556 |
| Workers compensation insurance | 21,605 | 18,776 |
| Payroll tax and fringe benefit tax | 30,800 | 29,462 |
| | 553,140 | 530,187 |
| Employee costs of \$1,321,000 (\$1,483,000 in 2004/2005) have been capitalised | | |
| (b) Other operating expenses | | |
| Auditor's remuneration-audit of financial reports | 246 | 240 |
| Bad and doubtful debts | 2 | 45 |
| Rental expense relating to operating leases | 9,111 | 8,334 |
| Insurance | 6,777 | 8,994 |
| Property and plant outgoings | 18,746 | 18,330 |
| Motor vehicle expenses | 12,641 | 11,724 |
| Inmate catering | 18,225 | 18,369 |
| Inmate Education and Welfare | 22,038 | 20,898 |
| Correctional centre management fees | 23,669 | 22,007 |
| Corrective Services Industries - direct cost of goods sold ** | 9,540 | 8,274 |
| Staff uniforms, travel and development | 9,128 | 8,866 |
| Telecommunications | 6,573 | 6,700 |
| General administration | 13,184 | 14,069 |
| Maintenance expenses * | 20,804 | 20,909 |
| | 170,684 | 167,759 |
| <i>* Reconciliation - Total maintenance</i> | | |
| Maintenance expense - contracted labour and other (non-employee related), as above | 20,804 | 20,909 |
| Employee related maintenance expense included in Note 2(a) | - | - |
| Total maintenance expenses included in Note 2(a) + 2(b) | 20,804 | 20,909 |

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Department of Corrective Services

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Notes to the financial statements for the year ended 30 June 2006

| | 2006 \$'000 | 2005 \$'000 |
|--|----------------|----------------|
| ** Total cost of goods sold is as follows | | |
| Direct cost as reported above | 9,540 | 8,274 |
| Indirect costs - determined on a prorata basis comprising salaries and wages, property outgoings, repairs and maintenance and depreciation | 4,429 | 3,516 |
| | 13,969 | 11,790 |
| (c) Depreciation and amortisation expenses | | |
| Depreciation | | |
| Buildings | 42,901 | 31,155 |
| Plant and Equipment | 16,147 | 10,986 |
| Total Depreciation | 59,048 | 42,141 |
| Amortisation | 2,221 | 2,133 |
| Intangible | 61,269 | 44,274 |
| (d) Grants and subsidies | | |
| Religious attendance on Inmates | 1,822 | 1,592 |
| Prisoner after care activities (including community grants) | 2,764 | 2,656 |
| | 4,586 | 4,248 |
| (e) Other expenses | | |
| Other | 171 | 314 |
| Workers' Compensation Hindsight Adjustments as at 30 June 2004 | 3,823 | - |
| | 3,994 | 314 |

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Department of Corrective Services Financial report for the year ended 30 June 2006

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Notes to the financial statements for the year ended 30 June 2006

3. Revenues

| | 2006 \$'000 | 2005 \$'000 |
|---|----------------|----------------|
| (a) Sale of goods and services | | |
| Corrective Services Industries | 15,009 | 12,406 |
| Canteen Sales | 978 | 824 |
| ACT Inmates recovered from the ACT Government | 9,160 | 8,241 |
| Illegal Immigrants recovered from the Commonwealth Government | 9 | 6 |
| Rent | 391 | 410 |
| Minor User Charges | 2,716 | 3,605 |
| | 28,263 | 25,492 |
| (b) Investment income | | |
| Interest from NSW Treasury | 1,259 | 941 |
| | 1,259 | 941 |
| (c) Grants and contributions | | |
| Department of Health | 2,110 | 1,680 |
| Department of Commerce | 48 | 1,913 |
| Department of Community Services | | 335 |
| Department of Education and Training | 1,246 | 1,281 |
| Attorney General's Department | 2,868 | 1,865 |
| Roads & Traffic Authority | 623 | 623 |
| Other | 151 | 80 |
| | 7,046 | 7,777 |
| (d) Other revenue | | |
| Insurance hindsight adjustment 2003/04 | 180 | 5,996 |
| Other Miscellaneous | 798 | 1,051 |
| | 978 | 7,047 |

4. Gain / (Loss) on Disposal

| | 2006 \$'000 | 2005 \$'000 |
|--|----------------|----------------|
| Gain / (loss) on disposal of land and buildings | | |
| Proceeds from disposal | 1,933 | 482 |
| Written down value of assets disposed | (1,784) | (683) |
| Net gain / (loss) on disposal of land and buildings | 149 | (201) |

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Department of Corrective Services Financial report for the year ended 30 June 2006

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Notes to the financial statements for the year ended 30 June 2006

5. Conditions on Contributions

a) There were contributions of \$438,000 recognised as revenue during the financial year, which were provided specifically for expenditure over a future period.

b) There were contributions of \$883,000 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

| | 2006 \$'000 | 2005 \$'000 |
|--|----------------|----------------|
| Recurrent appropriations | | |
| Total recurrent draw-downs from Treasury (per Summary of Compliance) | 650,581 | 602,270 |
| Less: Liability to Consolidated Fund (per Summary of Compliance) | 4,789 | 204 |
| | 645,792 | 602,066 |
| Comprising: Recurrent appropriations (per Operating Statement) | 645,792 | 602,066 |
| | 645,792 | 602,066 |
| Capital appropriations | | |
| Total capital draw-downs from Treasury (per Summary of Compliance) | 125,000 | 71,500 |
| Less: Liability to Consolidated Fund (per Summary of Compliance) | 1,754 | 1,199 |
| | 123,246 | 70,301 |
| Comprising: Capital appropriations (per Operating Statement) | 123,246 | 70,301 |
| | 123,246 | 70,301 |

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:

| | 2006 \$'000 | 2005 \$'000 |
|--------------------|----------------|----------------|
| Superannuation | 13,429 | 35,728 |
| Long Service Leave | 12,065 | 20,557 |
| Payroll tax | 806 | 2,198 |
| | 26,300 | 58,483 |

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Department of Corrective Services

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Notes to the financial statements for the year ended 30 June 2006

8. Programs / Activities of the Agency

(a) Program 41.1.1 Containment and Care of Inmates

Objectives:

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

(b) Program 41.2.1 Assessment, Classification and Development of Inmates

Objectives:

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

(c) Program 41.3.1 Alternatives to Custody

Objectives:

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

9. Cash and Cash Equivalents

| | 2006 \$'000 | 2005 \$'000 |
|--------------|----------------|----------------|
| Cash at bank | 24,121 | 36,007 |
| Cash on hand | 191 | 194 |
| | 24,312 | 36,201 |

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.

10. Receivables

| | 2006 \$'000 | 2005 \$'000 |
|---|----------------|----------------|
| Current Receivables | | |
| Sale of goods and services | 6,828 | 5,512 |
| Less: Allowance for impairment | (463) | (463) |
| Goods and Services Tax recoverable from ATO | 3,425 | 3,438 |
| Prepayments | 1,416 | 1,390 |
| | 11,206 | 9,877 |

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Department of Corrective Services

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Notes to the financial statements for the year ended 30 June 2006

11. Inventories

| | 2006 \$'000 | 2005 \$'000 |
|--|----------------|----------------|
| Held for distribution: Raw materials | | |
| At cost | 3,527 | 3,381 |
| | 3,527 | 3,381 |
| Held for distribution: Work in progress | | |
| At cost | 533 | 757 |
| | 533 | 757 |
| Held for resale: Finished goods | | |
| At cost | 2,377 | 2,126 |
| Less: provision for obsolescence | 400 | 400 |
| | 1,977 | 1,726 |
| Held for resale: Livestock | | |
| At net realisable value | 832 | 828 |
| | 832 | 828 |
| TOTAL | 6,869 | 6,692 |

12. Non-current Assets-Property, Plant and Equipment

| | Land and Buildings \$'000 | Plant and Equipment \$'000 | Work in Progress \$'000 | Total \$'000 |
|---|---------------------------------|----------------------------------|-------------------------------|-----------------|
| At 1 July 2005 | | | | |
| Gross carrying amount | 1,845,619 | 120,389 | 136,162 | 2,102,170 |
| Accumulated depreciation and impairment | (670,791) | (71,506) | - | (742,297) |
| Net carrying Amount | 1,174,828 | 48,883 | 136,162 | 1,359,873 |
| At 30 June 2006 | | | | |
| Gross carrying amount | 1,876,934 | 150,460 | 195,308 | 2,222,702 |
| Accumulated depreciation and impairment | (707,302) | (82,105) | - | (789,407) |
| Net carrying amount | 1,169,632 | 68,355 | 195,308 | 1,433,295 |

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.

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Notes to the financial statements for the year ended 30 June 2006

| | Land and Buildings \$'000 | Plant and Equipment \$'000 | Work in Progress \$'000 | Total \$'000 |
|---|---------------------------------|----------------------------------|-------------------------------|------------------|
| Year ended 30 June 2006 | | | | |
| Net carrying amount at start of year | 1,174,828 | 48,883 | 136,162 | 1,359,873 |
| Additions | 28,946 | 35,811 | 59,146 | 123,903 |
| Disposals | (1,595) | (191) | - | (1,786) |
| Net revaluation increment less revaluation decrements | 10,354 | - | - | 10,354 |
| Depreciation expense | (42,901) | (16,147) | - | (59,048) |
| Net carrying amount at end of year | 1,169,632 | 68,356 | 195,308 | 1,433,296 |

| | Land and Buildings \$'000 | Plant and Equipment \$'000 | Work in Progress \$'000 | Total \$'000 |
|---|---------------------------------|----------------------------------|-------------------------------|------------------|
| At 1 July 2004 | | | | |
| Gross carrying amount | 1,603,106 | 134,202 | 236,688 | 1,973,996 |
| Accumulated depreciation and impairment | (604,108) | (89,260) | - | (693,368) |
| Net carrying amount | 998,998 | 44,942 | 236,688 | 1,280,628 |
| At 30 June 2005 | | | | |
| Gross carrying amount | 1,845,619 | 120,389 | 136,162 | 2,102,170 |
| Accumulated depreciation and impairment | (670,791) | (71,506) | - | (742,297) |
| Net carrying amount | 1,174,828 | 48,883 | 136,162 | 1,359,873 |

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.

| | Land and Buildings \$'000 | Plant and Equipment \$'000 | Work in Progress \$'000 | Total \$'000 |
|---|---------------------------------|----------------------------------|-------------------------------|------------------|
| Year ended 30 June 2005 | | | | |
| Net carrying amount at start of year | 998,998 | 44,942 | 236,688 | 1,280,628 |
| Additions | - | - | 72,212 | 72,212 |
| Transfers | 150,359 | 22,379 | (172,738) | - |
| Disposals | (575) | (108) | - | (683) |
| Acquisitions through administrative restructures | 14,136 | 915 | - | 15,051 |
| Net revaluation increment less revaluation decrements | 43,065 | - | - | 43,065 |
| Depreciation expense | (31,155) | (13,119) | - | (44,274) |
| Net carrying amount at end of year | 1,174,828 | 55,009 | 136,162 | 1,365,999 |

On 30 June 2002, all Land and Buildings were revalued by The Department of Public Works, State Valuation Office. This valuation has been reviewed as at 30 June 2004 and adjusted by a factor of 10% for Land and 10.3% for Buildings representing increase in rates over the two year period. Further reviews have been undertaken at 30 June 2005 and 30 June 2006 the valuation adjusted by a factor of 0% for Land and 5% for Buildings and -5% for Land and 2% for Buildings respectively.

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Notes to the financial statements for the year ended 30 June 2006

13. Intangible Assets

| | Software \$'000 |
|--|----------------------------|
| At 1 July 2005 | |
| Gross carrying amount | 18,936 |
| Accumulated amortisation and impairment | (12,809) |
| Net carrying amount | 6,127 |
| At 30 June 2006 | |
| Gross carrying amount | 9,578 |
| Accumulated amortisation and impairment | (4,648) |
| Net carrying amount | 4,930 |
| Year ended 30 June 2006 | |
| Net carrying amount at start of year | 6,127 |
| Additions [from internal development or acquired separately] | 1,024 |
| Amortisation (recognised in depreciation and amortisation) | (2,221) |
| Net carrying amount at end of year | 4,930 |
| At 1 July 2004 | |
| Gross carrying amount | 24,408 |
| Accumulated amortisation and impairment | (21,142) |
| Net carrying amount | 3,266 |
| At 30 June 2005 | |
| Gross carrying amount | 18,936 |
| Accumulated amortisation and impairment | (12,809) |
| Net carrying amount | 6,127 |
| Year ended 30 June 2005 | |
| Net carrying amount at start of year | 3,266 |
| Additions acquired separately | 5,000 |
| Assets held for sale | - |
| Impairment losses | - |
| Amortisation (recognised in depreciation and amortisation) | (2,139) |
| Other movements [specify] | - |
| Net carrying amount at end of year | 6,127 |

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Department of Corrective Services

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Notes to the financial statements for the year ended 30 June 2006

14. Current Liabilities-Payable

| | 2006 | 2005 |
|-------------------------------------|---------------|---------------|
| | \$'000 | \$'000 |
| Current Liabilities-Payable | | |
| Accrued salaries, wages and oncosts | 8,698 | 6,792 |
| Creditors | 28,192 | 27,692 |
| | 36,890 | 34,484 |

15. Current / Non-current Liabilities-Provisions

| | 2006 | 2005 |
|---|---------------|---------------|
| | \$'000 | \$'000 |
| Employee benefits and related on-costs | | |
| Recreation leave | 61,916 | 58,446 |
| Sunday and Public Holidays | 1,591 | 1,966 |
| Payroll tax | 9,679 | 9,552 |
| Annual leave loading | 4,496 | 3,136 |
| | 77,682 | 73,100 |

| | 2006 | 2005 |
|---|---------------|---------------|
| | \$'000 | \$'000 |
| Aggregate employee benefits and related on-costs | | |
| Provisions-payable within 12 months | 45,371 | 40,562 |
| Provisions-payable after 12 months | 32,311 | 32,537 |
| Accrued salaries, wages and oncosts - Note 14 | 8,698 | 6,792 |
| | 86,380 | 79,891 |

16. Other Liabilities

| | 2006 | 2005 |
|-------------------------------------|--------------|--------------|
| | \$'000 | \$'000 |
| Other current liabilities | | |
| Liability to consolidated fund | 6,543 | 1,403 |
| Asset sale proceeds due to Treasury | 962 | - |
| | 7,505 | 1,403 |

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Department of Corrective Services

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Notes to the financial statements for the year ended 30 June 2006

17. Changes in Equity

| | Accumulated Funds | | Asset Revaluation Reserve | | Total Equity | |
|--|-------------------|----------------|---------------------------|----------------|----------------|----------------|
| | 2006 \$'000 | 2005 \$'000 | 2006 \$'000 | 2005 \$'000 | 2006 \$'000 | 2005 \$'000 |
| Entity | | | | | | |
| Balance at the beginning of the year | 821,416 | 782,621 | 488,367 | 442,401 | 1,309,783 | 1,225,022 |
| AASB 119 first-time adoption | - | 1,521 | - | - | - | 1,521 |
| Restated opening balance | 821,416 | 784,142 | 488,367 | 442,401 | 1,309,783 | 1,226,543 |
| Changes in equity - transactions with owners as owners | | | | | | |
| Increase / (decrease) in net assets from equity transfers | - | 11,798 | - | 3,253 | - | 15,051 |
| Changes in equity - other than transactions with owners as owners | | | | | | |
| Surplus / (deficit) for the year | 38,398 | 25,124 | - | - | 38,398 | 25,124 |
| Increment / (decrement) on revaluation | | | | | | |
| Land and buildings | - | - | 10,354 | 43,065 | 10,354 | 43,065 |
| | - | - | 10,354 | 43,065 | 10,354 | 43,065 |
| Total | 38,398 | 25,124 | 10,354 | 43,065 | 48,752 | 68,189 |
| Transfers within equity | | | | | | |
| Asset revaluation reserve balance transferred to accumulated funds on disposal of revalued Land & Buildings | 978 | 352 | (978) | (352) | - | - |
| Total | 978 | 352 | (978) | (352) | - | - |
| Balance at the end of the financial year | 860,792 | 821,416 | 497,743 | 488,367 | 1,358,535 | 1,309,783 |

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Department of Corrective Services

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Notes to the financial statements for the year ended 30 June 2006

18. Increase / Decrease in Net Assets from Equity Transfers

| | 2006 \$'000 | 2005 \$'000 |
|-------------------|----------------|----------------|
| Assets | | |
| Land & Buildings | - | 14,136 |
| Plant & Equipment | - | 915 |
| | - | 15,051 |

19. Commitments for Expenditure

| | 2006 \$'000 | 2005 \$'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 | 97,956 | 68,723 |
| Later than one year and not later than five years | 17,311 | 91,705 |
| Later than five years | - | - |
| Total (including GST) | 115,267 | 160,428 |

(b) Other Expenditure Commitments

Aggregate other expenditure for the acquisition of maintenance contracts and correctional centre management fees contracted for at balance date and not provided for:

| | | |
|---|---------|---------|
| Not later than one year | 37,498 | 34,157 |
| Later than one year and not later than five years | 75,759 | 95,898 |
| Later than five years | 7,527 | 9,033 |
| Total (including GST) | 120,784 | 139,088 |

(c) Operating Lease Commitments

Future noncancellable operating lease rentals not provided for and payable:

| | | |
|---|--------|--------|
| Not later than one year | 20,346 | 17,185 |
| Later than one year and not later than five years | 37,088 | 32,757 |
| Later than five years | 4,964 | 5,319 |
| Total (including GST) | 62,398 | 55,261 |

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Department of Corrective Services

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Notes to the financial statements for the year ended 30 June 2006

(d) Finance Lease Commitments

In 2005/06 a private sector company, PPP Solutions (Long Bay) Pty Limited, was engaged to finance, design, construct and maintain a prison hospital at Long Bay. At 30 June 2006 some contractual conditions precedent remained unfulfilled but they have since been satisfied.

Under the arrangement the Department is obligated to make payments over 28 years, commencing in 2008-09. When construction is completed the hospital will be recognised by the Department as an asset and liability with an initial value of \$67m. The costs of the services to be provided over the term of the arrangement cannot be estimated at present as they are dependent on uncertain future events.

| | 2006 | 2005 |
|---|--------|--------|
| | \$'000 | \$'000 |
| Not later than one year | - | - |
| Later than one year and not later than five years | 7,000 | - |
| Later than five years | 60,000 | - |
| Present value of minimum lease payments | 67,000 | - |

These lease commitments are not recognised in the financial statements as liabilities.

The commitments disclosed above include tax credits (GST) of \$33.23 million, which is expected to be recovered from the Australian Taxation Office.

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. At balance date there were no other claims outstanding. (2005 \$1,000).

The claims principally relate to personal injury and property damage. Liabilities that may arise from claims made prior to 1st July 1989 are covered by the Solvency Fund held by the Insurance Ministerial Corporation.

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Department of Corrective Services Financial report for the year ended 30 June 2006

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Notes to the financial statements for the year ended 30 June 2006

21. Budget Review

Net cost of services

Compared to Budget, the Actual net cost of services was higher than budget by \$23.8 million with an increase in total expenses of \$29.8 million which was offset by an increase in retained revenue of \$5.9 million.

The main variations in expenses, amounting to \$29.8 million, were:

| | |
|---|-----------------|
| Employee related mainly due to overtime of \$21.0 million (Filling vacant custodial staff positions on overtime consistent with the "Way Forward" workplace reform strategies, plus 4% award increase on Recreation Leave for 2006/2007 not included in budget.) | \$25.2 million |
| Other Operating Expenses have fallen by (Projected under expenditure in Other Operating expenses used as offset to employee related expenses) | \$(9.5 million) |
| Depreciation expense increased (Accelerated rates of depreciation in respect of properties identified for redevelopment). | \$11.2 million |

The net increase in retained revenue of \$5.9 million came from:

| | |
|---|---------------|
| Income from sale of services (Reflects higher than budgeted income from ACT Inmates and Corrective Services Industries external sales were higher than originally budgeted). | \$2.6 million |
| Grants and contributions (Generally grants & employment grants from other budget-dependent agencies higher than budgeted). | \$2.5 million |
| Other minor income | \$0.8 million |

Assets and liabilities

Current Assets

Current assets were under budget by \$16.9 million. This was caused by an decrease in cash of \$17.1 million and a increase in net Other Assets of \$0.2 million. The reduction in cash funds arose from the higher than anticipated expenditure for which no additional funding was provided.

Non Current Assets

Compared to budget, non current assets decreased by \$71.4 million, due to the lower than anticipated level of capital expenditure and the increased depreciation.

Current Liabilities

Current liabilities rose by \$10.2 million against budget. This includes an increase in Other Liabilities due to NSW Treasury of \$6.1 million.

Cash flows

Payments

| | |
|---|----------------|
| Employee related mainly due to overtime of \$21.1m (Filling vacant custodial staff positions, and the 4% award increase on Recreation Leave for 2006/2007, plus extended leave paid but reimbursed by Treasury which is not included in budget.) | \$38.3 million |
|---|----------------|

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Department of Corrective Services

Financial report for the year ended 30 June 2006

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Notes to the financial statements for the year ended 30 June 2006

Receipts

| | |
|---|------------------|
| Total receipts up by | \$13.7 million |
| (Recovery of GST from ATO not included in budget.) | |
| Cash flows from Government | |
| Capital Appropriation decreased by | (\$40.7 million) |
| (Delay in construction of Forensic Hospital at Long Bay.) | |
| Cash flows from Investing activities | |
| Capital Expenditure lower by | (\$39.6 million) |
| (Delay in construction of Forensic Hospital at Long Bay.) | |

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

| | 2006 | 2005 |
|---|-----------|-----------|
| | \$'000 | \$'000 |
| Net cash used on operating activities | 111,104 | 89,097 |
| Cash flows from Government / Appropriations | (774,179) | (671,842) |
| Acceptance by the Crown Entity of employee benefits and other liabilities | (26,300) | (58,483) |
| Depreciation | (61,269) | (44,274) |
| Net gain / (loss) on Disposal of Plant, Property and Equipment | 149 | (201) |
| Decrease / (increase) in provisions | (4,583) | (9,144) |
| Increase / (decrease) in prepayments and other assets | 1,330 | (2,070) |
| Increase / (decrease) in Inventories | 177 | 1,166 |
| Decrease / (increase) in creditors | (2,407) | (9,975) |
| Net cost of services | (755,978) | (705,726) |

23. Trust 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.

| | 2006 | 2005 |
|---|----------|----------|
| | \$'000 | \$'000 |
| Cash balance at the beginning of the year | 2,382 | 2,131 |
| Add: Receipts | 30,625 | 28,926 |
| Less: Expenditure | (30,470) | (28,675) |
| Cash balance at the end of the financial year | 2,537 | 2,382 |

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Department of Corrective Services Financial report for the year ended 30 June 2006

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Notes to the financial statements for the year ended 30 June 2006

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 2006 was \$75,659,000 (2005 \$68,663,000). This amount is not included in the Department's operating result for the year.

25. Financial Instruments

The Department of Corrective Services's principal financial instruments are outlined below. These financial instruments arise directly from the Department of Corrective Services's operations or are required to finance Department of Corrective Services's operations. The Department of Corrective Services does not enter into or trade financial instruments for speculative purposes. The Department of Corrective Services does not use financial derivatives.

Cash

Cash comprises cash on hand and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate adjusted for a management fee to Treasury.

Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The credit risk is the carrying amount (net of any allowance for impairment). No interest is earned on trade debtors. The carrying amount approximates net fair value. Sales are made on 30 day terms.

Trade Creditors and Accruals

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment.

26. Impact of Adoption of AEIFRS

Department of Corrective Services has applied the AEIFRS for the first time in 2005/06 financial report. The key areas where changes in accounting policies have impacted the financial report are disclosed below. Some of these impacts arise because AEIFRS requirements are different from previous AASB requirements (AGAAP). Other impacts arise from options in AEIFRS that were not available or not applied under previous AGAAP. Department of Corrective Services has adopted the options mandated by NSW Treasury for all NSW public sector agencies. The impacts of adopting AEIFRS on total equity and surplus/(deficit) as reported under previous AGAAP are shown below. There are no material impacts on Department of Corrective Services's cash flows.

The impacts below reflect Treasury's mandates and policy decisions.

11.30 Department of Corrective Services Financial report for the year ended 30 June 2006

Section eleven

Notes to the financial statements for the year ended 30 June 2006

(a) Reconciliation 1 July 2004 and 30 June 2005

Reconciliation of equity under previous Accounting standards (AGAAP) to equity under AEIFRS:

| Notes | 30 June 2005** \$'000 | 1 July 2004* \$'000 |
|---|-----------------------------|---------------------------|
| Total Equity under AGAAP | 1,308,052 | 1,225,023 |
| Adjustments to accumulated funds | | |
| Effect of discounting longterm annual leave | 210 | 1,521 |
| Total equity under AEIFRS | 1,308,262 | 1,226,544 |

* = adjustments as at the date of transition

** = cumulative adjustments as at date of transition plus the year ended 30 June, 2006

Reconciliation of surplus / (deficit) under previous AGAAP to surplus / (deficit) under AEIFRS:

| Notes | \$'000 |
|--|---------------|
| Year ended 30 June 2005 | |
| Surplus / (deficit) under AGAAP | 24,913 |
| Effect of discounting long term annual leave | 210 |
| Surplus / (deficit) under AEIFRS | 25,123 |

Based on the above, application of AEIFRS in 2004/05 has decreased the Net Cost of Services from \$705,937 to \$705,727

Notes to tables above

i) AASB 119 requires present value measurement for all longterm employee benefits. Previous AGAAP provided that annual leave was measured at nominal value in all circumstances. Department of Corrective Services has long-term annual leave benefits that are now measured at present value rather than at nominal value. This has decreased the employee benefits liability and employee benefits expense.

Financial Instruments 1 July 2005 first time adoption impacts

As discussed in Note 1(c), the comparative information for 2004/05 for financial instruments has not been restated and is presented in accordance with previous AGAAP. AASB 132 and AASB 139 have been applied from 1 July 2005. Accordingly, the 1 July 2005 AEIFRS opening equity adjustments for the adoption of AASB 132 / AASB 139 follow:

Grant recognition

The Department of Corrective Services, as a notforprofit entity has applied the requirements in A1004 *Contributions* regarding contributions of assets (including grants) and forgiveness of liabilities. There are no differences in the recognition requirements between the new AASB 1004 and the previous AASB 1004. However, the new AASB 1004 may be amended by proposals in ED 147 *Revenue from NonExchange Transactions (Including Taxes and Transfers)*. If the ED 147 approach is applied, revenue and / or expense recognition will not occur until either Department of Corrective Services supplies the related goods and services (where grants are in-substance agreements for the provision of goods and services) or until conditions are satisfied. ED 147 may therefore delay revenue recognition compared with AASB 1004, where grants are recognised when controlled. However, at this stage, the timing and dollar impact of these amendments is uncertain.

End of audited financial statements

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Appendices

Section twelve

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Appendix 1: Performance Statement, Commissioner of Corrective Services



New South Wales Minister for Justice

Performance Statement: Commissioner of Corrective Services
Name: Ronald Woodham
Period: 1 July 2005 to 30 June 2006

Commissioner Woodham is responsible for the largest correctional system in Australia which provides a comprehensive range of detention, containment, community supervision and correctional services for the State of New South Wales.

Excellent results are continually being achieved, notwithstanding the increasing inmate numbers which continue to highlight the need for additional beds and the expansion of existing facilities. In 2005/06 a Mental Health Screening Unit was opened at the Metropolitan Remand and Reception Centre, construction commenced on the new Forensic and Prison Hospitals at Long Bay and the new Compulsory Drug Treatment Centre was completed at Parklea. The expansion of Lithgow and Cessnock Correctional Centres and the construction of Wellington Correctional Centre and the Mental Health Screening Unit at Mulawa Correctional Centre are progressing.

The escape rate has remained low during 2005/06. The rate of apparent unnatural deaths in custody also remains low, with no Aboriginal deaths in custody from apparent unnatural causes. The serious assault rate of inmates on officers has remained at nil for the past 3 years. Preliminary information is that this rate remains unchanged.

Community Offender Services continue to implement and enforce the decisions and orders of the courts through the provision of a range of community and custodial sentencing options. In the 2005/06 financial year, the Department provided 26,886 pre sentence reports to the courts; 25,728 new registrations, a daily average of 18,044 community based orders.

During 2005/06, the Commissioner instigated major organisational change with the integration of Community Offender Services and Custodial Operations, reflected in a new Departmental structure. Both arms of the Department have been brought together in a regionalised structure expected to generate increased effectiveness and efficiencies in terms of shared resources and services. A new Corporate Plan 2006-09 has been developed to reflect the integrated management of offenders in custody and the community.

In this regard, the Commissioner commenced significant operational reform and increased staffing within Community Offender Services with a comprehensive revision of the Community Service Order Scheme, a trial of Probation and Parole Officers operating 7 days per week with extended offender supervision hours, the development of transitional centres and increased access to mobile technology.

The Commissioner has continued to support the substantial progress in Throughcare E Case Management across Community Offender Services and progressively implementing E-Case Management in correctional centres which strengthen strategic relationships across the community meeting health, employment and accommodation needs of offenders under supervision in the community and for those being released from supervision, community based and custodial.

Kariong Juvenile Correctional Centre continues to be managed in a structured and disciplined approach

The Department had 824 working days lost due to Industrial action in 2005/06 which is the lowest since 2001/02.

Video Conferencing continues to produce savings. During 2005/06 financial year 19,494 video conferences were facilitated, an increase of 30% from the previous financial year.

In 2005/06 the Department achieved a productivity savings target of \$27.6 million.

Commissioner Woodham received remuneration of \$335,200 per annum.

A handwritten signature in black ink, appearing to read 'Tony Kelly'.

Tony Kelly MLC
10 August 2006

GPO BOX 5341, SYDNEY, NSW 2001

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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 2005 to 30 June 2006


On 16 January 2006 Senior Assistant Commissioner Mr McLean was appointed to Deputy Commissioner Offender Management and Operations.

Mr McLean has achieved significant progress in industrial reform, sound operational outcomes and forged a strong basis to achieve efficiencies in future years.

Significant results have been achieved in a number of areas:

- Implementation of an annualised salary package into the middle and senior management structure of the Custodial Executive.
- Bedded in the new operating procedures at both the Mid North Coast Correctional Centre and the Dillwynia Correctional Centre.
- Co-ordinated effective community consultation and relations with respect to the new Wellington Correctional Centre, to be opened in 2007.
- Progressed workplace reform through initiatives in the areas of inmate employment and inmate participation in programs.
- Industrial harmony was maintained throughout a period of significant change.
- The management of staff rostering was centralised for several Correctional Centres.
- Redevelopment of the Mulawa Correctional Centre site progressed significantly and has incorporated a Mental Health Unit.
- Opening and transfer of inmates to the Mental Health Screening Unit at the Metropolitan Remand and Reception Centre, Silverwater.
- Oversighted Correctional Centre operational closures and openings to meet accommodation needs and specific offender health needs during a period of increasing inmate population.
- Achieved a sound record in the safe movement of inmates throughout a period of a significant number of inmate transports.
- Oversighted a program of capital investment in facilities to improve operational efficiency and meet current and future development needs.
- Progressed the implementation of an integrated Senior Management structure covering Custodial and Community Offender Services operations.

Mr McLean receives a total remuneration package of \$252,801 per annum.


 RON WOODHAM
 Commissioner
 7 July 2006

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: 16 January to 30 June 2006


On 16 January 2006 Mr Schipp, Executive Director Finance & Asset Management was appointed to Deputy Commissioner Corporate Services. Mr Schipp has achieved significant results with sound fiscal and infrastructure programs, ongoing human resource reforms and the development of corporate service strategies that will see ongoing improvements and efficiencies.

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

Significant results have been achieved in a number of areas:

- finalised contract for the privately funded component of the new Prison and Forensic Hospitals being constructed at the Long Bay complex
- progressed the construction of the new correctional centre at Wellington
- identifying and achieving productivity savings across the Department
- drove the implementation of a shared corporate services model – exemplified in the Windsor Integrated Services Environment (WISE)
- restructured the Long Bay Logistics Unit to achieve efficiency savings
- centralised the accounts payable function to achieve significant savings
- centralised the payroll function and relocated it to Goulburn with associated cost savings
- restructured the reporting lines for the provision of corporate support across the organisation, bringing together the four corporate services divisions under one banner
- initiated the restructuring of regional administrative support, reducing offices from seven to four, with associated cost savings
- promoted and maintained effective relationships with internal and external stakeholders including the Premier's Department, NSW Treasury, Department of Commerce, Audit Office and the unions
- provided strategic leadership in the development of a IT strategic plan 2006-2010 fulfilling GCIO requirements
- gained information security certification against AS7799
- lead the Information Management and Technology Directorate in significant implementation of ITIL principles in relation to IT service management to support departmental business

Mr Schipp receives a total remuneration package of \$221,101 per annum.


 RON WOODHAM
 Commissioner
 2/ July 2006

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Appendices

Appendix 4: Annual Trends in the Daily Average Full-time Custody¹ Inmate Population; 2001/02 to 2005/06

| Financial year | Full-time custody daily average ¹ | % Change in average from last year | Lowest daily total | Highest daily total | Difference between lowest and highest daily total: | |
|----------------|--|------------------------------------|--------------------|---------------------|--|--------------|
| | | | | | No | % of average |
| 2001/02 | 7788 | 3.4% | 7503 | 7940 | 437 | 5.6% |
| 2002/03 | 7983 | 2.5% | 7812 | 8171 | 359 | 4.5% |
| 2003/04 | 8367 | 4.8% | 8038 | 8669 | 631 | 7.5% |
| 2004/05 | 8927 | 6.7% | 8631 | 9160 | 529 | 5.9% |
| 2005/06 | 9101 | 2.0% | 8895 | 9354 | 459 | 5.0% |

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

Appendix 5: Average Number of Employees by Category

| Custody of Inmates and Detainees | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|--|---------|---------|---------|---------|---------|
| Operational staff, correctional centres and courts | 3758.47 | 3974.93 | 4119.89 | 4158.76 | 4317.63 |
| Operational staff are those involved in the custody or care of inmates and periodic detainees. Includes General Managers and all custodial staff, industries staff, court security and transport, inmate development, psychological services and welfare staff. Includes casual Court Correctional Officers, Teachers and Sessional Specialists. | | | | | |
| Administrative, management and other staff | 954.39 | 981.13 | 1005.77 | 1056.61 | 1033.52 |
| Includes all support staff in correctional centres, head office, regional offices, Corrective Services Industries and the Corrective Services Academy. | | | | | |
| Intensive Community Supervision | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
| Operational staff | 35.39 | 37.04 | 40.37 | 36.58 | 36.85 |
| Operational staff are those involved in direct supervision of offenders sentenced to home detention. | | | | | |
| Administrative, management and other staff | 9.87 | 10.81 | 12.15 | 11.07 | 10.00 |
| All staff who are not involved in the direct supervision of offenders sentenced to home detention. | | | | | |
| Community Supervision | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
| Operational staff | 470.01 | 490.82 | 508.89 | 563.47 | 578.87 |
| Operational staff are those involved in direct supervision of offenders, including probation and parole officers. | | | | | |
| Administrative, management and other staff | 175.77 | 177.15 | 187.92 | 198.96 | 209.16 |
| All staff who are not involved in the direct supervision of offenders, including all support staff in Community Offender Services, head office and district offices. | | | | | |
| Total | 5403.90 | 5671.88 | 5874.99 | 6025.45 | 6186.03 |
| Note: Staff numbers are shown as full time equivalents (FTE). For example, two part time clerical officers each working 17.5 hours per week equate to one full time clerical officer's award hours of 35 hours per week and are shown as 1.00 FTE. | | | | | |

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Appendices

Appendix 6: Boards, Councils and Committees

Departmental Representation on External Boards and Committees:

Corrective Services Administrators' Conference

(held annually)

Ron Woodham, Commissioner

Justice Health Board Meeting

(held monthly)

Luke Grant, Assistant Commissioner, Offender Management

Dave Farrell, Chief Superintendent, Rosters Support Unit

Chief Executive Officers Network Meeting

(every 2 months)

Ron Woodham, Commissioner

Criminal Justice System Chief Executive Officers Meeting

(held approximately every 3 months)

Ron Woodham, Commissioner

Chief Executive Officers Group on Aboriginal Affairs

(held approximately every 3 months)

Ron Woodham, Commissioner

CEO Group on Aboriginal Affairs

(every three months)

Ron Woodham, Commissioner

NSW Government Procurement Senior Officer Committee

(held every four months)

Gerry Schipp, Deputy Commissioner, Corporate Services represented by Judith Dagg, Director, Logistics Branch

Phil Ruse, Regional Executive Director, North West Region represents the Department on the following committees:

Hunter, North Coast, New England and Western Regional Coordination Management Groups

Peter McDonald, Regional Executive Director, South West Region represents the Department on the following committees:

Riverina-Murray Regional Co-ordination Management Group

Illawarra/South East Regional Co-ordination Management Group

Valda Ruis, Community Offender Services, Executive Director, Sydney Metropolitan represents the Department on the following committees:

Western Sydney Human Services Group

Western Sydney Regional Co-ordinator Management Group

(Executive Director, Finance and Assets Management also attends)

Criminal Court of Appeal and Crime Registry

Luke Grant, Assistant Commissioner, Offender Services and Programs

Mental Health (Criminal Procedure) Act Meeting

Luke Grant, Assistant Commissioner, Offender Services and Programs

Correctional Centre Release Treatment Act Scheme Meeting

Luke Grant, Assistant Commissioner, Offender Services and Programs

Department of Corrective Services Aboriginal Taskforce (DOCSAT)

(every three months)

Luke Grant, Assistant Commissioner Offender Management

Paul Newman, Director, Aboriginal Support and Planning Unit

Justice Sector Chief Information Officers Consultative Forum

Wayne Ruckley, Executive Director, Information Management and Technology

NSW Chief Information Officers Executive Council

Wayne Ruckley, Executive Director, Information Management and Technology

NSW Chief Information Officers Executive Council Procurement Working Group

Wayne Ruckley, Executive Director, Information Management and Technology

NSW Chief Information Officers Executive Council Strategic Governance Working Group

Wayne Ruckley, Executive Director, Information Management and Technology

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

John Dunthorne, Assistant Commissioner, South West Region

Regional Community Consultative Committee

John Dunthorne, Assistant Commissioner, South West Region

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

Simon Eyland, Director, Corporate Research, Evaluation and Statistics

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

Simon Eyland, Director, Corporate Research, Evaluation and Statistics

Corrections Board of Studies (Charles Sturt University)

Jo Quigley, Director, Learning and Staff Development

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Appendices

Appendix 6: Boards, Councils and Committees (continued)

Dairy Board of Management

Ken Middlebrook, Assistant Commissioner, Outer Metropolitan Region
 Neil Daines, Director, Corrective Services Industries
 Jeremy Hildreth, Food Services Manager, Corrective Services Industries
 Chris Russell, Dairy Consultant
 Essam Abdelsayed, Manager Industries, Emu Plains Correctional Centre
 Judy Woodward, Senior Overseer, Dairy Unit
 Peter Craft, Senior Overseer, Milk Processing Unit

Joint Community Consultative Meeting

Lee Downes, Executive Regional Director, Inner Metropolitan Region

Serious Offenders Review Council (SORC)

Superintendent Steve Tandy (Official Member)
 Terry Halloran, Director, Inmate Classification and Case Management
The subcommittees of the SORC are the Pre Release Leave Committee, High Security Inmate Management Committee and the Escape Review Committee.

Network of Government Agencies: Gay, Lesbian and Transgender Issues

Max Saxby, A/Executive Officer, Offender Services and Programs Division

NSW Government Aboriginal Affairs Policy Justice Cluster Sub Committee

Paul Newman, Director, Aboriginal Support and Planning Unit

Two Ways Together Co-ordination Committee – Department of Aboriginal Affairs NSW (every three months)

Paul Newman, Director, Aboriginal Support and Planning Unit

Justice Sector Information Exchange Co-ordination Committee

Peter Peters, Executive Director, Office of the Commissioner
 Wayne Ruckley, Executive Director, Information Management and Technology

Board of Management (held monthly)

Ron Woodham, Commissioner
 Jenny Mason, Director-General, Department of Juvenile Justice
 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, Security
 Col Kelaher, Assistant Commissioner, North West Region
 John Dunthorne, Assistant Commissioner, South West Region
 Brian Kelly, Assistant Commissioner, Inner Metropolitan Region
 Ken Middlebrook, Assistant Commissioner, Outer Metropolitan Region
 Paul Irving, Executive Director, Human Resources
 Paul Nash, Executive Director, Legal Services and Corporate Counsel
 Wayne Ruckley, Executive Director, Information Management and Technology
 Peter Peters, Executive Director, Office of the Commissioner

Michael Woodhouse, Executive Director, Probity and Performance and Chief Ethical Strategist
 Jo Quigley, Director, Learning and Staff Development

Board of Management Policy Sub-Committee (monthly)

Ian McLean, Deputy Commissioner, Offender Management and Operations
 Gerry Schipp, Deputy Commissioner, Corporate Services
 Luke Grant, Assistant Commissioner, Offender Services and Programs
 Paul Nash, Executive Director, Legal Services and Corporate Counsel
 Paul Irving, Executive Director, Human Resources
 Peter Peters, Executive Director, Office of the Commissioner
 Michael Woodhouse, Executive Director, Probity and Performance Management
 Wayne Ruckley, Executive Director, Information Management and Technology
 Valda Ruisis, Regional Executive Director, Outer Metropolitan Region
 Lioba Rist, Director, Corporate Strategy
 Kim Blinkhorn, Director, Offender Policy Unit
 Jo Quigley, Director, Learning and Staff Development
 Margaret Anderson, Director, Corporate Legislation and Parliamentary Support
 Dudley Jennings, A/Co-ordinator, Corporate Communications Project

Board of Management for Training and Staff Development

(held monthly)
 Ron Woodham, Commissioner (Chair)
 Ian McLean, Deputy Commissioner, Offender Management and Operations
 Gerry Schipp, Deputy Commissioner, Corporate Services
 Luke Grant, Assistant Commissioner, Offender Services and Programs
 John Dunthorne, Assistant Commissioner, South West Region
 Peter Peters, Executive Director, Office of the Commissioner
 Michael Woodhouse, Executive Director, Probity and Performance Management
 Peter McDonald, Regional Executive Director, South West Region
 Dave Farrell, Chief Superintendent, Rosters Support Unit
 Paul Irving, Executive Director, Human Resources
 Jo Quigley, Director, Learning and Staff Development

Information Management and Technology Board of Management

Ron Woodham, Commissioner
 Jenny Mason, Director-General, Department of Juvenile Justice
 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, Security
 Col Kelaher, Assistant Commissioner, North West Region
 John Dunthorne, Assistant Commissioner, South West Region
 Brian Kelly, Assistant Commissioner, Inner Metropolitan Region

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Appendices

Appendix 6: Boards, Councils and Committees (continued)

Ken Middlebrook, Assistant Commissioner, Outer Metropolitan Region
 Paul Irving, Executive Director, Human Resources
 Paul Nash, Executive Director, Legal Services and Corporate Counsel
 Wayne Ruckley, Executive Director, Information Management and Technology
 Peter Peters, Executive Director, Office of the Commissioner
 Michael Woodhouse, Executive Director, Probity and Performance Management
 Jo Quigley, Director, Learning and Staff Development
 Julie Barbineau, Deputy Chief Executive, Justice Health
 Neil Daines, A/Director, Corrective Services Industries
 Judy Windle, Director, Custodial Operations Support

Ethics Committee

Luke Grant, Assistant Commissioner, Offender Services and Programs (Chair)
 Simon Eyland, Director, Corporate Research Evaluation and Statistics Unit
 Paul Nash, Executive Director, Legal Services and Corporate Counsel
 Michael Woodhouse, Executive Director, Probity and Performance Management
 Prof. John Kaldor, Deputy Director, HIV Epidemiology and Clinical Research
 Dr Simon Longstaff, Executive Director, The St. James Ethics Centre
 Dr Stephen Allnutt, Clinical Director, Community Forensic Mental Health Service, Justice Health
 Father Rod Moore, Chaplaincy Co-ordinator
 Reg Pollock, Official Visitor
 Prof. Julie Stubbs, Ass Prof and Ass Dean, Faculty of Law, University of Sydney

Interdepartmental Committee On Custodial Witness Protection

Ron Woodham, Commissioner
 Don Rodgers, Assistant Commissioner Security
 Greg Sneddon, General Manager
 Peter Dein, NSW Police
 John Ralston, NSW Crime Commission
 Mike Purchas, Australian Crime Commissioner
 Ken Hardman, Australian Federal Police
 Steve Osborne, Independent Commission Against Corruption
 Errol Ryan, Police Integrity Commission

Risk Management Committee

Gerry Schipp, Deputy Commissioner, Corporate Services
 Arthur Abraham, Director, Audit
 Peter Hay, A/ Director, Facilities Management
 Paul Nash, Executive Director, Legal Services and Corporate Counsel
 Dave White, Director, Corrections Inspectorate
 Louise Tunks, Asset Manager
 Lyn Colley, Director, OHandS and Workers Compensation Unit
 Judith Dagg, Director, Logistics
 Katalin Erdelyi, A/Property Manager
 Alicia Hurrell, A/ Administration Manager

Rob Walters/Murray McPherson/Paul Graham, Legal Services
 Joanne Frearson, Manager, Injury Management

Proclamations Review Committee

Paul Nash, Executive Director, Legal Services and Corporate Counsel
 Troy Jurd, A/Deputy Superintendent
 Chris Quilkey, Corporate Legislation and Parliamentary Support, Policy Officer

Prison Officers Vocational Branch - POVB (held monthly)

Ian McLean, Deputy Commissioner, Offender Management and Operations (Chair)
 Paul Irving, Executive Director, Human Resources
 Deirdre Hunter, Director, Workforce Relations
 Greg O'Donohue, Senior Industrial Officer, PSA
 Brian Sullivan, Chairperson, POVB
 Mark Felsch, Honorary Secretary, POVB
 Bob Hocking, Country Vice-Chairperson, POVB
 Carole Price, Vice-Chairperson, POVB
 Matthew Bindley, Assistant Secretary, POVB

Commissioned Officers Vocational Branch – COVB (held monthly)

Ian McLean, Deputy Commissioner, Offender Management and Operations (Chair)
 Paul Irving, Executive Director, Human Resources
 Deirdre Hunter, Director, Workforce Relations
 Shane O'Brien, Assistant General Secretary, PSA
 Pat Armstrong, Chairman, COVB
 Greg Delprado, Executive Member, COVB
 Darren Metcalfe, Executive Member, COVB
 Keith Randy, Executive Member, COVB
 Rick Jones, Executive Member, COVB

Correctional Industries Consultative Council of NSW

Luke Grant, Assistant Commissioner, Offender Services and Programs (Chair)
 Neil Daines, Director, Corrective Services Industries (Secretary)
 Pat Donovan, Australian Business Ltd
 Chris Christodoulou, Unions NSW representative
 Barry Tubner, Unions NSW representative
 Alwyn Thomas, Australian Industry Group
 Jennifer Doubell, community representative
 Steve Thorpe, Operations Development Manager, CSI
 Rob Steer, Business Development Manager, CSI

Correctional Food Services Working Party

Luke Grant, Assistant Commissioner, Offender Services and Programs
 Don Rodgers, Assistant Commissioner, Security
 Glenda Fisher, Corrections Health Service
 Neil Daines, Director, Corrective Services Industries
 Jeremy Hildreth, Food Services Manager, Corrective Services Industries
 Tom Breckenridge, General Manager, Lithgow/Kirkconnell Cluster

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Appendices

Appendix 6: Boards, Councils and Committees (continued)

Tony Kelly, Regional Superintendent, Outer Metropolitan Region
 Bruce Mercer, General Manager, John Morony/Oberon/Kariong Cluster
 Shari Martin, General Manager, Dillwynia
 Gavin Wesson, Offender Policy Unit
 Bob Maher, Offender Policy Unit
 Rod Moore, Chaplaincy Advisor, Offender Programs and Services
 Bill Holland, Manager of Industries, St Heliers

Inmate and Families Visit Committee

Neil Daines, Director, Corrective Services Industries (Chair)
 Barry Mood, Superintendent, Office of the Commissioner
 Barry Bell, Principal Advisor Family and Community Support
 Nicola Wilson, Director Child Protection Co-ordination and Support Unit
 John Abdel'ahad, Policy and Project Officer, Offender Policy Unit
 Pam Hansford, Manager, Audio Visual Unit
 Marilyn Wright, Regional Superintendent, Outer Metropolitan Region

Audit Committee (held every 3 months)

Ron Woodham, Commissioner (Chair)
 Ian McLean, Deputy Commissioner, Offender Management and Operations
 Gerry Schipp, Deputy Commissioner, Corporate Services
 Michael Woodhouse, Executive Director, Probity and Performance Management
 Peter Peters, Executive Director, Office of the Commissioner
 Arthur Abraham, Executive Officer and Director, Audit and Performance Branch
 Maria Spriggins, Audit Office Representative
 David Daniels, Audit Office Representative
 Carol Holley, Independent - Hill Rogers Chartered Accountants

Honours and Awards Committee (held every 3 months)

Ron Woodham, Commissioner
 Ian McLean, Deputy Commissioner, Offender Management and Operations
 Gerry Schipp, Deputy Commissioner, Corporate Services
 Luke Grant, Assistant Commissioner, Offender Services and Programs
 Don Rodgers, Assistant Commissioner, Security
 Col Kelaher, Assistant Commissioner, North West Region
 John Dunthorne, Assistant Commissioner, South West Region
 Brian Kelly, Assistant Commissioner, Inner Metropolitan Region
 Ken Middlebrook, Assistant Commissioner, Outer Metropolitan Region
 Paul Irving, Executive Director, Human Resources
 Paul Nash, Executive Director, Legal Services and Corporate Counsel
 Wayne Ruckley, Executive Director, Information Management and Technology
 Peter Peters, Executive Director, Office of the Commissioner
 Michael Woodhouse, Executive Director, Probity and Performance Management
 Jo Quigley, Director, Learning and Staff Development

Non-custodial Departmental Committee (held every 3 months)

Luke Grant, Assistant Commissioner, Offender Services and Programs
 Rhonda Booby, Director, Offender Services and Programs
 Paul Irving, Executive Director, Human Resources
 Deirdre Hunter, Director, Workforce Relations
 Karen Fitzgerald, Senior Industrial Officer
 Andrew Wilson, Industrial Officer, PSA
 Kathy Dwyer, (MSPC) Metropolitan Area delegate (Chair)
 Peter Devine, (SILCC) Metropolitan Area delegate
 Karen Doyle, (MANCC) Central West Area delegate
 Ross Mowatt, (PKACC) Metropolitan Area delegate
 Linda Codling, (MRRC) Metropolitan Area delegate (Secretary)
 David Rowe, (MRRC) Metropolitan Area delegate
 Kathleen Stewart, (JMCC) Metropolitan Area delegate
 Ian Thomas, (GRACC) North West delegate
 Marolga Tudorin, (Wentworth Ave) Head Office delegate
 Ron Chinchin, (P and P) Metropolitan Area delegate
 Greg Kingston, (MNCCC) Mid North Coast delegate
 Gavin Wesson (Henry Deane Building) Head Office delegate
 Vincent Cook (CESCC) Central Coast and Hunter Area delegate
 Franc Woods, (PandP Queanbeyan) South East Area delegate
 Darren Plumb, (GLBCC) South East Area delegate
 Henry Zugai, (CESCC) Central Coast and Hunter Area delegate
 Scott Chapman, (BTHCC) Central West Area delegate

Periodic Detention Review Committee

Paul Nash, Executive Director, Legal Services and Corporate Counsel
 Jeff Cunningham, Director, Sentence Administration
 Steve D'Silva, Director, Periodic Detention
 Dion Ngatai, Stage 2 Co-ordinator, Periodic Detention
 Pierette Mizzi, Commonwealth Director of Public Prosecutions Office
 Tom Symonds, Community Member

Risk Assessment Committee

Michael Woodhouse, Executive Director, Probity and Performance Management
 Paul Irving, Executive Director, Human Resources
 Paul Nash, Executive Director, Legal Services and Corporate Counsel
 Margaret Parmeter, Director, Employment and Administrative Law Branch
 Ken Hughes, Superintendent Corrections Intelligence Group

Professional Conduct Management Committee

Michael Woodhouse, Executive Director, Probity and Performance Management
 Brian Kelly, Assistant Commissioner, Inner Metropolitan Region
 Don Rodgers, Assistant Commissioner, Security
 Margaret Parmeter, Director, Employment and Administrative Law Branch
 John Crawford, Director, Professional Conduct Investigations Branch
 Dave Byrne, Commander, Corrective Services Investigation Unit

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Appendices

Appendix 6: Boards, Councils and Committees (continued)

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, Security
 Michael Woodhouse, Executive Director, Probity and Performance Management
 Margaret Parmeter, Director, Employment and Administrative Law Branch
 John Crawford, Director, Professional Conduct Investigations Branch
 Dave Byrne, Commander, Corrective Services Investigation Unit

NSW Department of Corrective Services / Department of Education and Training Traineeship Steering Committee Meeting (quarterly)

Luke Grant, Assistant Commissioner, Offender Services and Programs
 Rhonda Booby, Director, Offender Services and Programs
 Karen Banfield, Principal AEVTI
 David Gould, AEVTI, State Manager VET
 Clarie Dries, General Manager, Brewarrina Correctional Centre, Aboriginal Facilities and Services
 Steve Thorpe, Manager, Operations Development, CSI
 Paul Fleming, Business Manager Program Development, CSI
 Margaret Hope, IT and QA Manager DET, NAC
 Barry Williams, Aboriginal Industry Training Advisor
 Ian Kingsley, Director, Apprenticeship and Training Directorate
 Andrew Mavrakakis, Manager, Vocational Training Tribunal

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

Luke Grant, Assistant Commissioner, Offender Services and Programs
 Rhonda Booby, Director, Offender Services and Programs
 Paul Newman, Director, Aboriginal Support and Planning Unit
 Karen Banfield, Principal, AEVTI
 David Gould, AEVTI, State Manager VET
 Steve Thorpe, Manager, Operations Development, CSI
 Paul Fleming, Business Manager Program Development, CSI
 Di Murray, Associate Director, TAFE South Western Sydney Institute
 Lindy Cassidy, A/Associate Director, TAFE Equity Strategy and Programs
 Sue Sim, R/SEO, Corrections, TAFE Equity and Outreach Unit / Derek Waddell, R/Manager, TAFE Equity and Outreach Unit
 Heather McGregor, A/Principal Education Officer, Aboriginal Education Training Directorate (DET)

NSW Department of Corrective Services / Teachers Federation Consultative Committee

Luke Grant, Assistant Commissioner, Offender Services and Programs
 Rhonda Booby, Director, Offender Services and Programs
 Paul Irving, Executive Director, Human Resources
 Deirdre Hunter, Director, Workforce Relations
 Karen Fitzgerald, Senior Industrial Officer
 Karen Banfield, Principal AEVTI
 Anthony Becker Deputy Principal AEVTI
 Peter Wilson, Industrial Officer, NSW Teachers Federation

Peter de Graff, Industrial Organiser, NSW Teachers Federation
 Brad Burman, President Corrective Services Teachers Association
 Kevin Sheppard, Secretary, Corrective Services Teachers Association
 Sue Wilde, Vice President, Corrective Services Teachers Association

Justice Sector Disability Action Plan Senior Officers Group

Julia Haraksin, Manager Diversity Services, NSW Attorney Generals Department
 Shefali Rovik, Department of Juvenile Justice
 Debbie Scott, A/Witness Assistance Services Manager, Office Director of Public Prosecutions
 Anita Anderson, Director, Strategic Planning and Strategy Division, Legal Aid Commission
 Denis Clifford, Assistant Commissioner, NSW Police, Spokesperson for Vulnerable Communities
 Terry Mullane, NSW Police
 Trisha Kuhn, NSW Police
 Leshia Bubnuik, Access and Equity Co-ordinator, Legal Aid Commission
 Keith Holder, Access and Equity Officer, Office Director of Public Prosecutions
 Anne Langford, Manager Disability Services

Other Departmental Committees

Aboriginal Programs and Mobile Camps Steering Committee
 Authorised Visitor Review Committee
 Aboriginal Programs and Mobile Camps Meetings
 Justice Health /DCS Liaison Meeting
 Child Protection Steering Committee
 Court Escort Security Meeting
 Criminal Justice Program
 DCS/Dept. of Housing Liaison Committee
 DCS/Ombudsman Liaison Meeting
 Disability Advisory Council Meeting
 Directors Review Committee
 Ellipse Project Management Committee
 "Families of Prisoners" Research and Project Development Reference Group, (Quaker's Hill Family Centre and Blacktown LGA)
 High Risk Management Unit Goulburn Committee
 High Security Inmate Management Committee (HSIMC)
 Human Resources Shared Corporate Services Committee
 BIMS (Ellipse) Upgrade Steering Committee
 Corporate Information Management Steering Committee
 Hep C Council
 IM and T Planning and Development forum
 Information Security Steering Committee
 Inmates with Disabilities Committee
 Inmate Population Committee
 Inmate Population Meeting
 Integrated Services Project – Interagency Reference Group
 Integrated Services Project – Clinical Reference Group
 John Morony School Meeting
 Johnston Report Steering Committee
 June Management Meeting

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Appendices

Appendix 6: Boards, Councils and Committees (continued)

| | |
|---|---|
| Long Bay Hospital Forensic Meeting | Regional Governors Meetings |
| LSI-R Steering Committee | Security Threat Group (STG) Committee |
| Metropolitan Remand Facilities Community Consultative Committee | Senior Officers Committee on Drugs and Alcohol |
| Mothers and Children's Committee | Senior Officers Group - Domestic Violence (Dept. of Community Services) |
| Mobile Outreach Program Committee | Service Management Improvement Program (IM and T) Steering Committee |
| MRF Regional Industrial Relations Committee | Shared Ellipse Upgrade Project |
| NSW ICT Chief Information Officer Executive Council | Throughcare and E Case Management Steering Committee |
| Occupational Health and Safety Committee | Taskforce Oversight Committee |
| Organisational Development, Planning and Establishments Committee | TRIM Steering Committee |
| Parklea Area 5 Redevelopment Committee | Women's Advisory Committee |
| Periodic Detention Strategic Committee | Western Region Management Team (Community Offender Services) |
| Commanders Human Resources Committee | Way Forward Meetings |

Appendix 7: Contracting and Market Testing

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

In 2005-2006 some \$69.7 million was expended on outsourced services in areas including:

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

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Appendices

Appendix 8: Correctional Industries Consultative Council of NSW Annual Report

The Correctional Industries Consultative Council of NSW (CICC) is an integral part of the NSW Corrective Services Industries (CSI). The Council has responsibility to monitor the development and operation of correctional industry programs to ensure that they function sensibly and sensitively in parallel with private sector businesses.

During the course of the year the CICC had representatives once again from Australian Business Limited, Unions NSW and Australian Industry Group. The remainder of the CICC is made up of a community representative and Department of Corrective Services' staff who act as ex-officio members. Members of the CICC are appointed by the Minister for Justice. A list of members and their attendance record at meetings convened during 2005/06 is included in the table at the end of this text.

The role of the CICC ensures that correctional industry programs do not adversely impact upon other businesses and in particular community employment. The CICC also oversees the maintenance of a formal grievance handling system.

It is pleasing to report that representations from private businesses continued at a low level. This is a direct result of the organisational and grievance handling arrangements covering the development and operation of correctional industry programs in NSW and the continuing commitment of the members of the CICC.

The Council continued to meet at a number of correctional centres during the year which gave members a good appreciation of the challenges facing correctional industries.

The CICC maintains oversight of occupational health and safety practices and performance within correctional industry programs. The Council noted that the results of comparative inmate injury analysis and observed that relative to private industry, correctional industry programs performed in a satisfactory manner. Reporting on this KPM has proven effective in recording meaningful statistics allowing direct comparison through Work Cover data with the private sector.

Events during the year included:

- Jennifer Doubell reappointed to the Council as Community representative.
- Deed of Indemnity for all non-departmental members signed by the Minister for Justice.
- Council has approved new businesses during the year which has resulted in potential employment for 45 offenders.
- A significant amount of the Council's time devoted to investigating representation to the Council and media coverage of the closure of World of Curtains at Weston in NSW. Subsequent investigations and reports satisfied the Council that CSI had not acted outside its charter in this matter.
- Members of the Council and the Department made submissions to the Parliamentary Legislative Council Committee's enquiry into the operations of Corrective Services Industries. The findings of the enquiry supported the work CSI was doing and the governance role of the CICC.

| Members of the Council and their attendance records of meetings convened during 2005/06 were : | 17/8/05 | 12/10/05 | 14/12/05 | 15/2/06 | 12/4/06 | 14/6/06 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| I. McLean, Chairperson Dept. of Corrective Services. DCOMO, DCS, Chair | Apol. | Apol. | Apol. | Apol. | Apol. | Apol. |
| D. Rodgers, A/SACICS | Apol. | Apol. | •• | Apol. | Apol. | - |
| L. Grant, ACOM, DCS | ••(A/Chair) | ••(A/Chair) | Apol. | Apol. | ••(A/Chair) | ••(A/Chair) |
| P. Donovan, Australian Business Limited | •• | •• | ••(A/Chair) | ••(A/Chair) | •• | •• |
| B. Tubner, Unions NSW | •• | •• | Apol. | •• | •• | * |
| A. Thomas, Australian Industry Group | •• | •• | •• | •• | •• | •• |
| C. Christodoulou, Unions NSW | •• | * | •• | Apol. | •• | •• |
| B. Parker, Unions NSW (Proxy for C. Christodoulou / B. Tubner) | - | •• | - | - | - | •• |
| J. Doubell, Community Representative | Apol. | Apol. | •• | •• | •• | •• |
| N. Daines, Corrective Services Industries | •• | •• | •• | •• | •• | •• |
| G.D. Singh, Corrective Services Industries (Acting for Steve Thorpe) | •• | - | - | - | - | - |
| S. Thorpe, Corrective Services Industries | - | •• | •• | •• | •• | •• |
| R. Steer, Corrective Services Industries | •• | •• | •• | •• | •• | •• |

* Represented by Proxy

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Appendices

Appendix 9: 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

7 July 2006

Appendix 10: EEO Table A: Trends in the Representation of EEO Groups

| EEO Group | Benchmark or Target | % of Total Staff | | | |
|--|---------------------|------------------|------|------|------|
| | | 2003 | 2004 | 2005 | 2006 |
| Women | 50% | 34% | 35% | 35% | 36% |
| Aboriginal people and Torres Strait Islanders | 2% | 4.0% | 3.4% | 3.7% | 3.8% |
| People whose first language was not English | 20% | 14% | 14% | 14% | 14% |
| People with a disability | 12% | 8% | 8% | 8% | 8% |
| People with a disability requiring work-related adjustment | 7% | 3.0% | 2.5% | 2.7% | 2.6% |

Appendix 11: EEO Table B: Trends in the Distribution of EEO Groups

| EEO Group | Benchmark or Target | Distribution Index | | | |
|--|---------------------|--------------------|------|------|------|
| | | 2003 | 2004 | 2005 | 2006 |
| Women | 100 | 102 | 101 | 102 | 100 |
| Aboriginal people and Torres Strait Islanders | 100 | 98 | 100 | 100 | 98 |
| People whose first language was not English | 100 | 97 | 98 | 97 | 95 |
| People with a disability | 100 | 102 | 104 | 103 | 102 |
| People with a disability requiring work-related adjustment | 100 | 104 | 103 | 105 | 104 |

Notes: 1. Staff numbers are as at 30 June. 2. Excludes casual staff. 3. A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by ODEOPE. 4. The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

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Appendices

Appendix 12: Cost of Contractors and Contracted Employees

| Firm | Type Of Service | Amount |
|--|---|--------------|
| Over \$ 30,000 | | |
| Ross Human Directions | Clerical/administration/secretarial/accounting/assistance | 1,057,430.55 |
| Smalls Recruiting | Clerical/administration/secretarial/accounting/assistance | 594,852.45 |
| DFP Recruitment Services | Clerical/administration/ accounting/assistance | 318,400.24 |
| Manpower Services (Aust) P/I | Clerical/administration/delivery CSI Food Services | 240,819.05 |
| Hudson | Corporate Desktop Server Project | 226,100.91 |
| Charles H Palmquist | Define And Design DCS Business Reporting Structure . | 136,420.00 |
| Catalyst Recruitment Systems Ltd | Infrastructure Support Officer - I.T. | 83,801.00 |
| Headway Recruitment Pty Ltd | Manage implementation of PC's for Offender Access Project | 76,700.00 |
| GDP Consultancy | Facilitator of Sober Driver Program | 72,323.23 |
| Lawrence Goodstone | Manage Drug Summit Program | 65,186.96 |
| Pegasus I.T. Consulting Pty Ltd | Provide training to facilitators of Sober Drivers Program | 62,566.75 |
| W L Marshall | Provided training to sex offenders training facilitators | 57,364.82 |
| Scienserv Consultancy | Testing meals & sandwiches for CSI | 51,455.00 |
| Aust.Ctre For Adv.Comp. & Comms. | Monitor and maintain database system of DCS. | 47,600.00 |
| McGirr Information | Decommissioning of the Data General Server - I.T. Project | 46,700.00 |
| Peoplebank | Recruitment services /Web development to enhance functionality of DCS intranet/internet sites | 45,037.70 |
| Just Occupation Safety | OH & S Audit | 41,247.95 |
| Alison Bell Training Consult | Develop protocols for improved cross agency management of dually diagnosed offenders. | 39,650.00 |
| Zenith Management Services Group | Assist in records management I.T. and COS | 38,802.90 |
| Aust Inst of Criminology | Research on the re-integration of Australian Indigenous offenders | 38,503.00 |
| Select Aust'asia P/I | Clerical/administration/secretarial/accounting/ assistance | 36,101.06 |
| Applied Business Technology | Pronto upgrade | 35,372.11 |
| Finite Recruitment Pty Limited | Corporate Desktop Server Project | 34,372.20 |
| Command Recruitment Group P/I | Corporate Desktop Server Project | 32,153.33 |
| Mincom Limited | FPA training/assistance in Ellipse implementation | 30,150.00 |
| | | 3,509,111 |
| Under \$ 30,000 | | |
| Total less than \$ 30,000 | | 525,212 |
| Total no. of contracting firms | | 85 |
| Total cost of contractors and contracted employees | | 4,034,323 |

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Appendices

Appendix 13: Cost of Consultants

| | \$ Cost | Title/Nature |
|--|-----------|---|
| Consultants equal to or more than \$30,000 | | |
| Training | | |
| Marlow Hampshire Management Consultants | \$206,720 | Develop Career- Development Program |
| Management Services | | |
| ARTD Management & Research | \$82,876 | Evaluation of Sober Driver Program |
| Vernon Dalton | \$52,741 | Review and evaluation of Inmate Classification, Kariong Juvenile CC |
| Price Waterhouse Coopers | \$46,797 | Feasibility Study and Implementation of WISE Project |
| John J Klok | \$30,018 | Project Hospital Escort Review and Evaluation |
| Information Technology | | |
| Aust. Centre For Advanced Computing & Communications | \$108,020 | Review and evaluation of DCS Wide Area Network |
| Total consultancies equal to or more than \$30,000 | \$527,172 | |
| Consultancies less than \$30,000 | | |
| Total number of consultancies under \$30,000: | | 15 |
| Organisational Review | \$29,715 | |
| Management Services | \$111,061 | |
| Total Consultancies less than \$30,000 | \$140,776 | |
| Total Consultancies | \$667,948 | |

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Appendices

Appendix 14: Ethnic Affairs Priorities Statement

Plan for Cultural Inclusion 2004 - 2007

The *Plan For Cultural Inclusion 2004 - 2007* was adopted in November 2004, and continues to be the Department's EAPS. It is built around seven objectives which are described below, with a summary of associated progress:

- 1) Reduce re-offending by offenders from culturally and linguistically diverse backgrounds
- 2) Reduce the additional negative impact of incarceration where this is a consequence of inmates coming from culturally and linguistically diverse backgrounds
- 3) Develop, improve and maintain practices which meet the needs of offenders from culturally and linguistically diverse backgrounds, within Community Offender Services
- 4) Improve the skills and professionalism of staff and managers working with offenders from culturally and linguistically diverse backgrounds and their families
- 5) Language assistance services are accessed and professionally utilized in all circumstances where required
- 6) That the Department's Plan for Cultural Inclusion for multiculturalism is aligned with the corporate planning process
- 7) Develop and implement mechanisms for the collection and analysis of data, research and evaluation to further identify the needs of offenders from culturally and linguistically diverse backgrounds

Progress against the Plan is reported in the body of the Annual Report.

EAPS Standards Framework Reporting

The EAPS Standards Framework is a set of criteria against which NSW government agencies report on their EAPS activity in five key organisational areas:

- planning and evaluation;
- program and service delivery;
- staffing;
- communication; and
- funded services.

An EAPS Standards Framework Report was submitted to the Community Relations Commission at the end of 2005, reporting on the Department's performance over the previous two years.

The Department has been identified as being a key agency for consultation in the Community Relations Commission's major revision of the EAPS Standards Framework Criteria, which will be undertaken in the next year.

Multicultural Community Consultative Committee

Although the MCCC still formally exists, it has not been convened in the last year and a half. In the coming year there will be a review of the current model for community consultation at a peak level, and out of this process a more effective model will be developed.

Appendix 15: Freedom of Information Statement of Affairs

1. Structure and Functions of the Department

The structure and functions of the Department of Corrective Services are described in the body of the Department's Annual Report. Further details are contained in the Corporate Plan, which may be obtained from the Department of Corrective Services Library or on the Department's website at www.dcs.nsw.gov.au.

The Department protects the community by containing, managing and supervising offenders. Information on how the Department contains, manages and supervises offenders is within the Department's Annual Report.

The Department's Board of Management makes the Department's major management, financial and policy decisions. Membership of the Board is set out in the Department's Annual Report.

2. Effect of the Department's Functions on Members of the Public

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

- Crimes (Administration of Sentences) Act 1999
- International Transfer of Prisoners (New South Wales) Act 1997
- Parole Orders (Transfer) Act 1983
- Prisoners (Interstate Transfer) Act 1982
- Crimes (Interstate Transfer of Community Based Sentences) Act 2004

These Acts, and any Regulations made thereunder, may be viewed for free at: www.legislation.nsw.gov.au.

Decisions regarding the functions of the Department are made at various levels, usually under delegation from the Commissioner.

The Department's Restorative Justice Unit provides conferencing and mediation services, including victim-offender conferencing, family group conferencing, and victim-offender mediation.

Section 256 of the Crimes (Administration of Sentences) Act 1999 provides for a Victims' Register. The Department's Restorative Justice Unit maintains this Register. Section 256(2) of the same Act provides that the Victims' Register is to record the "names of victims of offenders who have requested that they be given notice of the possible parole of the offender concerned".

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Appendices

Appendix 15: Freedom of Information Statement of Affairs (continued)

The State Parole Authority, which is a statutory authority, decides which offenders, who are eligible to be released to parole, will be released to parole and the conditions of their parole orders. The Authority also makes decisions regarding the revocation of parole orders, and determines matters with respect to the revocation of periodic detention orders and home detention orders. The Constitution and functions of the Authority are discussed in Part 8 and Schedule 7 of the Crimes (Administration of Sentences) Act 1999.

The Serious Offenders Review Council, which is a statutory authority, provides advice or makes recommendations regarding serious offenders to the Commissioner of Corrective Services, the Minister for Justice, the State Parole Authority and the Supreme Court. The constitution and functions of the Council are principally contained in the statutory provisions falling within Part 9 of the Crimes (Administration of Sentences) Act 1999 as supplemented by Schedule 2 of that Act.

3. Arrangements for Public Participation in Policy Formation

Generally, members of the public may participate in policy formation in the Department by writing to the Commissioner to make suggestions or raise issues that they feel are of concern to them or to the public at large. This may also be done through the Department's website, www.dcs.nsw.gov.au, by using the feedback facility on that site.

The Department has a number of arrangements that enable members of the public to participate directly in the formulation of departmental policy or decisions. These arrangements are outlined immediately below. Further details can be obtained in the Department's annual report.

Official Visitors

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

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

Community Consultative Committees

Community Consultative Committees are formed in areas where correctional centres are located. A typical Community Consultative Committee is comprised of the general manager of the correctional centre and representatives from: the magistracy; courts administration; local council; police; probation and parole; local hospital; local industry; and local organisations. For further details and advice on how to become a member, contact the general manager of the relevant correctional centre.

Correctional Industries Consultative Council of NSW

The Correctional Industries Consultative Council of NSW acts as a link between Corrective Services Industries and the private sector. The

Council consists of representatives from industry groups, Unions NSW, and a representative from the community. For further details and advice on how to become a member, contact the Director, Corrective Services Industries on telephone (02) 9289 5504.

Serious Offenders Review Council and State Parole Authority

Community representatives sit on both the Serious Offenders Review Council and the State Parole Authority. The Governor of New South Wales, on the recommendation of the Minister, appoints these representatives for fixed terms not exceeding three years.

Victims' Register

Victims of a serious offender, who are registered on the Department's Victims' Register, are entitled to make written and oral submissions concerning the granting of parole to the serious offender. For further details contact the Register's Community Liaison Officer on telephone (02) 8346 1374.

Public Participation in Independent Associations

CRC (Community Restorative Centre) Justice Support, and SHINE for Kids Co-operative Ltd (formerly known as Children of Prisoners Support Group) are community organisations that provide support and assistance to inmates and their families. Membership of these organisations is open to any person over 18 years of age.

These organisations operate independently of the Department. They receive some funding from the Department that assists with their administration costs.

4. Description of the Kinds of Documents Held by the Department

Policies and Procedures

The Department has developed policies and procedures on a variety of issues. The policies and procedures that affect the public, including inmates, are listed in the Summary of Affairs for the Department. See point 5 of this Statement for further details.

Reports

The Department produces various reports concerning its administration and operations. The Corporate Research, Evaluation and Statistics Unit produces a significant number of reports, many of which are directly available to the public.

The annual report is published in accordance with statutory requirements. Annual reports are not for sale but may be accessed freely on the Department's website at www.dcs.nsw.gov.au or at the Department's library.

Departmental Instructions

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

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Appendices

Appendix 15: Freedom of Information Statement of Affairs (continued)

to lawful orders to staff with respect to the management and control of the Department. Commissioner's Memoranda are more general communications from the Commissioner to departmental staff.

The Deputy Commissioner Offender Management and Operations, issues information, instructions and procedures currently known as Deputy Commissioner Instructions and "COPMs" (Changes to the Operations Procedures Manual). Each document is given an identifying number based on the year it was issued.

Corrective Services Bulletin

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

Files

Departmental officers create the following types of files:

Administrative

Information about policy, planning, finance, legal, human resources, individual workers compensation and rehabilitation matters, and general administrative matters.

AOD (Alcohol and Other Drugs)

Information about an inmate prepared by a Departmental alcohol and other drugs worker.

Assessment

Information about an offender prepared by the Community Offender Services Probation and Parole Service.

Case Management

Information about an inmate prepared by the inmate's case management team and other documents about the inmate's day to day imprisonment.

Community Service Order

Information about an offender prepared by the Community Offender Services Probation and Parole Service.

Education

Information about an inmate prepared by education officers.

Employer

Information about employers participating in the Work Release Program.

Fine Default

Information about an offender prepared by the Community Offender Services.

High Security Inmate Management

Information about an inmate managed by the High Security Inmate Management Committee.

Leave

Information about an inmate's participation in day or weekend leave.

Offender

Information about an inmate usually in relation to correspondence between the inmate and the Department.

State Parole Authority

Information about an inmate eligible for parole.

Part-time Teacher

Information about a part-time teacher working for the Department.

Periodic Detention

Information about offenders in the Periodic Detention Program.

Personal

Information about an employee prepared by Departmental staff.

Psychology

Information about an inmate prepared by a Departmental psychologist.

SORC (Serious Offenders Review Council)

Information about a serious offender, or other inmate who comes within the jurisdiction of the SORC.

Supervision/Case History

Information about an offender prepared by the Community Offender Services Probation and Parole Service.

Warrant

Information about an inmate – eg. Warrants, court appearances.

Work Release

Information about an inmate's participation in the Work Release Program or Education Leave.

The Department does not have files containing an inmate's complete medical records, as Justice Health is responsible for providing medical services to inmates. Justice Health is a statutory health corporation established under the Health Services Act 1997 and is funded by NSW Health. Justice Health keeps its own files and can be contacted on telephone (02) 9289 5011.

Brochures, Booklets and Videos

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

Databases

The Department maintains various databases such as the Offender Integrated Management System.

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Appendices

Appendix 15: Freedom of Information Statement of Affairs (continued)

Registers

The Department maintains the Victims' Register and a register of Memoranda of Understanding between the Department and other agencies.

Personal information held by the Department

Section 13(a) of the Privacy and Personal Information Protection Act 1998 requires an agency to take reasonable steps to enable a person to ascertain whether the agency holds personal information. Clause 6(1) of Schedule 1 to the Health Records and Information Privacy Act 2002 requires an agency to take reasonable steps to enable a person to ascertain whether the agency holds health information. The Department holds the following classes of personal and health information:

- information about inmates and former inmates;
- information about current and former offenders requiring supervision by the Community Offender Services;
- information about some of the family members and friends of current and former inmates and offenders;
- information about visitors to correctional centres;
- information about persons who sponsor or employ inmates on work release and other external leave programs;
- information about staff and former staff of the Department;
- information about victims of crime.

5. Access Arrangements, Procedures and Points of Contact

Summary of Affairs

The Department publishes a six-monthly Summary of Affairs. This document identifies Departmental policy and procedure documents that affect the public including inmates. All documents listed in the Summary of Affairs are available to the public. The Summary of Affairs advises which documents may be purchased and which are available free of charge. All of the documents may be inspected at the Department. Access details are contained in the Summary of Affairs.

The Summary of Affairs is published in the Government Gazette each year in June and December and is available on the Department's website. The Government Gazette is available in the Department of Corrective Services Library and some public libraries.

Access to documents concerning personal affairs

Inmates wishing to obtain access to documents relating to their personal affairs should initially direct their request to a staff member. It may be possible to provide access outside the Freedom of Information Act 1989 (FOI Act). In most cases, however, inmates who want to gain access to such documents will need to make an application under the FOI Act. Former inmates will be required to make an application under the FOI Act unless they simply require a copy of their sentence details. Sentence details can be obtained outside of the FOI Act from the Department's Sentence Administration Branch. The Branch can be contacted on telephone (02) 8346 1119.

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

In general, others seeking access to documents concerning their personal affairs should make an application under the FOI Act. The document, Public Access to Records, Documents, Personal Information and Health Information, described below under the heading "Access to all other Departmental documents", provides further information.

Amendment of records about personal affairs

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

Documents held in the Department's library

The Department of Corrective Services Library is open to the public. Members of the public may view and photocopy documents, within copyright guidelines, but cannot borrow items. Departmental documents held by the library include, among other things, annual reports, research reports, the Operations Procedures Manual, issues of the Corrective Services Bulletin and videos. The library catalogue is available on the Department's website. Enquiries can be made on telephone 9804 5459 and by email at vinay.sharma@dcs.nsw.gov.au. The Internet address for the Library is www.dcs.nsw.gov.au/library/. You can access the Library catalogue at www.dcs.nsw.gov.au/athcgi/athweb.pl.

The Department's Internet site

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

Access to all other Departmental documents

A member of the public may need to make a formal application under the FOI Act to gain access to documents held by the Department. The Department has produced a paper called Public Access to Records, Documents, Personal Information and Health Information, which sets out how a member of the public may obtain access to records, documents, personal information and health information held by the Department or now held on behalf of the Department by the State Records Authority of New South Wales. The document is available on the Department's website.

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Appendices

Appendix 15: 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 the Department, must:

- be in writing;
- specify that it is made under the FOI Act;
- be accompanied by the appropriate application fee (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; and
- be lodged at the office of the Manager, Freedom of Information & Privacy Unit.

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

Application forms may be used or an application may be in the form of a letter that meets the above criteria.

FOI applicants seeking documents relating to their personal affairs or wishing to amend records relating to their personal affairs, who are not current NSW inmates and who are not represented by a solicitor, are required to provide proof of identity. Details can be obtained by contacting the Manager, Freedom of Information & Privacy Unit or reading the document, FOI & Privacy Unit Proof of Identity Policy, which is available on the Department's website.

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

Access to documents may be provided in the following forms:

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

Application fees and processing charges are as follows:

Personal Applications**

\$20.00* application fee + \$30.00* per hour processing charge after first 20 hours

Non-Personal Applications

\$20.00* application fee + \$30.00* per hour processing charge

Internal Review***

\$20.00* application fee

Amendment of Records

Nil

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

** Refund may apply as a result of a successful application for amendment of records made subsequent to a personal application.

*** Refund may apply as a result of a successful internal review.

The telephone numbers for the Freedom of Information & Privacy Unit are: 8346 1067, 8346 1359, 8346 1329 and 8346 1476.

The Unit is generally open between 8.30 am and 4.30 pm Monday to Friday. Members of the public are advised to telephone the Freedom of Information & Privacy Unit to arrange an appointment, if they wish to visit the Unit.

Appendix 16: Freedom of Information - Summary and Commentary of the Freedom of Information Statistics of the Freedom of Information and Privacy Unit

The Department received 400 FOI applications for documents in the 2005-2006 reporting period compared with 389 FOI applications for documents in the 2004-2005 reporting period compared with 302 in the 2003-2004 reporting period. The figure of 400 represents an increase of 2.8% compared with the 2004-2005 figure and an extraordinary 32.45% increase compared with 2003-2004. For the past 17 years the Department's FOI & Privacy Unit has operated with only two full-time employees. The staffing structure is currently under review.

Most FOI applications for documents received in 2005-2006 related to the

personal files of inmates or ex-inmates. Applicants also sought access to documents relating to departmental statistics, correctional management and staff disciplinary matters.

Twenty-four applications were brought forward from the previous reporting period, resulting in a total of 424 applications for documents to be processed in 2005-2006. Of these

- 399 applications were completed;
- 4 applications were withdrawn;

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Appendices

Appendix 16: Freedom of Information - Summary and Commentary of the Freedom of Information Statistics of the Freedom of Information and Privacy Unit (continued)

- 0 applications were transferred;
- 21 applications were carried over to the next reporting period.

Access to documents in 2005-2006 compared with 2004-05 and 2003-04

- 19% of applicants gained access to all requested documents compared with 18% in the previous year and 16% in 2003-2004.
- 71% of applicants gained access to some of the requested documents, compared with 74% in the previous year and 70% in 2003-2004.*
- 10% of applicants were denied access to all requested documents compared with 8% in the previous year and 14% in 2003-2004.*

* These statistics include circumstances where applicants applied for documents that were not held by the Department, and where applicants did not pay a deposit or final payment.

Internal Reviews

Twenty applications were finalised in the 2005-2006 reporting period compared with twelve applications finalised in 2004-2005. Of the 20 cases for this reporting period, 12 had the original determination upheld. In eight cases the determination was varied. However, variation did not necessarily mean that a document was released as the reason for refusal may have been varied. The figures include reviews regarding amendment of records applications.

External Reviews

In the 2005-2006 reporting period, five applications for review to the Office of the Ombudsman were finalised. Two applications were brought forward from 2004-2005. The decision of the Department was upheld with one application. The Department was advised to make a new determination in respect to four applications.

In the 2005-2006 reporting period, six applications for review to the Administrative Decisions Tribunal were finalised. Five applications were brought forward from 2004-2005. In one case the applicant withdrew the application and the matter was dismissed. Three matters were settled with variations made. The Department's decision was upheld in the two matters heard. The figures include one review regarding an amendment of records application.

Other Applications

There were 11 applications for an amendment of records. One application was brought forward from 2004-2005. One application was withdrawn.

Ministerial Certificates

There were no Ministerial Certificates issued during the reporting period.

Consultations

In the 2005-2006 reporting period, 64 applications required formal consultation compared with 43 in 2004-2005 and 36 in 2003-2004. Some applications required consultation with more than one party; as a result,

the Department made a total of 157 consultations compared with 63 in 2004-2005 and 56 in 2003-2004.

Time taken to complete FOI applications for documents

- 269 applications (68%) were completed within 21 days compared with (88%) of applications in 2004-2005.
- 85 applications (21%) were completed within 22 to 35 days, compared with 11% of applications in 2004-2005.
- 45 applications (11%) exceeded 35 days to complete, compared with 1% in 2004-2005.

Processing time for FOI applications for documents

- 383 applications were processed in 10 hours or less
- 15 applications took 11 to 20 hours to process
- 1 applications took 21 to 40 hours to process
- 0 applications took over 40 hours to process

Costs and fees/charges for applications processed

The assessed cost of dealing with the applications for documents was \$52,946.00. This figure was calculated by multiplying the number of billable hours taken to process each application by the maximum hourly processing charge of \$30.00 (The formula for this figure is prescribed by Premier's Department).

Costs incurred by the Department were partly offset by receipt of application fees and processing charges totalling \$7,629.00. In 2004-2005, \$6,565.00 was received in fees and charges.

Other Matters

Relevant Legislation

- Freedom of Information Act 1989
- Freedom of Information Regulation 2005

Publications made in accordance with the FOI Act

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

The Summary of Affairs was last published in the Government Gazette of 30 June 2006, the Statement of Affairs for 2005-2006 is incorporated in this Annual Report.

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Appendices

Appendix 17: Freedom of Information (FOI) Statistics

| Section A – Number of new FOI Requests – Information relating to the number of new FOI requests received, those processed and those incomplete from the previous period. FOI Requests | Personal | | Other | | Total | |
|--|----------|---------|---------|---------|---------|---------|
| | 2005/06 | 2004/05 | 2005/06 | 2004/05 | 2005/06 | 2004/05 |
| A1 New (incl. transferred in) | 380 | 374 | 20 | 15 | 400 | 389 |
| A2 Brought forward | 21 | 13 | 3 | 2 | 24 | 15 |
| A3 Total to be processed | 401 | 387 | 23 | 17 | 424 | 404 |
| A4 Completed | 380 | 364 | 19 | 14 | 399 | 378 |
| A5 Transferred out | 0 | 0 | 0 | 0 | 0 | 0 |
| A6 Withdrawn | 3 | 2 | 1 | 0 | 4 | 2 |
| A7 Total processed | 383 | 366 | 20 | 14 | 403 | 380 |
| A8 Unfinished (carried forward) | 18 | 21 | 3 | 3 | 21 | 24 |

| Section B – What happened to completed requests? (Completed are those on line A4). Result of FOI request | Personal | | Other | | | |
|---|----------|---------|---------|---------|----|----|
| | 2005/06 | 2004/05 | 2005/06 | 2004/05 | | |
| B1 Granted in full | | | 69 | 61 | 8 | 6 |
| B2 Granted in part | | | 281 | 274 | 2 | 5 |
| B3 Refused | | | 30 | 29 | 9 | 3 |
| B4 Deferred | | | 0 | 0 | 0 | 0 |
| B5 Completed | | | 380 | 364 | 19 | 14 |

| Section C – Ministerial Certificates – number issued during the period. | 2005/06 | 2004/05 |
|---|---------|---------|
| C1 Ministerial Certificates issued | 0 | 0 |

| Section D – Formal consultations – number of requests requiring consultations (issued) and number of formal consultation(s) for the period. | Issued | | Total | |
|---|---------|---------|---------|---------|
| | 2005/06 | 2004/05 | 2005/06 | 2004/05 |
| D1 Number of requests requiring formal consultations | 64 | 43 | 157 | 63 |

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Appendices

Appendix 17: Freedom of Information (FOI) Statistics (continued)

| Section E – Amendment of personal records – number of requests for amendment processed during the period. | | Total | |
|--|--|----------------|----------------|
| Result of amendment request | | 2005/06 | 2004/05 |
| E1 Result of amendment – agreed | | 0 | 1 |
| E2 Result of amendment – refused | | 10 | 0 |
| E3 Totals | | 10 | 1 |

| Section F – Notation of personal records – number of requests for notation processed during the period. | | 2005/06 | 2004/05 |
|--|--|----------------|----------------|
| F3 Number of requests for notation | | 0 | 1 |

| Section G – FOI requests granted in part or refused – Basis of disallowing access – Number of times each reason cited in relation to completed requests which were granted in part or refused. | | Personal | | Other | |
|---|--|-----------------|----------------|----------------|----------------|
| Basis for disallowing or restricting access | | 2005/06 | 2004/05 | 2005/06 | 2004/05 |
| G1 Section 19 (application incomplete, wrongly directed). | | 0 | 0 | 0 | 0 |
| G2 Section 22 (deposit not paid) | | 3 | 2 | 8 | 2 |
| G3 Section 25(1)(a1) (diversion of resources) | | 3 | 1 | 0 | 0 |
| G4 Section 25(1)(a) (exempt) | | 274 | 238 | 3 | 4 |
| G5 Section 25(1)(b)(c)(d) (otherwise available) | | 30 | 24 | 1 | 0 |
| G6 Section 28(1)(b) (documents not held) | | 109 | 141 | 0 | 3 |
| G7 Section 24(2) (deemed refused, over 21 days) | | 5 | 0 | 4 | 0 |
| G8 Section 31(4) (released to medical practitioner) | | 0 | 0 | 0 | 0 |
| G9 Totals | | 424 | 406 | 16 | 9 |

| Section H – Costs and fees of requests processed during the period (i.e. those included in lines A4, A5 and A6). Not including costs and fees of unfinished requests (i.e. those included in line A8). | | 2005/06 | | 2004/05 | |
|---|--|-----------------------|--------------------------|-----------------------|--------------------------|
| | | Assessed costs | FOI fees received | Assessed costs | FOI fees received |
| All completed requests | | \$ 52,946 | \$ 7,629.00 | \$49,517.50 | \$6,565.00 |

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Appendices

Appendix 17: Freedom of Information (FOI) Statistics (continued)

| Section I – Discounts allowed – number of FOI requests processed during the period* when discounts were allowed. Types of discount allowed | Personal | | Other | |
|---|----------|---------|---------|---------|
| | 2005/06 | 2004/05 | 2005/06 | 2004/05 |
| I1 Public Interest | 0 | 0 | 4 | 0 |
| I2 Financial hardship – Pensioner/child | 294 | 300 | 1 | 1 |
| I3 Financial hardship – Non profit organisation | 0 | 0 | 0 | 0 |
| I4 Totals | 294 | 300 | 5 | 1 |
| I5 Significant correction of personal records | 0 | 0 | 0 | 0 |

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

| Section J – Days to process – Number of completed requests (A4) by calendar days (elapsed time) taken to process. Elapsed time | Personal | | Other | |
|---|----------|---------|---------|---------|
| | 2005/06 | 2004/05 | 2005/06 | 2004/05 |
| J1 0 – 21 days | 256 | 321 | 13 | 10 |
| J2 22 – 35 days | 84 | 39 | 1 | 2 |
| J3 Over 35 days | 40 | 4 | 5 | 2 |
| J4 Totals | 380 | 364 | 19 | 14 |

| Section K – Processing time – Number of completed requests (A4) by hours taken to process. Processing hours | Personal | | Other | |
|--|----------|---------|---------|---------|
| | 2005/06 | 2004/05 | 2005/06 | 2004/05 |
| K1 0 – 10 hours | 366 | 354 | 17 | 12 |
| K2 11 – 20 hours | 13 | 9 | 2 | 2 |
| K3 21 – 40 hours | 1 | 0 | 0 | 0 |
| K4 Over 40 hours | 0 | 0 | 0 | 0 |
| K5 Totals | 380 | 363 | 19 | 14 |

| Section L – Reviews and Appeals – number finalised during the period. | 2005/06 | 2004/05 |
|---|---------|---------|
| L1 Number of internal reviews finalised | 20 | 12 |
| L2 Number of Ombudsman reviews finalised | 5 | 0 |
| L3 Number of Administrative Decisions Tribunal appeals finalised | 6 | 1 |

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Appendices

Appendix 17: Freedom of Information (FOI) Statistics (continued)

| Details of internal review results – in relation to internal reviews finalised during the period. Grounds on which internal Review requested | Personal | | | | Other | | | |
|--|----------|---------|---------|---------|---------|---------|---------|---------|
| | Upheld* | | Varied* | | Upheld* | | Varied* | |
| | 2005/06 | 2004/05 | 2005/06 | 2004/05 | 2005/06 | 2004/05 | 2005/06 | 2004/05 |
| L4 Access refused | 1 | 1 | 1 | 5 | 0 | 0 | 0 | 0 |
| L5 Deferred | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| L6 Exempt matter | 5 | 2 | 5 | 3 | 1 | 0 | 0 | 0 |
| L7 Unreasonable charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| L8 Charge unreasonably incurred | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| L9 Withdrawn | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| L10 Totals | 6 | 3 | 6 | 8 | 1 | 0 | 0 | 0 |

*Note: relates to whether or not the original agency decision was upheld or varied by the internal review

Appendix 18: Government Contributions to Departmental Expenditure Overruns as at 30.06.06

| | 2001/02 \$'000 | 2002/03 \$'000 | 2003/04 \$'000 | 2004/05 \$'000 | 2005/06 \$'000 |
|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Recurrent | 465,742 | 501,923 | 547,403 | 602,270 | 602,270 |
| Capital | 75,316 | 120,008 | 80,242 | 71,500 | 122,284 |
| Acceptance By The Crown | 37,232 | 55,273 | 49,428 | 58,483 | 26,300 |

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Appendices

Appendix 19: Grants made to organisations which assist inmates, ex inmates and their families (Community Funding Program)

| Organisation | 2005/06 Funding (ex GST) |
|---|--------------------------------|
| Bundjalung Tribal Society Ltd. (Namatrjira Haven) | \$256,900 |
| CRC Justice Support | \$557,524 |
| Glebe House Ltd. | \$180,000 |
| Guthrie House Co-operative Ltd. (NSW) | \$300,000 |
| Judge Rainbow Lodge Memorial Fund Inc. | \$367,906 |
| Link-Up (NSW) Aboriginal Corp. | \$72,100 |
| New Horizons Enterprises Limited | \$106,460 |
| Prisoners' Aid Association of NSW Inc. | \$273,121 |
| SHINE for Kids Co-op Ltd (NSW) (formerly known as Children of Prisoners' Support Group) | \$540,000 |
| Yulawirri Nurai Indigenous Association Inc. | \$85,636 |
| TOTAL | \$2,739,647 |

Appendix 20: Legal status of inmates¹ held as at 30 June 2005 by Aboriginality² and gender

| Legal Status | ATSI* | | Non-ATSI* | | Aboriginality Unknown | | Total | |
|-------------------------------------|-------------|------------|-------------|------------|-----------------------|----------|-------------|------------|
| | Male | Female | Male | Female | Male | Female | Male | Female |
| Sentenced, no appeal current | | | | | | | | |
| Full-time sentence | 1058 | 88 | 4883 | 266 | 60 | 5 | 6001 | 359 |
| Forensic patient | 19 | 3 | 100 | 10 | 2 | - | 121 | 13 |
| Fine Default | - | - | - | - | - | - | - | - |
| Periodic Detention | 49 | 10 | 703 | 62 | 31 | - | 783 | 72 |
| Sub-total Sentenced | 1126 | 101 | 5686 | 338 | 93 | 5 | 6905 | 444 |
| Appellant | 70 | 13 | 364 | 23 | 6 | - | 440 | 36 |
| Remand/Trial | 311 | 59 | 1295 | 125 | 179 | 2 | 1785 | 186 |
| Awaiting Sentence | - | - | - | - | - | - | - | - |
| Awaiting Deportation | - | - | 1 | - | - | - | 1 | - |
| Awaiting Extradition | - | - | 4 | - | 1 | - | 5 | - |
| Civil Prisoner | - | - | 1 | - | - | - | 1 | - |
| Total | 1507 | 173 | 7351 | 486 | 279 | 7 | 9137 | 666 |

* ATSI - Aboriginal / Torres Strait Islander.

1. Includes inmates held in gazetted correctional centres and periodic detention centres (excludes inmates held in transitional centres and court cell complexes).

2. Aboriginality as self reported on reception into custody.

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Appendices

Appendix 21: Honours and Awards

National Medal

| | | |
|--------------------------|---------------------|--------------------|
| Abberton, James | Craft, Peter | Griffin, Phillip |
| Alvarado, Jose | Craig, Jason | Halliwell, Glenn |
| Anderson, James | Cross, Bradley | Heath, Glen |
| Apikotoa, George | Cunningham, Francis | Holder, Brett |
| Ashton, Kenneth | Cusay, Nestor | Houlison, Graeme |
| Ball, Phillip | Cuskelly, Phillip | Howen, Anthony |
| Barlow, Steven | Dacosta, Nicholas | Howes, Paul |
| Barnett, Peter | Dadyal, Baljeet | Hubble, Robert |
| Barnes, Chiuria | Daniels, Peter | Hunter, Robert |
| Barnhurst, Terry | David, John | Husein, Julius |
| Belgrove, Wayne | Davies, Kim | Hutchison, Mark |
| Benjamin, Gary | Day, Ngaire | Jackson, Glenn |
| Bennett-Hillier, Beatrix | Deegan, Mark | Jacobson, Wayne |
| Bentley, Vicki | Dempsey, Mary | Jakins, Graeme |
| Bernhard, Manfred | Devine-Jones, Craig | Jas, Harry |
| Bethel, Donald | Dippel, Graeme | Jensen, Anthea |
| Bevear, Timothy | Dolling, Terry | Jentsch, John |
| Bester, Sharon | Donnelly, John | Jolley, Ted |
| Blair, Ian | Doughty, Jason | Juhasz, Paul |
| Blake, John | Duggan, Patrick | Kalcher, Ellie |
| Boehme, Juergen | Duggen, Karen | Kaschubs, Bernd |
| Borela, Eduardo | Duncan, Mark | Kaschubs, Lee |
| Borg, John | Dwyer, Raymond | Kateili, Pepe |
| Bove, Leslie | Dyson, Todd | Kearney, Darren |
| Bradbury, Debbie | Eastwood, Scott | Kearney, Finbar |
| Bradshaw, Ashley | Edwards, Jeffrey | Kelly, Craig |
| Brankley, Jacqueline | Edwards, Lance | King, John |
| Bramble, Scott | Elliott, Brett | King, Mark |
| Brown, Cameron | Elwin, Colin | Kirkman, Bernard |
| Boardman, Glenn | Faith, Robert | Kruse, Lyndsay |
| Bramich, Ronald | Falkner, David | Lamb, Jeffrey |
| Burgess, Patricia | Farfan, Gay | Lawler, Peter |
| Caddick, Stewart | Felstead, Gary | Leaver, Bryan |
| Cahalane, Timothy | Ferrett, Linda | Lenden, Bruce |
| Calchi, Luigi | Fitzgibbon, Steven | Linton, Julie |
| Cangy, Jean | Forliano, Eugenio | Makineti, Lanngoia |
| Cargill, Peter | Foster, Troy | Malpass, Gail |
| Castelo-Sanchez, Raul | Frazer, Andrew | Marashian, Majid |
| Chalker, Barry | Frey, Stephen | Martin, Bernard |
| Chalker, Mathew | Gardner, Neville | Martin, Warren |
| Chundramum, Satish | Gay, Ricky | McEachran, Noel |
| Cole, Wayne | Geurts, Robert | McMasters, Lachlan |
| Colin-Thome, Peter | Gibbs, Dennis | McMurtrie, Brian |
| Colley, Dembo | Gough, Roslyn | McNally, Gregory |
| Collins, James | Gover, Daryl | Melrose, Tracy-Lee |
| Collison, Raymond | Grace, Shaun | Merton, Warwick |
| Cook, Darren | Grant, Gregory | Milne, John |
| Cooper, Ian | Gray, Michael | Mitchell, Ian |
| Costello, Graeme | Gray, William | Mitchell, Warren |
| Coulta, Steven | Green, Michael | Moad, Richard |
| Cowell, Peter | Grehan, Darryl | Mumford, David |
| | Griffin, Barry | Nagy, Zoltan |

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Appendices

Appendix 21: Honours and Awards (continued)

Nelson, Thomas
 Newton, Matthew
 Nicholls, Desmond
 Nolan, Michael
 O'Connell, Jamie
 Osborne, Darren
 Owen, Lesley
 Pascua, Oscar
 Pattison, Edwin
 Penney, Daniel
 Perera, Rex
 Pickup, Matthew
 Pierce, Steven
 Player, Jeffrey
 Plumridge, Caroline
 Plunkett, Mark
 Potter, Anthony
 Poulsen, Geoffrey
 Quinn, Ian
 Raines, Cameron
 Ralph, Diane
 Reeves, Robert
 Reynolds, Lance
 Reynolds, Stephen
 Riddell, Adam
 Ritchie, Christopher
 Rixon, Andrew
 Robards, Angus
 Robinson, Leslie
 Rogers, William
 Rootes, Jason
 Ross, Steven
 Rugg, Bernard
 Ryan, Gregory
 Scarce, John
 Schleibs, Brett
 Scott, Graham
 Shah, Munir
 Sharp, Peter
 Shaw, John
 Sherer, Martin
 Shoober, Steven
 Smith, Glenn
 Smith, Glenn
 Smith, Phillip
 Soper, Michael
 Sora, Robert
 South, Christine
 Spearpoint, Wayne
 Spencer, Mathew
 Spillett, Peter
 Spruce, Jason

Stait, William
 Steinfelder, Thomas
 Stevens, Warren
 Sundin, Graham
 Taylor, Shaun
 Taylor, Wayne
 Tearse, Robert
 Thornberry, Michael
 Tingle, Allan
 Tuckwell, Karen
 Van Der Horst, Ingrid
 Watling, Shannon
 Webster, Gary
 White, Adrian
 White, Robert
 Whittaker, Donald
 Whyte, Lesley
 Williams, Donna
 Williams, Jack
 Williams, Karl
 Wilson, Jodie
 Wilson, Kym
 Wingent, Donald
 Winterstein, Frank
 Writer, Gavin
 Wyld, Phillip
 Yarnton, Dean
 Yarnton, Sharon
 Zaballero, Leopoldo

National Clasp

Abuhadba-Espinosa, John 2nd
 Albers, Jacobus
 Andrews, Barbara
 Bartlett, Brian
 Campbell, Terrance
 Carruthers, Arthur 3rd
 Cowan, Geoffrey
 Dunthorne, John 2nd
 Fathers, Anthony 2nd
 Folpp, Barry
 Gellwiler, Robert
 Green, Thomas
 Hague, David
 Halls, Brian
 Harris, David
 Hodgetts, Anthony
 Holt, Raymond 2nd
 Howell, Diana
 Jenkins, Leslie
 Johnson, Grant
 Keegan, Terry

Kennedy, Clifford
 Linos, James
 McDonald, Michael
 Metcalf, James
 Murray, Warwick
 O'Neill, Bruce
 Pollard, Peter
 Radunz, Kenneth
 Reid, Anthony
 Robertson, Karen
 Ryan, Christopher
 Scheffler, David 2nd
 Sim, Guy
 Sneddon, Ian
 Stanborough, Raymond
 Sullivan, Stephen
 Tawhara, David
 Terrantroy, Wayne 2nd
 Warner, James
 Warwick, James
 Wells, Kenneth
 Wheeler-Smith, Peter
 White, David
 White, Gregory
 Wood, James

Meritorious Service Medal

Ackroyd, Anna
 Aked, David
 Algate, Kay
 Anderson, Wendy
 Bailitis, Edgar
 Baker, Gabrielle
 Baldwin, Brian
 Barn, Vicki
 Bignell, Owen
 Blay, Ian
 Boekel, Petrus
 Brady, Peter
 Buchanan, Alexander
 Burnett, Robert
 Bushell, Ian
 Bushell, Maya
 Butler, Alan
 Cassidy, Guy
 Connolly, Rhonda
 Cowles, Margaret
 Crame, Ricardo
 Cuckovic, Peter
 Cullen, Eric
 Cullen, Rayeanne
 Deal, Patrick

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Appendices

Appendix 21: Honours and Awards (continued)

DeSousa, Rogerio
 Dodds, John
 Donlevy, John
 Downing, Graham
 Durman, Judith
 Egan, Michael
 Enriquez, Ramon
 Evans, Janice
 Farr, Michael
 Ferrett, Linda
 Fimognari, Vincent
 Finn, Vicki
 Freestone, Rhonda
 Glenister, Selwyn
 Gregory, Ian
 Hall, Ronald
 Hall, Susan
 Hancock, Stephen
 Harrison, Brian
 Harrizi, Omar
 Hartmann, Philip
 Heaton, Mark
 Heller, Bernardus
 Hend, Adam
 Hemington, Sandra
 Hetherington, Glenn
 Holstein, Terry
 Hooker, Lee
 Hopkins, Darryl
 Howard, Michael
 Howells, Michael
 Hufton, Stephen
 Irwin, Wayne
 Jarman, Stephen
 Judge, Neville
 Kendall, Peter
 Kermath, Phillip
 Lancaster, Paul
 La'Ulu, Mac
 Lignos, Peter
 Lockhart, Garry
 Lovell, Derek
 Loo-Shui, Cathy
 Lutton, Frank
 MacGregor, Christopher
 Mallam, Tony
 Manners, Gerard
 Markham, Anthony
 Martin, Mark
 McCauley, David
 McConnell, David
 McKenzie, David

McPherson, Stuart
 McQuillan, Robert
 Montgomery, Christopher
 Mountford, Robert
 Munro, Elizabeth
 Murdock, Robert
 Murphy, Bretten
 Neal, Stephen
 Nesti, Eugenio
 Nicolas, Janice
 Northedge, Colin
 Palmer, Paula
 Passlow, Michael
 Pinto, Jose
 Priest, Kevin
 Provenzano, Alan
 Radunz, Kenneth
 Reid, Alexander
 Reid, Ian
 Sassenberg, Angelika
 Scott, Alan
 Sharman, Maxwell
 Shardlow, Lisa
 Shea, Kieren
 Simpson, William
 Sinclair, Jeffrey
 Sinclair, Mitchell
 Skaife, David
 Smith, Alexander
 Smith, Tara
 Sneddon, Ian
 Soden, Adele
 Soulious, Jim
 Southwell, Robert
 Stanford, Douglas
 Stanford, Neil
 Steinberg, Robyn
 Stephens, Peter
 Stevens, Katherine
 Tilden, Bernard
 Thomas, David
 Thomas, Graeme
 Thorsby, Glenn
 Tomlinson, Mary
 Tughea, Langford
 Veech, Patrick
 Ward, Michael
 Watling, Eric
 West, Kevin
 Wilde, Suzanne
 White, Ronald
 Wilkinson, Anthony

Willmott, Alan
 Winder, Malcolm
 Woodberry, Kevin
 Yates, Jean
 Young, William
 Zammit, John

Service Clasps**40 Years**

Cheetham, Thomas

35 Years

Halls, Brian
 Holt, Raymond
 Irwin, Keith
 Patrick, Lance
 Roberts, Christopher
 Terrantry, Wayne

30 Years

Apostolatas, Alexander
 Beddow, Fredrick
 Chalmers, Ronald
 Coates, Gregory
 Cotton, Raymond
 Dries, Clarrie
 Fitzpatrick, Mark
 Hamilton, Edward
 Hammond, Wayne
 Hayman, Ronald
 Heffernan, John
 Hoskins, Richard
 Kallis, Marianne
 Keane, Ian
 Klemke, Gerald
 Larkin, Stephen
 Loadman, Peter
 McGeehan, John
 McIlveen, Geoffrey
 McLeod, Peter
 Mead, Kevin
 Newell, Jack
 O'Rourke, Gregory
 Parker, Robert
 Quinn, Rosslyn
 Ryke, Danny
 Short, Allan
 Stewart, Peter
 Waters, Brian
 Westwood, Brian
 White, Peter

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Appendices

Appendix 21: Honours and Awards (continued)

| | | |
|-------------------------|-----------------------|----------------------|
| 25 Years | Boardman, Glenn | Fitchett, Jacqueline |
| Albers, Jacobus | Boccolini, Lucia | Fitton, James |
| Andrews, Barbara | Bove, Leslie | Forliano, Eugenio |
| Anderson, Wendy | Borela, Eduardo | Foster, Troy |
| Baird, David | Borg, John | Fraser, Gregory |
| Blackett, Alexander | Bradbury, Debbie | Frazer, Andrew |
| Buttigieg, Monica | Bradshaw, Ashley | Gay, Ricky |
| Campbell, Terrance | Bradshaw, David | George, Peter |
| Childs, Stephen | Brankley, Jacqueline | Geurts, Robert |
| Cole, John | Bramich, Ronald | Grant, Gregory |
| Credaro, Denise | Brideoake, Scott | Grace, Sean |
| Daines, Neil | Bridge, Timothy | Gray, Michael |
| Folpp, Barry | Brittliff, Noelene | Gray, William |
| Howell, Diana | Brown, Cameron | Grehan, Darryl |
| Johnson, Grant | Bryce, Andrew | Griffin, Phillip |
| Kennedy, Clifford | Burgess, Patricia | Haggerty, Graham |
| Larkin, Brian | Burrell, Sandra | Hampstead, Shelby |
| Linus, James | Caddick, Stewart | Harrower, David |
| Mackinnon, John | Calchi, Luigi | Holder, Brett |
| Male, Trevor | Cangy, Jean | Houlison, Graeme |
| McColl, Shane | Cargill, Peter | Howen , Anthony |
| McDonald, Michael | Chalker, Barry | Hubble , Robert |
| McLachlan, Dennis | Chalmers, Jennifer | Hunter, Robert |
| Metcalf, James | Chambers, Christopher | Husein, Grant |
| Ryan, Christopher | Cook, Darren | Irani, Ken |
| Stanborough, Raymond | Cooper, Ian | Jackson, Glenn |
| Warner, John | Coulta, Steven | Jakins, Graeme |
| Wells, Kenneth | Craft, Peter | Jakins, Sharon |
| White, Gregory | Crofts, Kim | Jensen, Anthea |
| Williams, Peter | Cullen, Judith | Jentsch , John |
| Wood, James | Cunningham, Francis | Jolley, Ted |
| | Cusay, Nestor | Jones, Amanda |
| | Cuskelly, Phillip | Juhasz, Paul |
| | Dadyal, Baljeet | Kaschubs, Lee |
| | Daniels, Peter | Katieli, Pepe |
| | Day, Ngairé | Kearney, Darren |
| | De Crespigny, Zoe | Keegan, Terry |
| | Deegan, Mark | Kinder, Catherine |
| | Del Carmen, Delia | King, John |
| | Dempsey, Mary | King, Mark |
| | DeSilva, Chana | Kirkman, Bernard |
| | Dippel, Graeme | Lam, Mark |
| | Dolling, Terry | Lamb, Jeffrey |
| | Donnelly, John | Lawler, Peter |
| | Doughty, Jason | Lawler, Peter |
| | Duggen, Karen | Lechowski, Joseph |
| | Eastwood, Scott | Lenden, Bruce |
| | Elliott, Brett | Lenz, Gray |
| | Estevez, Pazdel | Linton, Julie |
| | Falkner, David | Lucas, Jenny |
| | Felstead, Gary | Makineti, Lanngoia |
| | Field, Larry | Martin, Bernard |
| | | |
| Service Medal | | |
| Abberton, James | | |
| Adlard, Edward | | |
| Alvarado, Jose | | |
| Anderson, James | | |
| Anderson, Rose | | |
| Apikotoa, George | | |
| Arandale, Carmel | | |
| Bajda, John | | |
| Barnett , Peter | | |
| Barry, Catherine | | |
| Bedding, Russell | | |
| Benjamin, Gary | | |
| Bennett-Hiller, Beatrix | | |
| Bernhard, Manfred | | |
| Bester, Sharon | | |
| Bethel, Donald | | |
| Bevear, Timothy | | |
| Blair, Ian | | |
| Blake, John | | |

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Appendices

Appendix 21: Honours and Awards (continued)

Martin, Warren
 McEachran, Noel
 McMasters, Lachlan
 McMurtrie, Brian
 Mellis, Robert
 Melrose, Tracy-Lee
 Merton, Warwick
 Meyer, Bruce
 Miller, Peter
 Mitchell, Ian
 Mitchell, Warren
 Moad, Richard
 Morgan, Helen
 Mumford, David
 Murphy, James
 Nagy, Zoltan
 Nelson, Les
 Nelson, Thomas
 Newson, Colin
 Newton, Matthew
 Nottle, Peter
 O'Brien, Michelle
 O'Brien, Scott
 O'Connell, Jamie
 Osborne, Darren
 Owen, Lesley
 Parker, Pam
 Parsons, Barry
 Pascua, Oscar
 Pattison, Edwin
 Perera, Rex
 Pfeifer, Bradley
 Pickering, Sophie
 Pickup, Mathew
 Pierce, Steven
 Player, Jeffrey
 Plumridge, Caroline
 Potter, Anthony
 Poulsen, Geoffrey
 Prasad, Sharmila
 Quinn, Ian

Raines, Cameron
 Reiss, Les
 Reynolds, Lance
 Reynolds, Stephen
 Ritchie, Christopher
 Robards, Angus
 Robertson, Karen
 Robinson, Andrew
 Rogers, William
 Ross, Steven
 Rugg, Bernard
 Scarce, John
 Schleibs, Brett
 Scott, Graham
 Shah, Munir
 Shanmuganthan, Sinna
 Sharp, Peter
 Shaw, John
 Shoobert, Steven
 Smith, Glenn
 Soper, Michael
 Sora, Robert
 South, Christine
 Spearpoint, Wayne
 Spillett, Peter
 Spry, Susan
 Stevens, Warren
 Stait, William
 Stienfelder, Thomas
 Sundin, Graham
 Suon, Vuth
 Swan, Elizabeth
 Tarasow, Ann
 Taylor, Shaun
 Taylor, Wayne
 Tearse, Robert
 Thornberry, Michael
 Thorpe, Stephen
 Tobin, Joseph
 Todd-Rowe, Michala
 Townsend, Glenn

Tuckwell, Karen
 Vicary, Mark
 Watling, Shannon
 Webster, Gary
 Wegrzyn, Dorothy
 Whittaker, Donald
 Williams, Donna
 Williams, Karl
 Wilson, Jodie
 Wingent, Donald
 Winterstein, Frank
 Wittrien, Lisa
 Writer, Gavin
 Wynyard, Todd
 Young, Michael

Bravery Medal

Nil

Bravery Citation

Nil

Exemplary Conduct Cross

Guy, Neil
 Kellar, Kenneth

Ministerial Commendation

Wangmann, Jeffrey

Commissioner's Unit Citation

Carruthers, Arthur

Commissioner's Commendation

Angre, Patricia
 Christey, David
 Greer, Frank
 Harris, Debbie
 Kehoe, Matt
 Lenz, Gray
 Windle, Judy

Appendix 22: Major Assets

The following major properties are included in the Departments stock of buildings and have a written down value of approximately \$1,170 million.

Correctional Centres

Bathurst, Berrima, Brewarrina, Broken Hill, Cessnock, Dillwynia (Berkshire Park), Emu Plains, Glen Innes, Goulburn, Grafton, Ivanhoe, John Morony 1 and 2 (Berkshire Park), Junee, Mid North Coast Correctional Centre

(Kempsey), Mannus, St Heliers (Muswellbrook), Norma Parker (Parramatta), Oberon, Parklea, Parramatta, Silverwater Complex (incl Mulawa and Metropolitan Remand and Reception Centre), Tamworth, Long Bay Complex (Malabar).

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Appendices

Appendix 22: Major Assets (continued)

Periodic Detention Centres

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

Community Offender Service Offices

Katoomba

Other

Corrective Services Academy, Eastwood

Appendix 23: Major Works in Progress, Cost to Date, Estimated Dates of Completion and Cost Overruns as at 30.06.06

1000 Inmate Beds:

ETC: \$257.7 M
 Cost up to 30.06.06: \$0.5 M
 Completion Date: Jun 2010 (expected)
 Cost overruns: NIL

Armoury Replacement:

ETC: \$1.23 M
 Cost up to 30.06.06: \$0.3 M
 Completion Date: Jun 2007 (expected)
 Cost overruns: NIL

Community Offender Services Program:

ETC: \$12.3 M
 Cost up to 30.06.06: \$7.142 M
 Completion Date: Jun 2008 (expected)
 Cost overruns: NIL

Compulsory Drug Treatment Centre:

ETC: \$4.0 M
 Cost up to 30.06.06: \$4.0 M
 Completion Date: Jun 2006 (achieved)
 Cost overruns: NIL

Dog Squad Accommodation:

ETC: \$1.845 M
 Cost up to 30.06.06: \$Nil
 Completion Date: Jun 2007 (expected)
 Cost overruns: NIL

Electronic Case Management:

ETC: \$8.661 M
 Cost up to 30.06.06: \$3.332 M
 Completion Date: Jun 2008 (expected)
 Cost overruns: NIL

Goulburn Redevelopment Stage 2:

ETC: \$51.436 M
 Cost up to 30.06.06: \$51.80 M
 Completion Date: Aug 2006 (expected)
 Cost overruns: NIL

Head Office Relocation:

ETC: \$12.285 M
 Cost up to 30.06.06: \$12.285 M
 Completion Date: Jun 2006 (achieved)
 Cost overruns: NIL

Information Technology Communications Technology Equipment:

ETC: \$5.315 M
 Cost up to 30.06.06: \$5.315 M
 Completion Date: Jun 2006 (achieved)
 Cost overruns: NIL

Information Management System (TRIM):

ETC: \$1.8 M
 Cost up to 30.06.06: \$1.662 M
 Completion Date: Dec 2006 (expected)
 Cost overruns: NIL

Inmate Escort Vehicles:

ETC: \$ 8.026 M
 Cost up to 30.06.06: \$1.134 M
 Completion Date: Jun 2010 (expected)
 Cost overruns: NIL

Junee Correctional Centre Upgrade:

ETC: \$5.6 M
 Cost up to 30.06.06: \$5.6 M
 Completion Date: Jun 2006 (achieved)
 Cost overruns: NIL

Kariong Juvenile Centre:

ETC: \$5.023 M
 Cost up to 30.06.06: \$2.488 M
 Completion Date: Dec 2007 (expected)
 Cost overruns: NIL

Long Bay Hospital Redevelopment:

ETC: \$63.851 M
 Cost up to 30.06.06: \$6.672 M
 Completion Date: Dec 2008 (expected)
 Cost overruns: NIL

Long Bay Redevelopment:

ETC: \$44.822 M
 Cost up to 30.06.06: \$40.891 M
 Completion Date: Jun.2007 (expected)
 Cost overruns: NIL

Men's Transitional Centre:

ETC: \$1.538 M
 Cost up to 30.06.06: \$0.5 M
 Completion Date: Dec.2007 (expected)
 Cost overruns: NIL

Mental Health Screening Units:

ETC: \$24.6 M
 Cost up to 30.06.06: \$24.6 M
 Completion Date: Jun 2006 (achieved)
 Cost overruns: NIL

Mulawa Redevelopment:

ETC: \$49.198 M
 Cost up to 30.06.06: \$26.505 M
 Completion Date: Jun 2009 (expected)
 Cost overruns: NIL

North Coast Second Chance (Tabulam):

ETC: \$9.225 M
 Cost up to 30.06.06: \$4.011 M
 Completion Date: Jun 2008 (expected)
 Cost overruns: NIL

Silverwater Remand Upgrade:

ETC: \$5.125 M
 Cost up to 30.06.06: \$4.349 M
 Completion Date: Dec 2006 (expected)
 Cost overruns: NIL

Western Region Correctional Centre (Wellington):

ETC: \$125.561 M
 Cost up to 30.06.06: \$67.161 M
 Completion Date: Jun 2007 (expected)
 Cost overruns: NIL

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Appendices

Appendix 24: Junee Correctional Centre 2005/06 Performance Assessment Report

Background

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

Under section 242 Crimes (Administration of Sentences) Act 1999 (the Act), the Department appointed a person, designated the Junee Monitor, to monitor the performance and contract compliance of the management of any privately operated correctional centre.

In accordance with section 242 (4) of the Act, the Junee Monitor completed a performance review of Junee Correctional Centre for 2005-06.

Methodology

The following methodology was used for the 2005/06 performance assessment:

- Regular (i.e. normally monthly) validation of monthly Performance Linked Fee (PLF) performance data maintained by GEO to substantiate claims for payment of the PLF at the end of each contract year;
- Completion of the Monitor's Monthly Checklist that is derived from the minimum standards provided for in the management agreement. The checklist elements are used to identify possible security issues and areas of risk, including the management and maintenance of: security keys; weapons; electronic security systems; search information and management system; urinalysis procedures; segregated and protective custody processes; inmate movement control. The source documentation (i.e. log books, unit records and registers) for each system is reviewed during this process. In addition, the process requires the observation of staff in the performance of their duties and assessing their understanding of their roles;
- The Management Agreement incorporates a suite of 'Minimum Standards for the Operation of Correctional Centres under Contract Management'. During each monthly visit a review is completed to determine the Centre's compliance with selected 'Minimum Standards'. A schedule has been developed to ensure that each of the standards applying to the custodial operation of the Centre is reviewed over a 2 year cycle;
- Interviews with staff, inmates, the Inmate Development Committee and Management team members;
- The random sampling of documents, files and records;
- Incorporating the results of a review of crucial security systems conducted by the Department's Corrections Inspectorate Branch. This review mirrored the review methodology used by the Inspectorate to review publicly managed correctional centres.

Performance Assessment Issues

Minimum Standards

In February 2006, compliance reviews were introduced to assess GEO's

performance against selected 'Minimum Standards for the Operation of Correctional Centres under Contract Management'. Assessment reviews were conducted against the following standards:

- 1.5 Prevent Escapes
- 1.6 Accounting for Inmates
- 1.11 Searching
- 1.13 Armoury Control
- 1.22 Segregation
- 1.25 Cell Alarms
- 1.26 Inmate Clothing
- 1.27 Inmate Bedding.

The GEO Group complied with all standards assessed for the 2005/06 contract year.

Performance Linked Fee

Each financial year the PLF is calculated as a maximum payment of 2.5% 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 (KPI). Each of the indicators has a specified Base Level Performance and Best Practice Performance. The GEO Group's annual performance is measured against these indicators. GEO will not receive the portion of the PLF if their performance falls below the Base Level Performance level for any of the agreed KPI's. For performance assessed as above the Base Level, the portion of the PLF will be based upon a sliding scale, up to that of Best Practice Performance.

For the 2004/05 contract year, the departmental performance review panel recommend to the Commissioner that the GEO Group receive the full PLF payment. The Commissioner agreed with the panel's recommendation and approved full payment of the PLF in December 2005. This is the first occasion, since the current contract commenced, on which the GEO Group received full payment for meeting the performance standards set by the Department.

During the 2005/06 contract year, monitoring identified issues of non-compliance with systems supporting the following two (2) KPIs, which prevented the attainment of the agreed performance levels.

KPI: Percentage of inmates assessed as having AOD issues offered individual or group treatment intervention (inmates with six months or more remaining to serve on reception at Junee).

Monitoring identified that appropriate referrals for AOD intervention had not occurred in December 2005. Enquiries revealed possible causes for this system breakdown. These issues were discussed with local management, who implemented strategies to prevent a recurrence. Monitoring during the rest of the contract year confirmed the effectiveness of these strategies, as inmates identified with AOD issues were appropriately referred for intervention and this intervention occurred.

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Appendices

Appendix 24: Junee Correctional Centre 2005/06 Performance Assessment Report (continued)

KPI: Asset management records are complete.

Monitoring identified that asset locations did not correspond with asset records during March 2006.

During the April assessment review, the following KPI issue was again highlighted in the Monitor's monthly review report

Five Items were selected at random from around the centre. Two were correct on the asset database and two were recorded as being housed in incorrect locations. IBM Hard drive (10073) located in the Operations Manager's office was recorded as being in the Administration upstairs area. IBM hard drive (10044) located in the Monitor's office was recorded as being in the conference room.

The main contributing factor to the anomalies on the asset data base was the relocation and recording of assets during the refurbishment period. All assets that had incorrect locations recorded in the data base had been relocated to new areas during the redevelopment stage.

At the time of writing this performance report, the Department's review panel has not made its assessment and recommendations to the Commissioner concerning GEO's performance for the payment of the PLF for 2005/2006.

Monitor's Checklist

In December 2005, the Monitor's Checklist was introduced to assess compliance to a number of key elements including the maintenance of log books, gate and unit records and registers, segregated and protective custody directions, inmate movement, management and maintenance of security keys, weapons and electronic security systems, search information and management records and urinalysis procedures. During the contract year a number of compliance anomalies were highlighted:

- Mobile phone security in the gate
- Incorrect authorisation of section six(2) orders
- Occasions of non-custodial staff not signing on and off duty
- No validation of staff sign on sign off records
- No staff searches conducted for a three day period
- No validation of search register for 13 day period
- Gate log not signed for numerous days
- Little validation of gate records by management
- Vehicle register not maintained on a number of occasions
- No armoury checks conducted for a week period
- PRLA orders not being maintained correctly – some inmates had multiple orders
- Overdue case notes.

All anomalies were brought to the attention of GEO management and immediate action was taken to satisfactorily address each issue.

Crucial Security Systems Review

In October 2005, the Departments Corrections Inspectorate attended Junee to conduct a review of crucial security systems.

The objectives of the review were to provide both the Department and the Geo Group with confidence that:

1. Crucial security systems are in place at the Correctional Centre:
2. Each crucial security system is formally documented (i.e. operational orders/post duties)
3. Staff are aware of the crucial security systems and what their relative role is in ensuring compliance with each system
4. The security systems are executed by staff in accordance with documented procedures
5. Appropriate records are maintained to validate compliance with documented procedures.

In terms of meeting the objectives of the review, the following is a summary of the results:

- 4.1 Crucial security systems are in place - Compliant
- 4.2 Each crucial security system is formally documented – needs improvement; there needs to be a validation system implemented and maintained
- 4.3 Staff are aware of the crucial security systems and what their relative role is in ensuring compliance with each system - Compliant
- 4.4 The security systems are executed by staff in accordance with documented procedures – needs improvement; there needs to be a validation system implemented and maintained
- 4.5 Appropriate records are maintained to validate compliance with documented procedures – needs improvement; there needs to be a validation system implemented and maintained.

In summary, reviewers were satisfied that staff are aware of the crucial security systems and what their relative role is in ensuring compliance with each system.

Issues identified during the review were discussed with Centre Management at the Exit Interview. Management indicated at the time that it would develop strategies to address the issues raised.

Management has addressed the issues identified in the review by introducing a system of daily compliance reporting by line managers. In April 2005, a joint project conducted between Corrections Inspectorate and the Custodial Training Unit developed an implementation package for introducing the Daily Security Reporting system (DSR) into the operating procedures of Junee Correctional Centre. Junee management is currently incorporating the DSR process.

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Appendices

Appendix 24: Junee Correctional Centre 2005/06 Performance Assessment Report (continued)

Redevelopment

Junee Redevelopment

In 2001, due to inmate population pressures, negotiations between the Department and the Geo Group increased the Junee inmate population from 600 to 750. As a result changes needed to be made to the physical structure of the centre to accommodate the increase in inmate numbers. Treasury provided an initial allocation of \$5 Million for the 2002/2003 financial year. Works commenced in April 2005. The final project approval was \$5.6 million after taking into account cost adjustments.

The scope of work was as follows

Priority No 1 – Refurbishment of the existing Kitchen

Provide a kitchen with increased capacity, which addresses the issue raised within the report written by Cini-Little kitchen consultants (dated January 2004) and complies with current health regulations. To improve food storage and work flows within the kitchen and provide additional amenities.

Priority No 2 – Inmate Reception

Due to the expansion in inmate numbers the property storage area, holding cells and inmate processing areas were inadequate. The redevelopment proposal identified the following provisions for a new reception area:

- 4 holding cells, each with a capacity for 6 inmates
- an area to process new receptions
- A storage facility for inmate property for 750 inmates
- Interview room for medical and screening and induction interviews
- Direct access to medical unit.

Priority No 3 – Gate House

There were no facilities for visitors outside the facilities. The existing gatehouse was a small temporary shelter between the secure perimeter fences of the pedestrian sally port. The objective was to provide visitor and staff entrance processing in a gatehouse facility within a secure perimeter.

Priority No 4 – Medical Unit

The purpose was to provide additional facilities within the medical unit to accommodate the increase in inmate population.

Update

As of the final inspection conducted by the Monitor at the end of the 2005/06 contract year, the scheduled refurbishment of the centre is almost completed. Inspections have been conducted on the new kitchen, gatehouse, inmate reception and medical areas. All building work has been completed and all areas are operational, though the gate operations are being managed manually as the electronic systems (i.e. cameras and locking mechanisms) are not yet fully operational. It is to be noted that the GEO Group were able to manage the centre during the refurbishment phase with minimal disruption to operations, staff and inmates.

Conclusion

The 2005/06 annual review found that the GEO Group met their contractual obligations.

Julie Ellis
Junee Monitor
Corrections Inspectorate Branch
July 2006

Appendix 25: New Legislation and Significant Judicial Decisions

New Legislation

Crimes (Administration of Sentences) Amendment (Parole) Act 2004

The Crimes (Administration of Sentences) Amendment (Parole) Act 2004 substantially commenced operation on 10 October 2006, with the exception of provisions related to the Compulsory Drug Treatment Correctional Centre, which commenced on 21 July 2006. The Act amended the Crimes (Administration of Sentences) Act 1999 with respect to parole.

The principal amendments were:

- To reconstitute the Parole Board as the State Parole Authority, to vary its membership and to restate its functions
- To restate the matters to which the Parole Authority should give consideration before it decides to release an offender to parole
- To restate the procedures to be followed by the Parole Authority; to provide that submissions may be made in relation to all offenders not just serious offenders

- To direct appeals from the Parole Authority's decisions to the Supreme Court rather than the Court of Criminal Appeal
- To empower a judicial member of the Parole Authority, in urgent circumstances, to suspend an offender's parole order pending an inquiry as to whether the order should be revoked, and
- To require an offender's parole to be made subject to conditions that give effect to a post-release plan that has been prepared for the offender.

The Act also applied introduced minor terminology amendments to the Compulsory Drug Treatment Correctional Centre Act 2004 (which commenced on 21 July 2006).

Crimes (Administration of Sentences) Amendment Regulation 2005

The Crimes (Administration of Sentences) Amendment Regulation 2005 commenced on 10 October 2005.

The Regulation amended the Crimes (Administration of Sentences) Regulation 2001 to prescribe the circumstances that constitute

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Appendices

Appendix 25: New Legislation and Significant Judicial Decisions (continued)

manifest injustice for the purposes of sections 137B and 143B of the Crimes (Administration of Sentences) Act 1999 inserted by the Crimes (Administration of Sentences) Amendment (Parole) Act 2004.

The sections allow the State Parole Authority to consider the case of an offender or serious offender at any time after the offender's parole eligibility date, and without the need for an application, so as to avoid manifest injustice.

The Regulation also removes the role of case management teams and case management committees in the management and classification of inmates and makes provision for the Commissioner to nominate the departmental officers who are to be involved in the preparation and review of case management plans for inmates. The Regulation also makes other minor amendments.

Compulsory Drug Treatment Correctional Centre Act 2004.

The Compulsory Drug Treatment Correctional Centre Act 2004 commenced on 21 July 2006.

The Act amended the Drug Court Act 1998, the Crimes (Sentencing Procedure) Act 1999 and the Crimes (Administration of Sentences) Act 1999 to provide for the compulsory treatment and rehabilitation of recidivist drug offenders and related purposes.

In conjunction with the commencement of the Act, the Crimes (Administration of Sentences) Amendment (Compulsory Drug Treatment Correctional Centre) Regulation 2006 amended the Crimes (Administration of Sentences) Regulation 2001 so that the principal regulation applies to inmates sentenced under the Compulsory Drug Treatment Correctional Centre Act 2004.

Crimes (Serious Sex Offenders) Act 2006

The Crimes (Serious Sex Offenders Act) 2006 commenced on assent on 3 April 2006.

Its purpose was to provide for the supervision and detention of serious sex offenders and for related purposes.

Civil Liability Amendment (Offender Damages Trust Fund) Act 2005

The Civil Liability Amendment (Offender Damages Trust Fund) Act 2005 commenced on assent on 26 October 2005.

The Act amended the Civil Liability Act 2002 to require that damages awarded against the Department of Corrective Services (and other public sector defendants) for injuries suffered by an offender in custody are to be held in trust and used to satisfy a claim for damages for death or personal injury suffered by a victim of an offence committed by the offender. Any surplus remaining after victim claims are satisfied will be paid to the offender.

The Act also allows a victim claim to be made within 6 months after offender damages are awarded despite the claim being barred because of the expiry of the limitation period for the making of the claim, but only for the purpose of the claim being satisfied from those offender damages.

Significant judicial decisions affecting agency or users of its services.

There were no significant judicial decisions affecting the Department or users of its services in 2005/06.

Appendix 26: Privacy and Personal Information Protection Statement

The Department's Privacy Code of Practice is being drafted by the Parliamentary Counsel's Office.

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

Internal Reviews

This financial year, the Department received two applications for internal review. The finding for both internal reviews was that the alleged conduct did not occur. However with the second application, it was found that a departmental officer may be open to prosecution under section 63 of the Privacy and Personal Information Protection Act 1998 (PPIIP Act).

Requests

This financial year, the Department received no requests under either section 14 or section 15 of the PPIIP Act.

Section 45 Complaints

This financial year, the Department received no complaints pursuant to section 45 of the PPIIP Act.

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Appendices

Appendix 27: Number of Escapes by Security Level/Program; 2001/02 to 2005/06

| Security level breached | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|--|------------|------------|------------|------------|------------|
| FULL-TIME CUSTODY | | | | | |
| From within maximum security | 4 | - | - | - | 1 |
| From within medium security | - | - | - | - | 1 |
| From within minimum security | 47 | 15 | 7 | 24 | 12 |
| Adjacent to maximum/medium | - | - | - | - | - |
| Escorted - other (e.g. hospital) | 3 | 1 | 1 | 3 | 3 |
| Escorted external work party | 1 | 5 | 7 | 1 | 5 |
| Escorted external sports/educational excursion | 4 | 1 | - | - | - |
| Day/Weekend leave | 2 | 1 | - | - | - |
| Unescorted education programs | 2 | 1 | - | - | - |
| Work release program | 2 | - | 1 | 2 | 2 |
| Other unescorted authorised absence | - | - | 1 | - | - |
| Court Complex | 9 | 7 | 3 | 2 | 2 |
| Transport (including transfers) | 1 | - | - | - | - |
| Full-time custody total escapes | 75 | 31 | 20 | 32 | 26 |
| Rate per 100 offender years | 1.0 | 0.4 | 0.2 | 0.4 | 0.3 |
| PERIODIC DETENTION | 4 | - | 2 | - | 1 |
| Rate per 100 offender years ¹ | 1.4 | - | 0.9 | - | 0.4 |
| TOTAL ESCAPES | 79 | 31 | 22 | 32 | 27 |
| RATE PER 100 OFFENDER YEARS¹ | 1.0 | 0.4 | 0.3 | 0.3 | 0.3 |

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. The rates cannot be compared to the NCI rates reported in the body of this report owing to differences in counting rules.

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Appendices

Appendix 28: Number of Inmates in NSW custody¹ as at 30 June by Aboriginality²; 1982 to 2005

| Year | CORRECTIONAL CENTRES | | | | PERIODIC DETENTION | | | |
|------|----------------------|--------|-----------------|--------|---------------------|--------|-----------------|--------|
| | Non-Aboriginal/ATSI | | Aboriginal/ATSI | | Non-Aboriginal/ATSI | | Aboriginal/ATSI | |
| | Male | Female | Male | Female | Male | Female | Male | Female |
| 1982 | 3132 | 125 | 203 | 6 | 240 | 6 | 7 | - |
| 1983 | 3097 | 161 | 220 | 10 | 228 | 11 | 6 | - |
| 1984 | 2707 | 149 | 229 | 8 | 247 | 9 | 5 | - |
| 1985 | 3355 | 191 | 287 | 9 | 258 | 7 | 7 | 1 |
| 1986 | 3394 | 188 | 338 | 13 | 264 | 18 | 12 | 3 |
| 1987 | 3616 | 192 | 344 | 16 | 341 | 27 | 12 | 3 |
| 1988 | 3694 | 207 | 344 | 24 | 384 | 21 | 14 | 3 |
| 1989 | 4116 | 231 | 357 | 32 | 475 | 25 | 24 | 1 |
| 1990 | 4654 | 305 | 543 | 36 | 758 | 43 | 27 | 1 |
| 1991 | 5048 | 287 | 578 | 47 | 1054 | 54 | 31 | 4 |
| 1992 | 5331 | 287 | 567 | 43 | 1157 | 62 | 32 | 6 |
| 1993 | 5440 | 265 | 647 | 40 | 1145 | 53 | 38 | 4 |
| 1994 | 5383 | 261 | 717 | 59 | 1155 | 85 | 47 | 4 |
| 1995 | 5297 | 268 | 773 | 46 | 1212 | 84 | 58 | 11 |
| 1996 | 5126 | 272 | 803 | 66 | 1249 | 92 | 75 | 8 |
| 1997 | 5206 | 293 | 851 | 61 | 1336 | 112 | 83 | 15 |
| 1998 | 5214 | 275 | 903 | 83 | 1134 | 97 | 91 | 13 |
| 1999 | 5723 | 337 | 1076 | 106 | 962 | 103 | 69 | 6 |
| 2000 | 5808 | 356 | 1068 | 98 | 1024 | 96 | 71 | 11 |
| 2001 | 6106 | 385 | 1114 | 130 | 892 | 70 | 75 | 8 |
| 2002 | 6016 | 368 | 1266 | 143 | 745 | 60 | 70 | 8 |
| 2003 | 6170 | 355 | 1339 | 145 | 676 | 52 | 48 | 11 |
| 2004 | 6573 | 419 | 1360 | 146 | 640 | 55 | 43 | 4 |
| 2005 | 6896 | 431 | 1458 | 163 | 734 | 62 | 49 | 10 |

ATSI - Aboriginal/Torres Strait Islander

1. Excludes transitional centres and court complexes

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.

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Appendices

Appendix 29: Overseas Visits

| Officers | Period | Days | Countries/Cities Visited | Purpose | Cost to DCS \$ | Source of Funds |
|--|----------------------------|------|--------------------------|---|----------------|------------------------------|
| Ms R Caruana Manager-Strategic Operations Unit | 19-Jun-2006 21-Jun-2006 | 3 | China | To attend workshop on Community Corrections | 0 | by HREOC |
| Ms S Mitchell District Manager-Fairfield -COS | | | | | | |
| Ms M Taylor Principal Advisor-Women Offenders | 14-Jun-2006 16-Jun-2006 | 3 | The Netherlands | To attend "6th Annual International Association of Forensic Mental Health Services Conference" | 3,000 | Recurrent Allocation |
| Ms Blinkhorn Director - Offender Policy Unit | 16-May-2006 18-Jun-2006 | 3 | China | Participate in Workshop with Chinese officials in relation to prison administration arranged by Human rights and Equal Opportunity Commission | 0 | by HREOC |
| Ms M Wright General Manager Dillwynia CC | | | | | | |
| Mr B Norman Area Manager-Community Offender Services | 27-Feb-2006 2-Mar-2006 | 3 | New Zealand | To examine and to report on merging NZ Periodic Detention program with its Community Service Order program into a single program | 1,123 | Recurrent Allocation |
| Ms S Turner | 25-Nov-2005 12-Dec-2005 | 17 | New Zealand | To attend World Indigenous Peoples Conference | 3,000 | Recurrent Allocation by PDGP |
| Mr I Pike Chairman NSW Parole Authority | 21-Nov-2005 22-Nov-2005 | 2 | New Zealand | To attend "Members Conference" | 4,250 | Partly by NZPB |
| Mr P Byrnes Director and Secretary -Parole Authority | | | | | | |
| Mr I McLean Senior Assistant Commissioner | 30-Oct-2005 4-Nov-2005 | 5 | Scotland | To attend ICPA conference | 8,353 525 | Recurrent Allocation |
| Mr P McDonald Executive Director | | | | | | |
| Mr P Linton Clinical Director | 28-Sep-2005 30-Sep-2005 | 3 | United Kingdom | To attend International Conference on the management & treatment of dangerous Offenders | 3,000 | Recurrent Allocation by PDGP |

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Appendices

Appendix 29: Overseas Visits (continued)

High Risk Management

| | | | | | | |
|--|----------------------------|---|-----------------|--|-----------------|----------------------|
| Mr D Rodgers Senior Assistant Commissioner | 25-Sep-2005 30-Sep-2005 | 5 | Korea | To attend 25th Asia & Pacific Conference of Correctional Administrators | 7,889 | Recurrent Allocation |
| Mr B Kelly Assistant Commissioner Security | 14-Aug-2005 19-Aug-2005 | 6 | Solomon Islands | To assess the security and resource requirements of the Solomon Islands Prison Service | 0 | by DFA&T |
| Mr Mac Lulu | | | | | | |
| Total | | | | | \$31,140 | |

HREOC-Human Rights and Equal Opportunity Commission; PDGP-Professional Development Grants Program by DCS; NZPB-New Zealand Parole Board; DFA&T-Department of Foreign Affairs & Trade

Appendix 30: Payment Performance Indicators

Financial Year Ended 30 June 2006

Aged analysis at the end of each quarter

| Quarter | Current (ie within due date) \$,000 | Less than 30 days overdue \$,000 | Between 30 and 60 days overdue \$,000 | Between 60 and 90 days overdue \$,000 | More than 90 days overdue \$,000 |
|-------------------|---|-------------------------------------|--|--|-------------------------------------|
| September Quarter | 2,762 | 813 | 44 | 29 | 23 |
| December Quarter | 6,538 | 1,208 | 160 | 38 | 23 |
| March Quarter | 2,526 | 91 | 72 | 23 | 24 |
| June Quarter | 12,523 | 493 | 82 | 33 | 26 |

Accounts paid on time within each quarter

| Quarter | Total Accounts Paid on Time | | Total Amount Paid | |
|---------------------------|-----------------------------|----------|-------------------|---------|
| | Target % | Actual % | \$,000 | \$,000 |
| September05 First Quarter | 80% | 82.5% | 93,175 | 112,950 |
| December05 Second Quarter | 80% | 80.4% | 75,002 | 93,314 |
| March06 Third Quarter | 80% | 71.8% | 63,223 | 88,030 |
| June06 Fourth Quarter | 80% | 78.3% | 76,947 | 98,257 |

There were no instances where interest was paid on overdue creditor payments.

12.40

Appendices

Appendix 31: Persons Under Detention in each Correctional Centre; 26 June, 2005 and 25 June, 2006

| Correctional Centre | Population at 26 June 2005 | | | | | Population at 26 June 2006 | | | | |
|--|----------------------------|--------|-----------|--------|-------|----------------------------|--------|-----------|--------|-------|
| | Remand ¹ | | Sentenced | | Total | Remand ¹ | | Sentenced | | Total |
| | Male | Female | Male | Female | | Male | Female | Male | Female | |
| FULL- TIME CUSTODY ² | 1822 | 190 | 6560 | 438 | 9010 | 1974 | 211 | 6565 | 484 | 9234 |
| CORRECTIONAL CENTRES ³ | 1778 | 186 | 6553 | 411 | 8928 | 1895 | 203 | 6557 | 457 | 9112 |
| Bathurst | 78 | 2 | 360 | 1 | 441 | 70 | 4 | 405 | 3 | 482 |
| • Main (Medium) | 78 | 2 | 227 | 1 | 308 | 70 | 4 | 270 | 3 | 347 |
| • X-Wing (Minimum) | - | - | 133 | - | 133 | 135 | 135 | - | - | - |
| Berrima (Female) | - | - | - | 60 | 60 | - | - | - | 72 | 72 |
| Brewarrina (Yetta Dhinnakkal) | - | - | 47 | - | 47 | - | - | 49 | - | 49 |
| Broken Hill | 10 | 1 | 85 | 4 | 100 | 11 | 4 | 101 | 5 | 121 |
| • Main (Medium) | 10 | - | 23 | - | 33 | 11 | - | 26 | - | 37 |
| • X-Wing (Minimum) | - | 1 | 13 | 4 | 18 | - | 4 | 25 | 5 | 34 |
| • Ivanhoe (Warakirri) | - | - | 49 | - | 49 | - | - | 50 | - | 50 |
| Cessnock | 71 | - | 368 | - | 439 | 66 | - | 374 | - | 440 |
| • Maximum | 71 | - | 38 | - | 109 | 66 | - | 40 | - | 106 |
| • Minimum | - | - | 330 | - | 330 | - | - | 334 | - | 334 |
| Cooma | - | - | 130 | - | 130 | - | - | 129 | - | 129 |
| Dillwynia (Female) | - | 72 | - | 94 | 166 | - | 69 | - | 100 | 169 |
| Emu Plains (Female) | - | 21 | - | 130 | 151 | - | 18 | - | 153 | 171 |
| Glen Innes | - | - | 123 | - | 123 | - | - | 123 | - | 123 |
| Goulburn | 31 | - | 510 | - | 541 | 40 | - | 496 | - | 536 |
| • Main (Maximum) | 31 | - | 359 | - | 390 | 33 | - | 353 | - | 386 |
| • HRMU | - | - | 33 | - | 33 | 7 | - | 27 | - | 34 |
| • X-Wing (Minimum) | - | - | 118 | - | 118 | - | - | 116 | - | 116 |
| Grafton | 40 | 4 | 207 | 13 | 264 | 29 | 4 | 218 | 17 | 268 |
| • Main (Medium) | 40 | - | 97 | - | 137 | 29 | - | 108 | - | 137 |
| • C Unit (Minimum) | - | - | 110 | - | 110 | - | - | 110 | - | 110 |
| • Non-Work Release | - | - | 110 | - | 110 | - | - | 109 | - | 109 |
| • Work Release | - | - | - | - | - | - | - | 1 | - | 1 |
| • June Baker Unit (Minimum) | - | 4 | - | 13 | 17 | - | 4 | - | 17 | 21 |
| JohnMorony | - | - | 512 | - | 512 | - | - | 515 | - | 515 |
| • John MoronyI (Medium) | - | - | 228 | - | 228 | - | - | 225 | - | 225 |
| • John MoronyII (Minimum) | - | - | 284 | - | 284 | - | - | 290 | - | 290 |
| • Non-Work Release | - | - | 261 | - | 261 | - | - | 263 | - | 263 |
| • Work Release | - | - | 23 | - | 23 | - | - | 27 | - | 27 |
| Junee | 39 | - | 683 | 2 | 724 | 51 | 1 | 683 | 2 | 737 |
| • Medium | 39 | - | 543 | 2 | 584 | 51 | 1 | 543 | 2 | 597 |
| • Minimum | - | - | 140 | - | 140 | - | - | 140 | - | 140 |

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Appendices

Appendix 31:

Persons Under Detention in each Correctional Centre; 26 June, 2005 and 25 June, 2006 (continued)

| Correctional Centre | Population at 26 June 2005 | | | | | Population at 26 June 2006 | | | | |
|--|----------------------------|-----------|------------|-----------|------------|----------------------------|-----------|------------|-----------|------------|
| | Remand ¹ | | Sentenced | | Total | Remand ¹ | | Sentenced | | Total |
| | Male | Female | Male | Female | | Male | Female | Male | Female | |
| Kariong Juvenile | 11 | - | 28 | - | 39 | 12 | - | 21 | - | 33 |
| Kirkconnell | - | - | 210 | - | 210 | - | - | 220 | - | 220 |
| Lithgow | 2 | - | 331 | - | 333 | 4 | - | 325 | - | 329 |
| Long Bay Correctional Complex | 147 | 1 | 951 | 10 | 1109 | 99 | 3 | 888 | 7 | 997 |
| Long Bay Hospital | 121 | 1 | 306 | 8 | 436 | 11 | 3 | 66 | 7 | 87 |
| • Area 1 | 6 | 1 | 101 | 8 | 116 | 11 | 3 | 66 | 7 | 87 |
| • Medical Ward ⁴ | - | - | 30 | - | 30 | - | - | - | - | - |
| • Psychiatric Unit | 5 | 1 | 68 | 8 | 82 | 10 | 3 | 66 | 7 | 86 |
| • Hospital Annexes ⁵ | 1 | - | 3 | - | 4 | 1 | - | - | - | 1 |
| • Area 2 ⁶ | 115 | - | 205 | - | 320 | - | - | - | - | - |
| Metro Special Programs Centre | 10 | - | 606 | - | 616 | 84 | - | 725 | - | 809 |
| • Acute Crisis Management Unit | 2 | - | 6 | - | 8 | 2 | - | 5 | - | 7 |
| • Additional Support Unit | - | - | 8 | - | 8 | - | - | 8 | - | 8 |
| • Assessment Unit | 4 | - | 54 | - | 58 | 15 | - | 42 | - | 57 |
| • Area ⁷ | - | - | 127 | - | 127 | - | - | 112 | - | 112 |
| • Kevin Waller Unit | 3 | - | 8 | - | 11 | 1 | - | 11 | - | 12 |
| • Medical Transit Unit ⁶ | - | - | - | - | - | 66 | - | 124 | - | 190 |
| • Medical Unit ⁴ | - | - | - | - | - | - | - | 14 | - | 14 |
| • Ngara Nura Program | - | - | 16 | - | 16 | - | - | 23 | - | 23 |
| • Sex Offenders Unit | - | - | 362 | - | 362 | - | - | 364 | - | 364 |
| • Violent Offender Therapeutic Program | 1 | - | 25 | - | 26 | - | - | 22 | - | 22 |
| Special Purpose Centre | 16 | - | 39 | 2 | 57 | 4 | - | 97 | - | 101 |
| • Special Purpose Centre | 11 | - | 36 | 2 | 49 | - | - | 48 | - | 48 |
| • Developmentally Delayed Unit | 5 | - | 3 | - | 8 | 4 | - | 3 | - | 7 |
| • Dawn De Loas ⁷ | - | - | - | - | - | - | - | 46 | - | 46 |
| Mannus | - | - | 160 | - | 160 | - | - | 154 | - | 154 |
| Metropolitan Remand and Reception | 587 | - | 257 | - | 844 | 634 | - | 255 | - | 889 |
| Mid-NorthCoast | 52 | 13 | 370 | 27 | 462 | 73 | 7 | 347 | 35 | 462 |
| • Medium ⁸ | 52 | - | 296 | - | 348 | 73 | - | 273 | - | 346 |
| • Minimum | - | 13 | 74 | 27 | 114 | - | 7 | 74 | 35 | 116 |
| Mulawa | - | 72 | - | 70 | 142 | - | 93 | - | 63 | 156 |
| Oberon | - | - | 128 | - | 128 | - | - | 111 | - | 111 |
| Parklea | 431 | - | 205 | - | 636 | 564 | - | 223 | - | 787 |
| • Maximum | 431 | - | 121 | - | 552 | 564 | - | 152 | - | 716 |
| • Minimum | - | - | 84 | - | 84 | - | - | 71 | - | 71 |
| • Non- Work Release | - | - | 82 | - | 82 | - | - | 65 | - | 65 |
| • Work Release | - | - | 2 | - | 2 | - | - | 6 | - | 6 |

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Appendices

Appendix 31: Persons Under Detention in each Correctional Centre; 26 June, 2005 and 25 June, 2006 (continued)

| Correctional Centre | Population at 26 June 2005 | | | | | Population at 26 June 2006 | | | | |
|--|----------------------------|------------|-------------|------------|-------------|----------------------------|------------|-------------|------------|-------------|
| | Remand ¹ | | Sentenced | | Total | Remand ¹ | | Sentenced | | Total |
| | Male | Female | Male | Female | | Male | Female | Male | Female | |
| Parramatta | 254 | - | 226 | - | 480 | 202 | - | 140 | - | 342 |
| St Heliers | - | - | 254 | - | 254 | - | - | 251 | - | 251 |
| Silverwater | - | - | 350 | - | 350 | - | - | 483 | - | 483 |
| • Non WorkRelease | - | - | 287 | - | 287 | - | - | 421 | - | 421 |
| • WorkRelease | - | - | 63 | - | 63 | - | - | 62 | - | 62 |
| Tamworth | 25 | - | 58 | - | 83 | 32 | - | 54 | - | 86 |
| • Medium | 25 | - | 28 | - | 53 | 32 | - | 24 | - | 56 |
| • Minimum | - | - | 30 | - | 30 | - | - | 30 | - | 30 |
| COURT COMPLEXES⁹ | 44 | 4 | 7 | - | 55 | 79 | 8 | 8 | 1 | 96 |
| • 24 hour court complexes | 38 | 3 | 7 | - | 48 | 67 | 6 | 8 | 1 | 82 |
| • Other courts | 6 | 1 | - | - | 7 | 12 | 2 | - | - | 14 |
| TRANSITIONAL CENTRES¹⁰ | - | - | - | 27 | 27 | - | - | - | 26 | 26 |
| Bolwara House Transitional Centre | - | - | - | 11 | 11 | - | - | - | 12 | 12 |
| Parramatta Transitional Centre | - | - | - | 16 | 16 | - | - | - | 14 | 14 |
| PERIODIC DETENTION CENTRES | - | - | 819 | 73 | 892 | - | - | 677 | 57 | 734 |
| Administration | - | - | 14 | - | 14 | - | - | 10 | - | 10 |
| Bathurst | - | - | 18 | 5 | 23 | - | - | 35 | 2 | 37 |
| Campbelltown ¹¹ | - | - | 73 | - | 73 | - | - | - | - | - |
| Grafton | - | - | 27 | - | 27 | - | - | 33 | - | 33 |
| Mannus | - | - | 14 | 2 | 16 | - | - | 12 | 2 | 14 |
| Metropolitan Weekend (Stage 1) ¹² | - | - | - | - | - | - | - | 223 | - | 223 |
| Metropolitan Midweek (Stage 1) ¹² | - | - | - | - | - | - | - | 94 | - | 94 |
| Metropolitan Stage 2 ¹² | - | - | - | - | - | - | - | 91 | - | 91 |
| Norma Parker | - | - | - | 28 | 28 | - | - | - | 27 | 27 |
| Norma Parker Mid-Week | - | - | - | 17 | 17 | - | - | - | 11 | 11 |
| Parklea ¹³ | - | - | 97 | - | 97 | - | - | - | - | - |
| Silverwater Weekend (Stage 1) ¹⁴ | - | - | 169 | - | 169 | - | - | - | - | - |
| Silverwater Mid-Week (Stage 1) ¹⁴ | - | - | 128 | - | 128 | - | - | - | - | - |
| Silverwater (Stage 2) ¹⁴ | - | - | 69 | - | 69 | - | - | - | - | - |
| Tamworth | - | - | 12 | - | 12 | - | - | 12 | - | 12 |
| Tomago | - | - | 115 | 12 | 127 | - | - | 80 | 11 | 91 |
| Wollongong | - | - | 83 | 9 | 92 | - | - | 87 | 4 | 91 |
| TOTAL (All offenders)¹⁵ | 1822 | 190 | 7379 | 511 | 9902 | 1974 | 211 | 7242 | 541 | 9968 |

12.43

Appendices

Appendix 31:

Persons Under Detention in each Correctional Centre; 26 June, 2005 and 25 June, 2006 (continued)

1. Includes inmates held on remand and those held beyond the expiry of any sentence pending deportation. In this publication, appellants are included under sentenced inmates.
2. Full- time custody includes inmates held in gazetted correctional centres, transitional centres and court cell complexes operated by the Department of Corrective Services. Inmates temporarily absent from a correctional centre are also Included. Separate totals for transitional centres and court cell complexes are also presented in this table.
3. Includes gazetted correctional centres only.
4. Long Bay Hospital - Area 1 - Medical Ward closed (temporarily) on 14 June 2006. These inmates were transferred to the Metropolitan Special Programs Centre - Medical Unit which opened on 14 June 2006.
5. Includes annexe at Prince of Wales Hospital (Secure Unit).
6. The transfer of inmates from Long Bay Hospital Area 2 to the Metropolitan Programs Centre - Medical Transit Unit commenced on 21 January 2006. The last inmates were transferred from Long Bay Hospital Area 2 on 29 January 2006.
7. The first inmates at the Special Purpose Centre - Dawn De Loas were received on 20 March 2006.
8. Mid- North Coast - Maximum was renamed Mid- North Coast - Medium following revision of the administrative classification of the unit on 1 July 2005.
9. The Department currently manages 14 court cell complexes in NSW which operate on a 24 hour basis (Broken Hill Court Complex closed on 4 October 2005). The number of inmates held in these complexes varies widely during the week. Inmates temporarily absent from a correctional centre who were held overnight in a court complex are recorded against the correctional centre from which they are absent rather than against the court complex. Figures include Police custody detainees. "Other courts" are courts that operate during normal court business hours only and therefore do not hold persons overnight. Persons shown here are those received and discharged on the same day under the management of Departmental staff. Court cells are not gazetted correctional centres and therefore these inmates are not included in the totals for gazetted correctional centres but are included in the totals for full- time custody.
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. Campbelltown Periodic Detention Centre closed on 9 January 2006.
12. The first detainees at the Metropolitan Periodic Detention Centre were received on 29 July 2005.
13. Parklea Periodic Detention Centre closed on 24 July 2005.
14. Silverwater Periodic Detention Centre closed on 24 July 2005.
15. Total offenders includes inmates held in full- time custody and periodic detention centre detainees.

Appendix 32: Promotional Appeals to Government and Related Employees Appeal Tribunal (GREAT)

| | | |
|--------------|-----------|-------------|
| Disallowed | 32 | 32.98% |
| Allowed | 5 | 5.16% |
| Withdrawn | 56 | 57.73% |
| Struck out | 4 | 4.13% |
| Pending | 0 | 0 |
| Lapsed | 0 | 0 |
| TOTAL | 97 | 100% |

Appendix 33: Risk Management

Motor Vehicle Accident Claims

| Year | No. of Accidents | Frequency of Accidents per 100 Vehicles | Costs | Average Cost per Accident |
|-----------|------------------|---|-----------|---------------------------|
| 2003-2004 | 209 | 25 | \$639,874 | \$3,062 |
| 2004-2005 | 200 | 23 | \$710,095 | \$3,550 |
| 2005-2006 | 213 | 24 | \$787,716 | \$3,698 |

12.44

Appendices

Appendix 33: Risk Management (continued)

Public Liability Claims

The estimated outstanding value of potential claims against the current public liability policy (subject to Treasury Managed Fund actuarial reassessment) is \$16.8 million.

Crown Solicitors Office have confirmed that there are no longer any solvency claims outstanding (claims relating to prior 1 July 1989).

Property Claims

| Year | Claims | Cost |
|-----------|--------|-----------|
| 2003-2004 | 22 | \$545,463 |
| 2004-2005 | 22 | \$527,781 |
| 2005-2006 | 30 | \$638,220 |

Miscellaneous Claims

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

| Year | Claims | Cost |
|-----------|--------|---------|
| 2003-2004 | 2 | \$1,825 |
| 2004-2005 | 1 | \$1,000 |
| 2005-2006 | 4 | \$7,500 |

Appendix 34: Senior Executive Staff at 30 June

| Level | 2002 | | 2003 | | 2004 | | 2005 | | 2006 | |
|---------|------|--------|------|--------|------|--------|------|--------|------|--------|
| | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| 7 (CEO) | 1 | | 1 | | 1 | | 1 | | 1 | |
| 6 | | | | | | | | | 1 | |
| 5 | 1 | | 1 | | 1 | | 1 | | 1 | |
| 4 | 1 | 2 | 3 | 1 | 5 | 1 | 5 | 1 | 8 | 2 |
| 3 | 3 | 1 | 7 | 2 | 7 | 1 | 7 | 1 | 6 | |
| 2 | 6 | | 4 | 1 | 3 | 1 | 3 | 1 | | |
| 1 | 3 | | | | | | | | | |
| | 15 | 3 | 16 | 4 | 17 | 3 | 17 | 3 | 17 | 2 |
| | 18 | | 20 | | 20 | | 20 | | 19 | |

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Appendices

Appendix 35: Sponsorships

During the year ended 30 June 2006 the Department brought to account a total of \$14,500 as income from sponsorships received from 30 business organisations. The sponsorships are in recognition of Corporate Excellence and are 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 five exceptions being:

| | |
|--------------------------------|---------|
| Gilbert and Roach | \$1,500 |
| Manildra Flour Mills | \$1,500 |
| Anchor Corporation P/L | \$1,500 |
| M & J Chickens | \$1,000 |
| Dept of Education and Training | \$1,500 |

Appendix 36: Statutory/Central Agency Reporting Requirements

July

- Financial Statements to Auditor General
- Legislative program and Cabinet Minutes for Session of Parliament to Cabinet Office

August

- Total Asset Management Plan and IMT Strategic Plan to Department of Commerce
- Office Accommodation Strategy (OAS) to Treasury

September

- Audited Annual Returns to Treasury
- Business Continuity Planning Report to Premier's Department
- EEO Plan to Public Employment Office
- Report on Government Services

October

- Annual Report to Treasury
- Global Savings/ Efficiency Dividends Plan to Treasury
- EAPS Standards Framework (biennial)

- Annual Corporate Services Data Collection to Department of Commerce

November

- Forward Estimates and proposed Results and Services Plan to Treasury

December

- Legislative program for Budget Session of Parliament to Cabinet Office
- Summary of Affairs published in Government Gazette

February

- Cabinet Minutes for Budget Submission to Cabinet Office

April

- Response to Treasury Allocation Letter – information for State Budget papers
- Agreed Results and Services Plan to Treasury

June

- Summary of Affairs published in Government Gazette

Appendix 37: Use of Corporate Credit Cards

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



Ron Woodham
Commissioner

7 July 2006

12.46

Appendix 38: Statutory Audit Report



GPO BOX 12
Sydney NSW 2001
9275 7164
D0633873/0112

Mr Ron Woodham
Commissioner
Department Of Corrective Services
Level 6, 20 Lee Street
Sydney NSW 2000

3 October 2006

Dear Mr Woodham

STATUTORY AUDIT REPORT
For the Year Ended 30 June 2006
Department of Corrective Services

I have audited the financial report and transactions of the Department of Corrective Services as required by the *Public Finance and Audit Act 1983* (the Act). This Statutory Audit Report outlines the results of my audit for the year ended 30 June 2006, and details any significant matters that in my opinion call for special notice. The Act requires that I send this report to the Department, the Minister and the Treasurer.

This report is not the Independent Audit Report, which expresses my opinion on the Department of Corrective Service's financial report. I have enclosed the Independent Audit Report, together with the Department's financial report.

Audit Result

I expressed an unqualified opinion on the Department of Corrective Service's financial report and I identified the following significant matters:

- The Department completed a desktop revaluation in June 2006. During our audit work we found that the Fixed Assets Register had not been updated adequately to reflect this revaluation on an individual asset basis. We first raised this matter in our 2004-05 Statutory Audit Report.
- Finalisation of an approved overall Business Continuity Plan that complies with NSW Premier's Department Circular 2003-02 "Electronic Information Security - Business Continuity Planning" is yet to take place. This was also raised in our 2004-05 Statutory Audit Report

Under the Annual Reports legislation, the Department is required to respond in their annual report to all significant matters raised above.

My audit is continuous and I may therefore identify new significant matters before the Auditor-General next reports to Parliament on the Department of Corrective Services audit. If this occurs, I will write to you immediately.

Auditor-General's Report to Parliament

Comment on the Department's activities, financial operations, performance and compliance will appear in the Auditor-General's Report to Parliament. I will send a draft of this comment to the Department for review before the Report is tabled during November.

Scope of the Audit

My audit procedures are targeted specifically towards forming an opinion on the Department of Corrective Service's financial report. This includes testing whether the Department has complied with key legislation that may materially impact on the financial report. The results of the audit are reported in this context.

Each year, the Audit Office also selects various 'non-key' legislative requirements, government policies and practices (e.g. Premier's Circulars) and tests whether the Department has complied with them. This year, I examined:

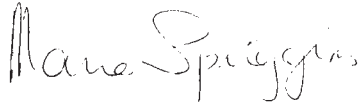
- NSW Premier's Department circular 2003-02 '*Electronic Information Security - Business Continuity Planning*'
- NSW Treasury's Policy Paper TPP 04-01 '*NSW Government Procurement Policy*' and Treasury Circular 04-07 '*Procurement Policy Reform*'

We found that the Department is not fully complying with the provisions of the Premier's Memorandum on Electronic Information Security - Business Continuity Planning (refer Audit Result above).

Acknowledgment

I thank the Department's staff for their courtesy and assistance.

Yours sincerely



M T Spriggins
Director, Financial Audit Services

12.48

Appendices

Appendix 39: Statutory Audit Report - Significant Matters Raised

- **Accounting for Valuation Adjustments**

The Department completed a desktop revaluation in June 2004. However, during the audit, it was found that the Fixed Asset Register has not been updated adequately to reflect this revaluation.

Comment - Valuation adjustments are determined by the NSW Valuer General, the amounts are provided as per Departmental portfolio. For the past three financial years, valuation adjustments have been applied in this manner. To ensure integrity due to market and other considerations in any amounts applied, the Department is scheduled to conduct a detailed property revaluation in 2006/07, at the completion of which the current policy will be reviewed.

- **Absence of Approved Business Continuity Plan**

The audit found that development of a Business Continuity Plan is yet to take place. The issue was raised in the October 2003 Interim Management Letter and again in 2004.

Comment – The Department has a draft Business Continuity Plan that covers the entire agency. It also has an approved IM&T Business Continuity Plan.

The draft Business Continuity Plan has been reviewed for compliance with Premier's Circular No. 2003-02 and, a number of gaps were identified. The Department is working towards filling these gaps and preparing a revised Plan in compliance with the Circular.

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Appendices

Appendix 40: Victims Awareness Project Grants

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

| Year | Amount (ex GST) |
|---------|-----------------|
| 2001/02 | \$69,224 |
| 2002/03 | \$72,084 |
| 2003/04 | \$76,000 |
| 2004/05 | \$80,000 |
| 2005/06 | \$82,400 |

Appendix 41: Victims of Violent Crime Grants Program Funding Allocation

| Organisation 2005/06 | Funding (ex GST) |
|---|------------------|
| Advocates for Survivors of Child Abuse | \$14,750 |
| Advocates for Survivors of Child Abuse - Illawarra | \$8,750 |
| AIDS Council of NSW Inc. (ACON) | \$14,100 |
| Baptist Community Services (Darcy House) | \$14,500 |
| Blue Mountains Community Legal Centre | \$15,000 |
| Bonnie Women's Refuge | \$3,000 |
| Broken Hill Multicultural Women's Resource & Information Centre Inc | \$14,620 |
| Carrie's Place Co-Op | \$10,004 |
| Centacare Catholic Community Services | \$9,200 |
| Central Coast Community Women's Health Centre LTD | \$8,200 |
| Central Tablelands Housing Association Inc. | \$3852 |
| Central West Family Support Group | \$15,000 |
| Citizen Advocacy Northwest Inc. | \$15,000 |
| Dubbo Women's Housing Programme Inc. | \$10,553 |
| Enough is Enough Anti-Violence Movement Inc. | \$3,705 |
| Mayumarri Trust | \$14,605 |
| Namatjira Haven Drug & Alcohol Healing Centre | \$13,369 |
| NSW Women's Refuge Movement Working Party Inc | \$10,150 |
| Port Macquarie Neighbourhood Centre | \$15,000 |
| Rosie's Place Inc. | \$9,470 |
| Shine For Kids Cooperative LTD | \$15,000 |
| The Benevolent Society | \$13,000 |
| Ulladulla & Districts Community Resources Centre | \$8,425 |
| Victims of Crime Assistance League (ACT) Inc | \$13,420 |
| Wagga Women's Health Centre Inc. | \$5,226 |
| TOTAL | \$277,899 |

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Addresses

Section thirteen

Community Offender Services

Albury District Office

556 David Street
ALBURY. 2640
P.O. Box 809
Telephone (02) 6041 2933
Fax: (02) 6041 1353

Armidale District Office

State Government Office Block
Cnr Dumaresq and Faulkner Streets
ARMIDALE. 2350
P.O. Box 633
Telephone (02) 6772 2073
Fax (02) 6771 2107

Bankstown District Office

Level 2 (1st Floor)
47 Rickard Street
BANKSTOWN. 2200
P.O. Box 3097 Bankstown Square 2200
Telephone (02) 9707 2144
Fax (02) 9707 2521

Batemans Bay District Office

1 Beach Road
BATEMANS BAY. 2536
P.O. Box 331
Telephone (02) 4472 4987
Fax (02) 4472 8452

Bathurst District Office

The Mews
Ground Floor, 108 William Street
BATHURST. 2795
P.O. Box 143
Telephone (02) 6332 2737
Fax (02) 6332 2782

Bega District Office

Suite 9, 1st Floor
106 Auckland Street
BEGA. 2550
P.O. Box 267
Telephone (02) 6492 3144
Fax (02) 6492 4286

Blacktown District Office

9 Second Avenue
BLACKTOWN. 2148
P.O. Box 473
Telephone (02) 9671 4266
Fax (02) 9831 7189

Bourke District Office

22 Richard Street
BOURKE. 2840
P.O. Box 91
Telephone (02) 6872 2455
Fax (02) 6872 2592

Bowral District Office

Suites 1 & 2, 2a Walker Street
BOWRAL. 2576
P.O. Box 477
Telephone (02) 4861 3777
Fax (02) 4862 2102

Broken Hill District Office

32 Sulphide Street
BROKEN HILL. 2880
P.O. Box 698
Telephone (08) 8087 9155
Fax (08) 8087 1062

Burwood District Office

Level 1, 27-29 Burwood Road
BURWOOD. 2134
P.O. Box 118, Burwood North
Telephone (02) 9745 2211
Fax (02) 9745 3494

Campbelltown District Office

Level 7, 138 Queen Street
CAMPBELLTOWN. 2560
P.O. Box 332
Telephone (02) 4625 9922
Fax (02) 4625 3052

Casino District Office

Shop 2, 121 Barker Street
CASINO. 2470
P.O. Box 667
Telephone (02) 6662 4311
Fax (02) 6662 6979

Cessnock Parole Unit

Cessnock Correctional Centre
Off Lindsay Street
CESSNOCK. 2325
P.O. Box 173
Telephone (02) 4991 1702
Fax (02) 4990 2315

13.2**Addresses**

Section thirteen

Community Offender Services

Chatswood District Office

1st Floor, 2 Help Street
CHATSWOOD. 2067
P.O. Box 5372, Chatswood West 2057
Telephone (02) 9413 1822
Fax (02) 9413 4746

City District Office

Ground Floor
13-15 Wentworth Avenue
DARLINGHURST. 2010
P.O. Box 370, Darlinghurst, 1300
Telephone (02) 9265 7500
Fax (02) 9264 2576

Coffs Harbour District Office

60 Moonee Street,
COFFS HARBOUR. 2450
P.O. Box 24
Telephone (02) 6652 6933
Fax (02) 6652 1123

Cooma District Office

NSW Government Office Block
39 Bombala Street
COOMA. 2630
P.O. Box 708
Telephone (02) 6452 1903
Fax (02) 6452 5481

Coonamble District Office

22 Castlereagh Street
COONAMBLE. 2829
P.O. Box 56
Telephone (02) 6822 1988
Fax (02) 6822 1163

Dee Why District Office

1st Floor, Pittwater Place
651-653 Pittwater Road
DEE WHY. 2099
P.O. Box 44, Brookvale. 2100
Telephone (02) 9982 7266
Fax (02) 9971 4359

Deniliquin District Office

Suite 2, 286 George Street
DENILIQUIN. 2710
P.O. Box 967
Telephone (03) 5881 4408
Fax (03) 5881 5325

Dubbo District Office

Unit 4, 34-36 Bultje Street
DUBBO. 2830
P.O. Box 1831
Telephone (02) 6882 9744
Fax (02) 6884 4918

Hurstville District Office

Level 2, 2 Woodville Street
HURSTVILLE. 2220
P.O. Box 405
Telephone (02) 9579 6200
Fax (02) 9580 3374

Inverell District Office

NSW Government Offices
127 Otho Street
INVERELL. 2360
P.O. Box 555
Telephone (02) 6721 0309
Fax (02) 6722 5890

Junee District Office

2 Belmore Street
JUNEE. 2663
P.O. Box 197
Telephone (02) 6924 4802
(02) 6930 5564 (Junee CC)
Fax (02) 6924 3729

Katoomba District Office

3 Civic Place
KATOOMBA. 2780
P.O. Box 338
Telephone (02) 4782 2944
Fax (02) 4782 3802

Kempsey District Office

26 Clyde Street
KEMPSEY. 2440
P.O. Box 405
Telephone (02) 6562 7622
Fax (02) 6563 1514

Lake Macquarie District Office

2nd Floor, 7-9 Kelton Street
CARDIFF. 2285
P.O. Box 325
Telephone (02) 4956 5533
Fax (02) 4956 6701

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Addresses

Section thirteen

Community Offender Services

Lismore District Office

Suite 14B, Conway Plaza
21 Conway Street
LISMORE. 2480
P.O. Box 1090
Telephone (02) 6622 1277
Fax (02) 6622 0339

Lithgow District Office

100 Main Street
LITHGOW. 2790
P.O. Box 349
Telephone (02) 6352 1555
Fax (02) 6352 1940

Fairfield District Office

2nd Floor, 119 The Crescent
FAIRFIELD. 2165
P.O. Box 372, Fairfield 1860
Telephone (02) 9728 0111
Fax (02) 9754 1287

Forbes District Office

137 Lachlan Street
FORBES. 2871
P.O. Box 390
Telephone (02) 6852 2219
Fax (02) 6851 1434

Glen Innes District Office

233 Ferguson Street
GLEN INNES. 2370
P.O. Box 468
Telephone (02) 6732 2644
Fax (02) 6732 4532

Gosford District Office

1st Floor, 125 Donnison Street
GOSFORD. 2250
P.O. Box 1024, Gosford
Telephone (02) 4324 3744
Fax (02) 4323 2913

Goulburn District Office

Ground Floor
56 Clinton Street
GOULBURN. 2580
P.O. Box 481
Telephone (02) 4824 2299
Fax (02) 4821 5746

Grafton District Office

NSW Government Offices
49-51 Victoria Street
GRAFTON. 2460
P.O. Box 479
Telephone (02) 6643 2585
Fax (02) 6643 2674

Griffith District Office

NSW Government Offices
104-110 Banna Avenue
GRIFFITH. 2680
P.O. Box 2322
Telephone (02) 6964 2242
Fax (02) 6964 2375

Gunnedah District Office

Government Office Building
35-37 Abbott Street
GUNNEDAH. 2380
P.O. Box 579
Telephone (02) 6742 5220
Fax (02) 6742 4854

Liverpool District Office

171 Bigge Street,
LIVERPOOL. 2170
P.O. Box 3395, Westfield 2170
Telephone (02) 9602 2266
Fax (02) 9602 2600

Long Bay Parole Unit

Long Bay Correctional Complex
Anzac Parade
MATRAVILLE. 2036
P.O. Box 13
Telephone (02) 9289 2172
Fax (02) 9289 2169

Maitland District Office

32 St Andrews Street
MAITLAND. 2320
P.O. Box 227
Telephone (02) 4933 4333
Fax (02) 4934 3106

Moree District Office

25 Auburn Street
MOREE. 2400
P.O. Box 809
Telephone (02) 6752 4088
Fax (02) 6752 3786

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Addresses

Section thirteen

Community Offender Services

Mt. DrUITT District Office

Suites 5-7, 270 Beames Avenue
MT. DRUITT. 2770
P.O. Box V21, Mt. DrUITT Village
Telephone (02) 9625 7777
Fax (02) 9832 4615

Murwillumbah District Office

NSW Government Office Block
135 Murwillumbah Street
MURWILLUMBAH. 2484
P.O. Box 258
Telephone (02) 6672 5499
Fax (02) 6672 5926

Muswellbrook District Office

Level 3, 160 Bridge Street
MUSWELLBROOK. 2333
P.O. Box 340
Telephone (02) 6543 2255
Fax (02) 6543 2868

Narrabri District Office

NSW Government Offices
53 Maitland Street
NARRABRI. 2390
P.O. Box 65
Telephone (02) 6792 4457
Fax (02) 6792 1963

Newcastle District Office

3rd Floor, Eagle Building
25 Watt Street
NEWCASTLE. 2300
P.O. Box 439
Telephone (02) 4929 3921
Fax (02) 4929 4683

Newtown District Office

93-99 King Street
NEWTOWN. 2042
P.O. Box 223
Telephone (02) 9550 4056
Fax (02) 9550 4068

Nowra District Office

Housing Commission Building
Level 1, 24 Berry Street
NOWRA. 2451
P.O. Box 694
Telephone (02) 4422 1599
Fax (02) 4421 8186

Orange District Office

NSW Government Offices
CNR. Kite and Anson Streets
ORANGE. 2800
P.O. Box 53
Telephone (02) 6361 4666
Fax (02) 6362 0454

Parramatta District Office

Level 1, Enterprise House
1 Fitzwilliam Street
PARRAMATTA. 2150
P.O. Box 666, Parramatta 2124
Telephone (02) 9685 2666
Fax (02) 9685 2600

Penrith District Office

Suite 8, Ground Floor
Danallam House
311 High Street
PENRITH. 2750
P.O. Box 436, Penrith 2751
Telephone (02) 4731 1511
Fax (02) 4721 1020

Port Macquarie District Office

1st Floor, Marena House
17 Short Street
PORT MACQUARIE. 2444
P.O. Box 783
Telephone (02) 6583 6677
Fax (02) 6584 1917

Queanbeyan District Office

Suite 1, Level 1,
7-9 Morriset Street
QUEANBEYAN. 2620
P.O. Box 823
Telephone (02) 6298 0000
Fax (02) 6297 4775

Silverwater Parole Unit

MRRC, Holker Street,
SILVERWATER. 2141
Private Bag 144,
Australian Business Centre
Telephone (02) 9289 5945
Fax (02) 9289 5954

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Addresses

Section thirteen

Community Offender Services

Sutherland District Office

9-15 East Parade
SUTHERLAND. 2232
P.O. Box 521
Telephone (02) 9521 3544
Fax (02) 9545 3587

Tamworth District Office

143 Marius Street
TAMWORTH. 2340
P.O. Box 1013
Telephone (02) 6766 7444
Fax (02) 6766 7348

Taree District Office

68 Wynter Street
TAREE. 2430
P.O. Box 92
Telephone (02) 6552 7599
Fax (02) 6551 2648

Tumut District Office

76 Capper Street
TUMUT. 2720
P.O. Box 488
Telephone (02) 6947 4104
Fax (02) 6947 4116

Wagga Wagga District Office

NSW Government Offices
57 Gurwood Street
WAGGA WAGGA. 2650
P.O. Box 791
Telephone (02) 6921 2950
Fax (02) 6921 2862

Windsor District Office

1st Floor
494 George Street
SOUTH WINDSOR. 2756
P.O. Box 625
Telephone (02) 4577 4250
Fax (02) 4577 4744

Wollongong District Office

Level 3,
111 Crown Street
WOLLONGONG. 2500
P.O. Box 340, Wollongong East 2520
Telephone (02) 4226 1928
Fax (02) 4226 9567

Wyong District Office

Suite 2,
30-32 Hely Street
WYONG. 2259
P.O. Box 235, Wyong 2259
Telephone (02) 4353 9399
Fax (02) 4353 9662

Young District Office

3 Junction Street
YOUNG. 2594
P.O. Box 611
Telephone (02) 6382 3599
Fax (02) 6382 4789

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Addresses

Section thirteen

Regional Offices and Correctional Centres

Inner Metropolitan Regional Office

Address: Long Bay Correctional Complex Anzac Parade Malabar 2036
 Telephone: (02) 8304 2000
 Fax: (02) 9289 2100
 Postal Address: PO Box 13, MATRAVILLE NSW 2036

Outer Metropolitan Regional Office

Address: Level 3, 22 Main Street Blacktown 2148
 Telephone: (02) 9854 7200
 Fax: (02) 9621 0062
 Postal Address: PO Box 177, BLACKTOWN NSW 2148

North-West Regional Office

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

South-West Regional Office

Address: Level 1, 56-58 Clinton Street Goulburn 2580
 Telephone: (02) 4823 2222
 Fax: (02) 4822 1518
 Postal Address: PO Box 952 GOULBURN NSW 2580

South-West Sub Regional Office

Address: 596 Great Western Highway Marrangaroo 2790
 Telephone: (02) 6352 1242
 Fax: (02) 6352 1433
 Postal Address: PO Box 399 LITHGOW NSW 2790

Security Intelligence Division

Address: William Morrow Building, Jamieson Street Silverwater 2128
 Telephone: (02) 9289 5002
 Fax: (02) 9748 0126
 Postal Address: Locked Bag 3 Australia Post Business Centre SILVERWATER NSW 1811

Bathurst Correctional Complex

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

Berrima Correctional Centre

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

Bolwara House Transitional Centre

Address: Lot 2 Old Bathurst Road Emu Plains 2750
 Telephone: (02) 4735 7098
 Fax: (02) 4735 5972
 Postal Address: Locked Bag 2 PENRITH NSW 2751

Brewarrina (Yetta Dhinnakkal) Correctional Centre

Address: Coolabah Road Brewarrina 2839
 Telephone: (02) 6874 4717
 Fax: (02) 6874 4721
 Postal Address: Locked Bag 1 BREWARRINA NSW 2839

Broken Hill Correctional Centre

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

Cessnock Correctional Centre

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

Cooma Correctional Centre

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

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Addresses

Section thirteen

Regional Offices and Correctional Centres

Dillwynia Correctional Centre

Address: The Northern Road
Berkshire Park 2765
Telephone: (02) 4582 2222
Fax: (02) 4582 2532
Postal Address: Locked Bag 657
SOUTH WINDSOR NSW 2756

Emu Plains Correctional Centre

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

Glen Innes Correctional Centre

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

Goulburn Correctional Complex

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

Grafton Correctional Centre

Address: 170 Hoof Street Grafton 2460
Telephone: (02) 6642 0300
Fax: (02) 6642 7419
Postal Address: PO Box 656
GRAFTON NSW 2460

Ivanhoe (Warakirri) Work Centre

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

John Morony Correctional Complex (John Morony 1 and John Morony II)

Address: The Northern Road
Berkshire Park 2765
Telephone: (02) 4582 2222
Fax: (02) 4582 2261
Postal Address: Locked Bag 654
SOUTH WINDSOR NSW 2756

Junee Correctional Centre

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

Kariong Juvenile Correctional Centre

Address: Pacific Highway Kariong 2250
Telephone: (02) 4340 2600
Fax: (02) 4340 2595
Postal Address: PO Box 7275
KARIONG NSW 2250

Kirkconnell Correctional Centre

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

Lithgow Correctional Centre

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

Long Bay Correctional Complex

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

Mannus Correctional Centre

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

Metropolitan Remand & Reception Centre (MRRC)

Address: Holker Street Silverwater 2128
Telephone: (02) 9289 5600
Fax: (02) 9289 5929
Postal Address: Private Bag 144
SILVERWATER NSW 1811

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Addresses

Section thirteen

Regional Offices and Correctional Centres

Mid-North Coast Correctional Centre

Address: 370 Aldavilla Road Aldavilla NSW 2440
Telephone: (02) 6560 2700
Fax: (02) 6560 2734
Postal Address: PO Box 567
WEST KEMPSEY NSW 2440

Mid-West Correctional Centre

Address: Goolma Road Wellington NSW 2820
Telephone: (02) 6845 3730
Fax: (02) 6845 3792
Postal Address: PO Box 386
WELLINGTON NSW 2820

Mulawa Correctional Centre

Address: Holker Street Silverwater 2128
Telephone: (02) 9289 5399
Fax: (02) 9647 1409
Postal Address: Locked Bag 130
Australian Business Centre,
SILVERWATER NSW 1811

Oberon Correctional Centre

Address: Gurnang Road Shooters Hill
via Oberon 2787
Telephone: (02) 6335 5248
Fax: (02) 6335 5220
Postal Address: Locked Bag 2,
OBERON NSW 2787

Parklea Correctional Centre

Address: 66 Sentry Drive Parklea 2768
Telephone: (02) 9678 4888
Fax: (02) 9626 5657
Postal Address: Box 6148
Delivery Centre Fifth Avenue
BLACKTOWN NSW 2148

Parramatta Correctional Centre

Address: Cnr O'Connell and Dunlop Streets North
Parramatta 2151
Telephone: (02) 9683 0300
Fax: (02) 9630 3763
Postal Address: Locked Bag 2
NORTH PARRAMATTA NSW 1750

Parramatta Transitional Centre

Address: 124 O'Connell Street Parramatta 2151
Telephone: (02) 9890 1389
Fax: (02) 9890 1455

Silverwater Correctional Centre

Address: Holker Street Silverwater 2128
Telephone: (02) 9289 5100
Fax: (02) 9289 5209
Postal Address: Locked Bag 115
Australian Post Business Centre,
SILVERWATER NSW 1811

St Heliers Correctional Centre

Address: McCullys Gap Road
Muswellbrook 2333
Telephone: (02) 6543 1166
Fax: (02) 6543 1944
Postal Address: PO Box 597
MUSWELLBROOK NSW 2333

Tamworth Correctional Centre

Address: Cnr Dean & Johnson Streets
Tamworth 2340
Telephone: (02) 6766 4977
Fax: (02) 6766 4851
Postal Address: PO Box 537
TAMWORTH 2340 NSW

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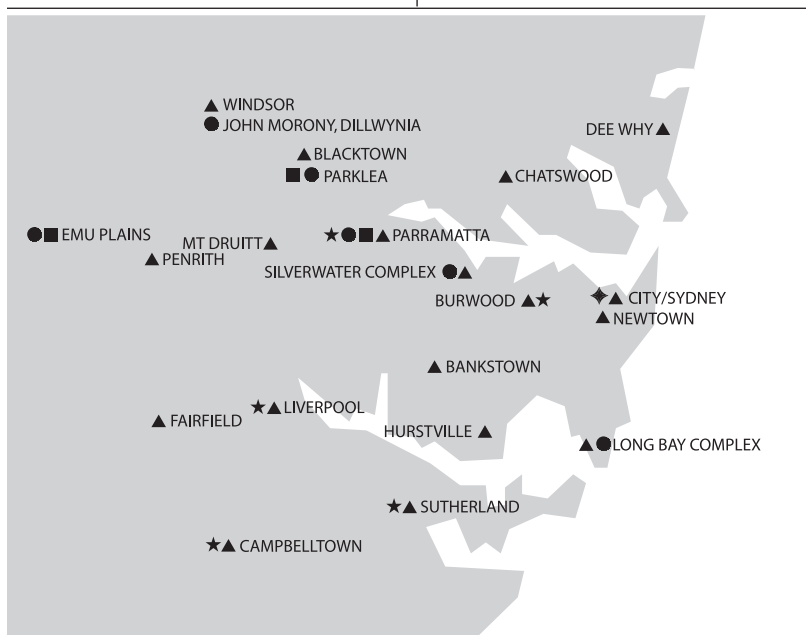
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- CORRECTIONAL CENTRE
- PERIODIC DETENTION CENTRE
- ▲ COMMUNITY OFFENDER SERVICES
- ★ COURTS
- ★▲ CITY/SYDNEY COURTS

Central (King Street)
 Darlinghurst
 Downing Centre
 Queens Square Supreme
 Sydney Police Centre

