

NEW SOUTH WALES DEPARTMENT OF CORRECTIVE SERVICES

ANNUAL REPORT

2002/03



VISION

INTERNATIONALLY RECOGNISED PERFORMANCE IN CORRECTIONS

MISSION

REDUCE RE-OFFENDING THROUGH SECURE, SAFE AND HUMANE MANAGEMENT OF OFFENDERS

ABOUT THE NEW SOUTH WALES DEPARTMENT OF CORRECTIVE SERVICES

The Department of Corrective Services provides custodial and community based correctional services as an important element of the system of criminal justice. In addition to managing offenders under the jurisdiction of New South Wales courts the Department manages Commonwealth offenders and provides custodial services on behalf of the Australian Capital Territory Government.

Services include correctional centre custody of remand and sentenced inmates, periodic detention, home detention, parole, pre-sentence advice to courts, community service orders and other forms of community offender supervision. Custodial escort and court security services are provided in many areas of the state; a task previously undertaken by Police.

The Department provides programs and services directed at reducing re-offending as well as secure and safe custody and community based supervision.

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Cover: View of Bathurst Correctional Centre at night, showing the main entrance and the original Deputy Governor's residence.

Photo: Sue Paull, 2000.

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LETTER OF SUBMISSION



New South Wales Government



Department of Corrective Services



The Hon John Hatzistergos MLC
Minister for Justice
Minister Assisting the Premier on Citizenship
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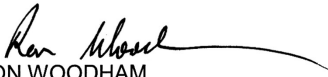
Our Reference

Your Reference

Dear Minister

It is my pleasure to present the Annual Report of the Department of Corrective Services, for the year ended 30 June 2003, for presentation to Parliament. The Report has been prepared in accordance with the provisions of the Annual Reports (Departments) Act 1985, the Public Finance and Audit Act 1983, the Crimes (Administration of Sentences) Act 1999, the Freedom of Information Act 1989, the Disability Services Act 1993 and the relevant Treasurer's Directions, Premier's, Treasurer's and Ministerial Memoranda and Treasury Circulars.

Yours sincerely


RON WOODHAM
Commissioner
October 2003

BOARD OF MANAGEMENT

COMMISSIONER Ron Woodham PSM

Commissioner Woodham was appointed on 9 January 2002.

He has extensive senior executive experience in corrections, most recently as Senior Assistant Commissioner, Inmate and Custodial Services with the Department.

The Commissioner is responsible to the Minister for all of the Department's activities.

SENIOR ASSISTANT COMMISSIONER INMATE AND CUSTODIAL SERVICES

Ian McLean MBA

Senior Assistant Commissioner McLean was appointed on 28 June 2002. Mr McLean has been with the NSW Department of Corrective Services for 30 years has been employed in a variety of correctional centres.

Mr McLean has a Master's in Business Administration and has held various senior management positions for the past 12 years.

The Senior Assistant Commissioner, Inmate & Custodial Services is responsible for the operation and security of all correctional centres and periodic detention centres, court security and escorts.

A/SENIOR ASSISTANT COMMISSIONER COMMUNITY OFFENDER SERVICES

Ken Middlebrook

Appointed Chief Superintendent in May 1992 and was Regional Commander North West Region until May 2000, then Commander Security and Investigations Branch until March, 2003. Acting Senior Assistant Commissioner Middlebrook has been with the Department for 25 years and has a wide range of experience in all correctional management activities, with 16 years experience in senior management of correctional centres.

The Senior Assistant Commissioner, Community Offender Services is responsible for the development and operation of all community offender services and community based correctional programs.

ASSISTANT COMMISSIONER OFFENDER MANAGEMENT

Luke Grant MSc

Mr Grant took up the position of Assistant Commissioner Inmate Management in December 2000 following the transfer of Assistant Commissioner Mc Comish to Probation and Parole. Mr Grant has held a number of positions in the Department in the areas of inmate classification, programs and education and comes from a background in tertiary education.

The Assistant Commissioner Inmate Management is responsible for inmate programs and services including Corrective

Services Industries and classification.

ASSISTANT COMMISSIONER SECURITY AND OPERATIONAL PROGRAMS

John Klok

Mr Klok was appointed to the position of Assistant Commissioner, Security and Operational Programs on 1 January 2003. He has 35 years custodial experience, holding all ranks including extensive senior executive experience as regional commander at several locations.

The position of Assistant Commissioner, Security and Operational Programs was created to develop enhanced systems and procedures to meet security and safety challenges in correctional centre management. In addition, the role includes assisting in the achievement of security and safety goals managing offenders within the community.

EXECUTIVE DIRECTOR FINANCE AND ASSET MANAGEMENT

Gerry Schipp EMBA, MNIA

Mr Schipp was appointed to the position from January 1998 with 19 years experience in the finance, economics and corporate support functions of the public sector. Prior to his appointment Mr Schipp was Assistant Director General, Corporate Services with the NSW Department of Training and Education Co-ordination.

He is responsible for the functions of corporate finance,

budget, logistics and facilities management.

EXECUTIVE DIRECTOR INFORMATION MANAGEMENT

Wayne Parker

Mr Parker was appointed to the position in April 2003. He has over 26 years of experience in local, and State Government agencies. He has been involved in the development and delivery of applications software and is responsible for both the provision of business solutions utilising information technology and the information management functions across the Department.

EXECUTIVE DIRECTOR OFFICE OF THE COMMISSIONER

Peter Peters

Mr Peters was appointed to the position of 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.

The Executive Director is responsible for planning, policy co-ordination, legislation, FOI and privacy, media and public relations, research and statistics, strategic development, and executive support incorporating ministerial liaison; and major Department-wide initiatives.

EXECUTIVE DIRECTOR PROBITY AND PERFORMANCE AND CHIEF ETHICAL STRATEGIST

Mike Woodhouse LL.B (Hons)

Mr Woodhouse joined the Department on 26 March 2001 and was appointed to the position of Executive Director, Probity & 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 took up an appointment as head of Investigation and Intelligence Training at the NSW Police Academy Goulburn before moving to take up a position with ICAC in 2000 as Director of Investigations.

EXECUTIVE DIRECTOR HUMAN RESOURCES MANAGEMENT

Vacant

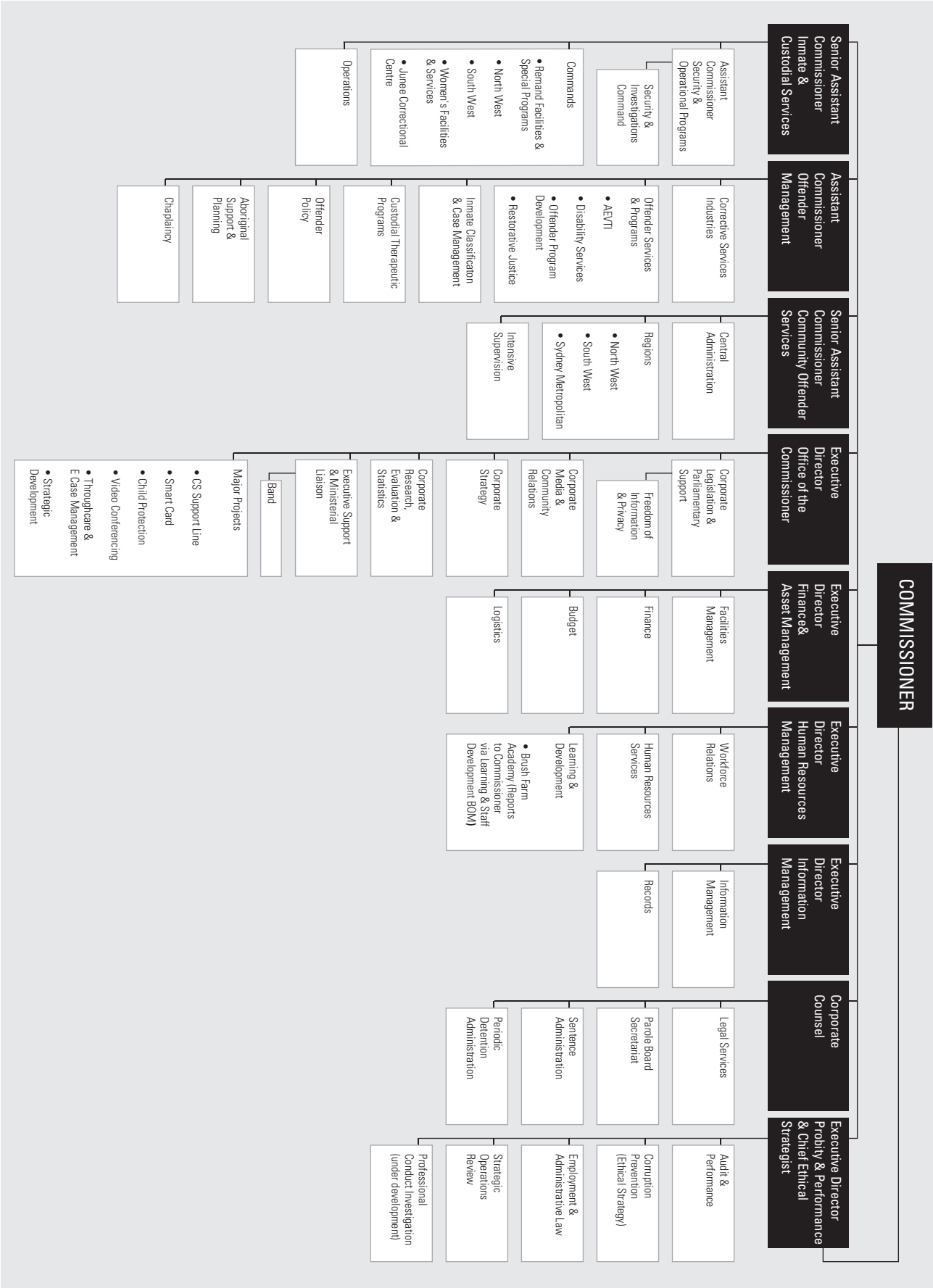
Mrs Kay Lord retired from the position of Executive Director, Human Resources in October 2003. A new Executive Director, Human Resources has been appointed but had not taken up the position at the time the report went to press. The Executive Director Human Resources Management is responsible for the functions of personnel, industrial relations, occupational health, safety and rehabilitation, EEO, learning and development and the Brush Farm Academy.

CORPORATE COUNSEL

Paul Nash

Mr Nash has been Corporate Counsel since February 1998. He was previously Director, Legal Services from May 1992, having joined the Department in December 1990 as Acting Director, Legal Services. He has had extensive public sector legal management experience with the Forestry Commission, the Public Service Board, the Department of Industrial Relations and this Department. He provides legal, strategic and policy advice and is responsible for the Department's Legal Services Division.

ORGANISATION



COMMISSIONER'S FOREWORD



VISION

Internationally recognised performance in corrections.

MISSION

Reducing re-offending through secure, safe and humane management of offenders.

As inmate numbers continued to increase, 2002/03 was a year of significant challenges for our staff. Clear progress was made in establishing an organisational framework for Throughcare, tightening security and developing a 'whole of government' approach to reducing re-offending.

In April 2003, John Hatzistergos was appointed Minister for Justice, replacing Richard Amery as the Department's ministerial head.

Managing a fluctuating inmate population

The average daily population of inmates in full time custody rose from 6,835 in 1998/99 to 7,854 in 2002/03, including a 2.4% increase on last year. These average figures hide a fluctuating population, with the daily average population falling to 7,736 and climbing to 8,062 in the highest week of the year.

At the same time, Community Offender Services faced a substantial increase in the number of reports (pre-sentence, post-sentence and pre-release) required for Sentencing and Releasing Authorities, while the total

number of new offenders registering with the Service increased by 6% from 2001/02.

The impact of the fluctuating inmate population has been to make forward planning and budgeting increasingly difficult. Constant fluctuations have a significant impact on inmate movements throughout the State to ensure the appropriate and secure accommodation of inmates. These movements are expensive and disruptive to programs and services. The expanded use of the bail video link has enabled the Department to mitigate these problems to a certain extent.

The Department was also challenged by a diverse and difficult to manage offender mix, complicated by a 12% increase in the percentage of remand inmates in custody, severely impacting resources and service provision. Remand inmates are some of the most resource intensive, despite many being in custody for only a few days, requiring screening, intense monitoring, moving to and from court, and security around family and legal visits.

The need to make accommodation constantly available for remand inmates has a direct impact on the availability of accommodation for sentenced inmates. While the Department has endeavoured to keep pace with the increase by acquiring additional accommodation, the complex inmate mix does not always coincide with bed availability. There is a constant requirement to juggle the particular needs of individual inmates, in terms of managing risk, placing them within appropriate visiting distances of family and friends and providing them with the optimum services, with the operational agreements for each centre.

Tightening security

Since the late 1990s, the Department has identified Security Threat Groups (STGs) who pose new risks to the safety of staff and inmates in correctional centres. The activities of these groups and the rivalries between them have resulted in violence, organised crime and increased tension, with correctional centre management having to avoid mixing rival group members.

To combat this rising issue, the STG Task Force was established in October 2002, commencing operations at the Malabar Security Unit at Long Bay. This Task Force profiles inmates for placement on the STG Program at Parklea and Goulburn, which is now running on a trial basis for 12 months. The program aims to isolate leaders, prevent STG control structures from developing, reduce rivalries and provide a pathway to reintegrate STG inmates into the mainstream correctional centre population.

Security has also been increased across the State with the redevelopment of electronic security within correctional facilities, a review of the investigations process and new searching processes giving officers increased powers to prevent contraband from entering centres.

Progressing with capital works

The inmate population is expected to increase to 9,000 by 2005 and, to meet this demand, the Department is constructing new correctional facilities at Kempsey, South Windsor and Wellington and extensions at Parklea to provide an additional 1,300 beds. It is also substantially upgrading a number of correctional centres, including building two new Long Bay facilities that opened in the last year: a 72-bed Intellectual Disability Unit; and transitional accommodation for women with mental health and drug and alcohol abuse issues.

The capital works program has progressed well, offering the potential for new facilities to come on line earlier than planned. Highlights included:

Parklea

In February 2003, the Department opened a \$20 million extension to the maximum security Parklea Correctional Centre. The extension, which will house up to 200 remand prisoners, takes inmate numbers at Parklea to 656.

New mid north coast facility

Construction of a 350-bed multi-classification correctional centre for male and female inmates at Kempsey made good progress. The project is due for completion in March 2004 and will eventually have a 150-bed extension to accommodate remand inmates.

New mid-western facility

During the year, the Premier announced that Wellington would be the site for the new mid-western correctional centre. The Department has made a valuable start towards developing a positive relationship with the local community, holding a public meeting to keep residents updated and meeting with the Shire Council and business leaders. This process is being aided by the Governor (elect) for the new correctional centre, Sue Wye, moving to Wellington.

Meeting the needs of female offenders

The number of female inmates has increased by more than 30% in the last five years, presenting additional challenges. The Department is committed to providing facilities, services, programs and a management approach that meet the particular needs of female offenders. This was formally recognised in the establishment of the Women's Facilities and Services Command in late 2002.

At the heart of the Department's approach to female inmates is the new Dillwynia correctional centre at South Windsor, which is well ahead of schedule. When this state-of-the-art facility opens in 2004, it will be a benchmark for female custodial practices in Australia, offering domestic-style accommodation for 200 women. Once Dillwynia has been commissioned, a major upgrade of the Mulawa correctional centre is planned to bring it in line with best practice.

A particular challenge facing the Department is to increase the number of female custodial officers, and our Custodial Recruitment Unit will place greater emphasis on this in the coming financial year.

Maintaining a duty of care

To maintain a duty of care, while absorbing these increasing pressures on staff and facilities and managing cost, the Department must align staffing structures within correctional centres to enable a new way of working. In 2002/03 a business plan was developed to move the Department towards this goal, and negotiations with unions have since commenced.

In future, there will be more flexibility, giving the Department the ability to move staff between divisions, and improved accountability for individual and collective performance.

Implementing Throughcare

The Department's ability to assess offender risks and needs and deliver programs that reduce re-offending

improved during the year with the introduction of E case management and a risk/needs assessment tool, the LSI-R, allowing more targeted and effective programming. These processes and tools are at the centre of the Department's strategy to improve offender management and reduce re-offending.

There have been particular developments in this regard in non-custodial areas. With the intention of identifying offenders most at risk of re-offending, during the year the Probation and Parole Service expanded the LSI-R to all its clients for use as the basis for all assessment and case planning. This standardised assessment process will improve the way the Service works and greatly support Throughcare.

Community Offender Services

To reflect the Throughcare principle, during the year the Department's community-based division was renamed from Probation and Parole to Community Offender Services (COS). The division is responsible for all the correctional activity that takes place outside the boundaries of an institution. A core priority in the coming year will be to improve cooperation and coordination between COS and Inmate and Custodial Services, making their support for offenders seamless in the post-release process and removing duplicate practices. This is likely to involve realigning regional boundaries between these operations.

Post-release support to reduce re-offending

Offenders have high rates of mental illness and drug and alcohol abuse. Part of the Department's custodial responsibility is to rehabilitate inmates and substantial resources are devoted to such treatments. However, if these programs are not continued post-release, the likelihood of recidivism significantly increases. One of the Department's priorities for the year was therefore to create links with Government and community agencies to ensure inmates receive post-release support with mental health and drug and alcohol abuse issues.

Reinforcing ethical standards

During the year, the new Probity and Performance Management Division helped to shape and support policy and procedure to reinforce the Department's ethical standards. The result is a slowly changing culture, with a high standard of probity being brought to bear on all practices.

The next step is to expand the Division's role to include performance management, at which stage it will assume responsibility for analysing management data and evaluating comparative operational performance.

Recognising Human Resources best practice

2002/03 brought difficult challenges in human resources management, including workplace reform to deliver better and more cost-efficient services, recruitment, learning and development and being able to effectively manage change. In responding to these needs, the Department won awards from Treasury Managed Funds for risk management, from the Department of Education and Training for Aboriginal employment and from Group Training NSW for Excellence in Training.

This year also saw the establishment of 'The Way Forward' Project to advance workplace reform in correctional centres. The Department plans to pilot these improved and more efficient work practices at the Dillwynia and Mid North Coast Correctional Centres in the coming year.

Academy Review

During the year, Professor Tim Rohl reviewed the Brush Farm Academy, making 26 recommendations, many of which the Department is already implementing. These changes include setting up a Board of Management to oversee the entire learning and staff development agenda, which will receive monthly reports from the Custodial and Non-Custodial Training Committees. The Academy achieved the highest rating for its curriculum by Australian standards and, with the improvements of

the Rohl Report, will play an ever-increasing role in the Department in the next financial year.

Decentralisation

In February 2003, Premier Carr announced that over 100 administrative jobs would move from Roden Cutler House to Goulburn as part of a major decentralisation for the Department. The relocation of so many staff will reinforce the Department's already strong links with Goulburn, which houses the High Risk Management Unit opened in 2001 within Goulburn Correctional Centre.

The staff of the Department can take pride in another year of fulfilling their increasingly diverse responsibilities. I want to thank all staff for their commitment and dedication in the last financial year. They have served the people of New South Wales well by contributing to community safety and properly discharging their duty of care to those entrusted to their custody or management.

Ron Woodham PSM
Commissioner



FINANCIAL SUMMARY

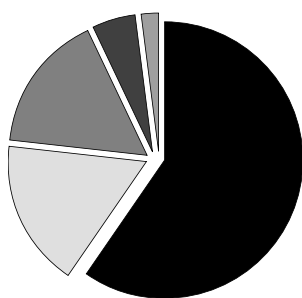
Budget and Financial Results

During 2002/03, the Department was allocated \$502 million in recurrent funding and \$120 million for capital works.

Of this \$120 million, \$8 million was put towards a \$24 million-project providing new beds in a Mental Health Assessment Unit at the Metropolitan Remand and Reception Centre and preliminary work for a similar facility at the Mulawa Correctional Centre for women.

Enhancement funding of \$17 million recurrent and \$15 million capital allocations was provided to cover the cost of the increased inmate population expected to result from the Government's decision to tighten bail conditions.

The Department's expenditure in 2002/03 (recurrent and capital) totalled \$764 million. About 59% of this represented employee-related expenses and 2% maintenance of assets and equipment.



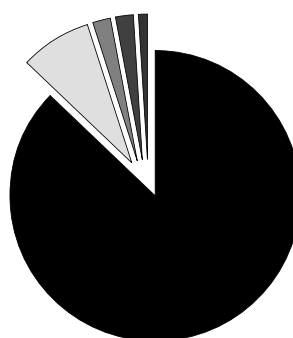
Details of Expenditure	%	\$M
Employee related costs	59%	452.2
Other related costs	17%	133.6
Capital Works	16%	120.0
Depreciation and amortisation	5%	36.3
Maintenance of assets and equipment	2%	18.4
Grants and subsidies	0%	3.8
	100	764.3

Expenditure was mitigated by the construction of the Dillwynia Correctional Centre extension and Kempsey Correctional Centre being completed ahead of schedule and funds being sourced from the sale of Departmental surplus assets and from Consolidated Fund supplementation.

Sources of Funding

In addition to Government appropriations totalling \$622 million, other sources of funding came from Corrective Services Industries (2%) and the sale of services to ACT (1% down from the 2% in 2001/02). This brought the Department's total funding for the year to \$709 million.

The audited financial statements included in this report contain the full details of the Department's income and expenditure and financial position.



Sources of Funds	%	\$M
Government appropriations	88%	621.9
Other government contributions	8%	55.3
Other income	2%	12.6
Corrective Services Industries	2%	11.5
Sales of services to the ACT	1%	7.7
	100	709.0

THE STRUCTURE OF THIS ANNUAL REPORT REFLECTS THE DEPARTMENT'S
CORPORATE PLAN 2001–2004.

THE REPORT OUTLINES THE STRATEGIES IMPLEMENTED TO MEET THE OBJECTIVES OF
THE CORPORATE PLAN AND REPORTS ON PROGRESS AGAINST EACH ONE IN THE
2002/03 FINANCIAL YEAR.

KEY RESULT AREAS

CORRECTIONAL CENTRE MANAGEMENT

COURT SECURITY AND INMATE ESCORT SERVICES

COMMUNITY BASED CORRECTIONAL SERVICES

STAFF OF THE DEPARTMENT

MANAGING ASSETS AND RESOURCES

TARGET ACHIEVED ◆◆◆

CORRECTIONAL CENTRE MANAGEMENT

OBJECTIVE

Correctional centres (including Periodic Detention Centres) are humane, safe and secure environments that provide a structured day for inmates and a program pathway to release.

Throughcare Strategic Framework

On 29 January 2003 the Commissioner launched the Department's Throughcare Strategic Framework. Throughcare plans for and provides holistic and coordinated services and programs to offenders while they are under the care of the Department. The focus of Throughcare is on the offender. It ensures that all relevant information about the offender is gathered, recorded and shared in a timely and effective manner.

The Throughcare Framework will ensure that risk and needs assessment informs whole-of-sentence planning. Its implementation involves a Throughcare and E Case Management project managed by a new Unit, which was established within the Office of the Commissioner during the year.

STRATEGY

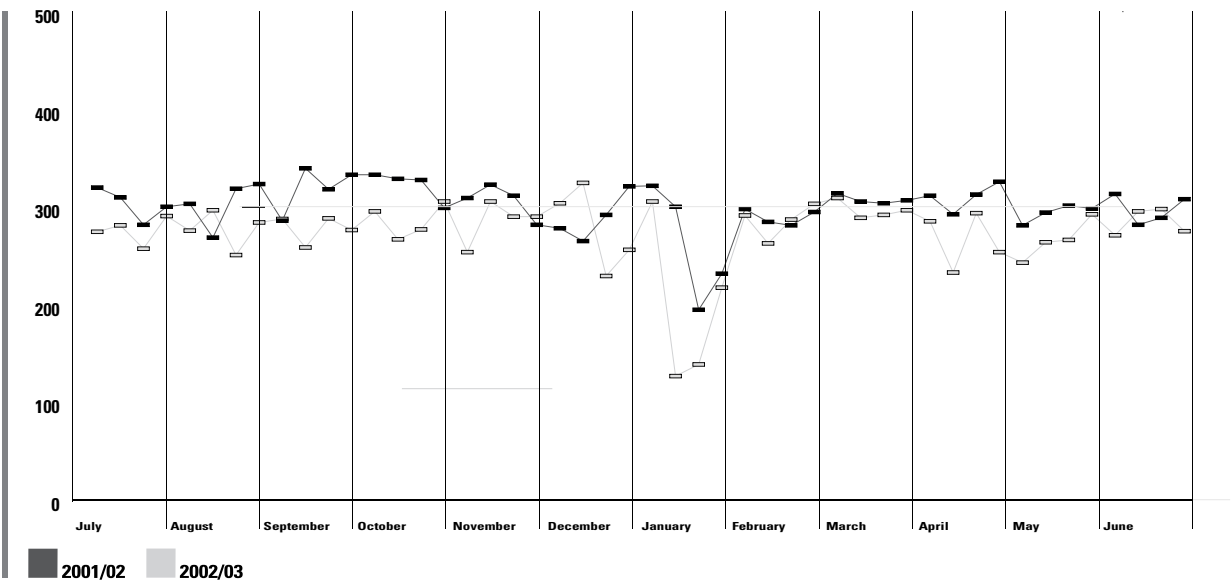
Identify and address the immediate safety and well being needs and risks of newly arrived inmates by assessing existing pre-sentence and contemporary information.

During the year, 19,303 new inmates were received into custody in both court cell complexes and correctional centres. This required 32,646 screening interviews within the first few days of arrival to identify those at risk of self-harm or with special needs including: detoxifying from drugs and/or alcohol; securing outside property and accommodation; or requiring assistance adjusting to custody.

In 2002/03, to reduce duplication and focus on the immediate needs of inmates, the Reception Screening and Induction program was improved by:

- better integrating pre-reception information including pre-court assessments (police and pre-sentence reports), court-based screening and screening conducted by the Corrections Health Service;
- developing and implementing a new intake screening form; and
- carrying out program evaluations and audits at key reception centres.

NEW INMATES RECEIVED INTO CUSTODY



The Department is preparing to introduce the program at Parklea and Kempsey and working on developing a Safe Custody Course for officers in the Court Escort Security Unit.

STRATEGY

Provide orientation and induction to newly arrived inmates to reduce the impact of incarceration and to better inform inmates of their rights and responsibilities.

In 2002/03 the Department produced a number of information resources for newly arrived inmates.

The Inmate Handbook was revised to incorporate new policies and procedures and services affecting inmates and redesigned in a more user-friendly format using plain English. This revised handbook is now distributed to inmates on reception or as part of their induction and is available through correctional centre libraries. In April 2003, a template was also distributed to each centre to encourage the development of local handbooks about centre-specific services and programs.

The Multi-Media Unit produced a second induction video “Doing Your Time”, which explains the process of classification and the case-management, services and programs available to inmates. The video also gives advice and information to help inmates make the most of their time in custody, deal with problems they may encounter, and start preparing for release as soon as they enter the system.

STRATEGY

Involve inmates and a multi disciplinary Case Team in planning and monitoring inmate progress along a designated program pathway.

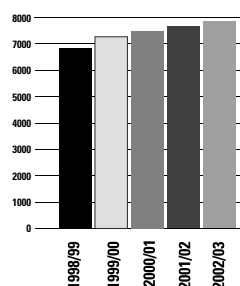
Case Management

In 2002/03, over 22,000 Case Management Team Meetings were held to develop and monitor case plans for each inmate. The plans, which address criminogenic needs identified in an LSI-R assessment, are negotiated with inmates who are active participants in the meetings. Meetings are also attended by staff from Custodial Services and Programs, Corrections Health, Corrective Services Industries, and Probation and Parole, linking the roles of these staff into team structures that best support each inmate's needs.

◆◆◆ During the year, the Department continued implementing electronic recording of case file information and inmates' risk and needs assessments.

This is a key component in the Department's move towards evidence-based programs that meet defined criminogenic needs. An integrated electronic case management system will facilitate the delivery of complementary programs and services to achieve the best possible results in reducing recidivism.

Daily average bed demand



STRATEGY

Develop and implement programs and strategies to promote inmate safety and ensure inmates are afforded a range of services and programs in custody to promote social, emotional and physical well-being.

Corrective Services Support Line (CSSL)

In 2002/03, the Department began a 12-month pilot support line for inmates with the Corrective Services Support Line (CSSL) operating in the Metropolitan Remand and Reception Centre, Lithgow Correctional Centre and Mulawa Correctional Centre.

Attached to the Office of the Commissioner, the CSSL helps inmates obtain information and have their inquiries, requests and complaints addressed. It operates five days per week, Monday to Friday from 9.00am to 3.00pm or 3.30pm, depending on correctional centre routines. The telephone number for the CSSL is programmed into the telephone system so inmates do not have to pay for the call.

As of 30 June 2003, the CSSL has referred 102 calls to correctional centre staff for action, with many other calls from inmates being resolved on the spot.

Video link to remote visitors

During the year, the Department conducted a pilot program using video conferencing technology to ensure inmates are able to maintain links with family and friends who would otherwise have to travel long distances to visit them.

Welfare

In 2002/03, Welfare Officers in each correctional centre assisted inmates with family issues and legal problems and facilitated contact between inmates and their families during periods of crisis. Welfare officers continued to act as advocates between inmates and the Department and other agencies and provide travel and accommodation assistance to inmates' families.

Partnership with Corrections Health Service

During the year, the Department worked in partnership with the Corrections Health Service (CHS), providing it with four in-patient facilities. CHS provides a comprehensive range of health care programs, including dispensing methadone to approximately 1,000 inmates across the State.

Health Promotion

During the year, the Department's Alcohol and Other Drug/HIV and Health Promotion Unit (AOD/HHPU) continued to work closely with NSW Health and the NSW Hepatitis Council. To reduce the incidence of HIV and hepatitis, the AOD/HHPU ran HIV and health promotion workshops for inmates and distributed approximately 200,000 condoms and dental dams. Inmates are educated as to best practices and safe cleaning of injectable equipment and provided with bleach to minimise the threat of blood-borne viruses.

Lifestyles Unit

During the year, the Department developed new plans for the Lifestyles Unit (LSU), a health based education program partly funded by NSW Health. LSU was an initiative of the HIV & Health Promotion Unit, now the AOD HIV Health Promotion Unit (AOD HHPU), the Department's health promotion arm. Originally established exclusively for HIV positive inmates, as part of a comprehensive effort to address this issue, the eligibility criteria for the LSU were subsequently expanded to address the needs of the growing number of inmates with Hepatitis C virus (HCV).

In 2002/03, the AOD HHPU implemented a number of strategies targeting inmates at risk of blood borne viruses, these included:

- rolling out Health Information Workshops at all centres;
- trialing a new Health Survival Tips workshop;
- training staff as AOD Counsellors to deliver Health Promotion Groups as part of their usual duties; and
- implementing the Lifestyles Unit program content as a pre release component of the Ngara Nura Unit at Long Bay.

The proposed new Lifestyles (LS) Program will address the growing concerns around HCV and the possible increase of HIV-positive inmates. These initiatives will not only use resources more effectively, they will allow correctional centres to have their own LS Program to suit their inmate mix. For example there will be different LS programs for

inmates due to be released shortly and those in remand facilities, and specific programs for women and indigenous inmates.

Diet

During the year, the new CSI Food Services Business Unit enhanced the summer and winter menu plan to balance variety with nutritional, dietary and cultural needs. In addition, HACCP/ISO9000 certification of food service facilities was achieved in Silverwater and John Morony Correctional Centres.

STRATEGY

Increase the Department's capacity to respond rapidly to critical incidents and implement containment strategies.

Security and Investigations

Visitor Security

During the year, the Department began trialing a biometric product that offers a number of advantages over the existing fingerprint system. The 'Iris Scan System' will scan the iris of each eye of visitors to a correctional centre and has the capacity to positively identify people more quickly and easily than the existing system. The Iris Scan System has a central database, a once-only-entry, a register of all banned visitors and may play a future role in recording staff movements.

Correctional Centre Security

In 2002/03, the Department installed Rapid Scan X-Ray machines into the Metropolitan Remand and Reception Centre, Goulburn and Parklea Correctional Centres. These machines help prevent contraband from coming into correctional centres.

Searching Powers

In February 2003, amendments in the *Crimes (Administration of Sentences) Amendment Act 2002* and the *Summary Offences Amendment (Places of Detention) Act 2002* gave Correctional Officers the power to stop, detain and search persons (other than inmates) and vehicles in or in the immediate vicinity of a place of detention. Since then correctional officers have found a number of contraband items on visitors, enabling police to lay charges.

Corrections Intelligence Group (CIG)

Information and Intelligence

During the year, CIG assisted in approximately 30 Department-wide and ten regional operations. This involved providing information and intelligence support to departmental operations and participating in joint operations with external law enforcement agencies. CIG also supported the High Risk Management Committee in assessing inmates.

Urinalysis Testing Program

CIG has been very successful in developing and improving data-management facilities in the Urinalysis Unit, culminating in more accurate drug use figures. In 2002/03 the Urinalysis Unit assessed approximately 14,000 samples across all correctional centres. To support this process, six urinalysis classes were conducted at the Academy with approximately 25 officers per class receiving training. During the year, the Unit also held 21 on-site refresher courses.

Key Performance Measures

Fights, assaults and occasions of force

The Department supervises some of the highest risk inmates in the country, including forensic patients in Long Bay Hospital, with 48% of inmates in custody for a violence-related crime. It also manages a large number of police cells and court-cell complexes, where people are sometimes inebriated or suffering from drug withdrawal. Under these conditions, stringent anti-violence measures are required to minimise the risk of fights and assaults.

The following rates are calculated using National Correctional Indicators (NCI) counting rules, as published in the Productivity Commission's Report on Government Services 2003. The Productivity Commission did not publish a national average for assault figures as they are not strictly comparable across Australian jurisdictions. Elsewhere in this report comparisons with 2001/02 national averages are provided if the figures are available and the Productivity Commission has stated that the figures are comparable.

During the year, the Department's anti-violence measures continued to be effective, with no serious assaults (defined as sexual assaults or assaults requiring hospitalisation or extended periods of treatment) on officers, and no increase in less serious assaults (injuries not requiring hospitalisation) on officers. There was also a reduction in serious assaults on inmates by other inmates, to a rate of 0.6; less serious assaults rose slightly, to a rate of 17.1, compared to a rate of 16.4 in 2001/02 and 22.6 in 2000/01.

ANNUAL TRENDS IN INMATE POPULATION

Year ending 30 June	Daily Average	Rate per 100,000 adults	% change in average from last year	Lowest weekly state	Highest weekly state	Difference between lowest and highest	
						No	% of average
1999	6,853	143.2	7.8	6,475	7,240	765	11.2
2000	7,272	150.3	6.4	7,107	7,416	309	4.2
2001	7,490	153.1	3.0	7,315	7,794	479	6.4
2002	7,667	152.9	2.4	7,465	7,861	396	5.2
2003	7,854	154.8	2.4	7,726	8,062	336	4.3

Escapes from custody

There were only 30 escapes from custody during the year, and none from maximum or medium security correctional centres, with these results well below other jurisdictions in Australia in 2001/02. This also compares to 136 escapes in New South Wales in 1994/95, when there were 1,700 fewer people in custody

ESCAPES FROM FULL-TIME CUSTODY		ESCAPE RATE PER 100 OFFENDER YEARS	
1998/99	75	1998/99	1.1
1999/00	65	1999/00	0.9
2000/01	67	2000/01	0.9
2001/02	75	2001/02	1.0
2002/03	30	2002/03	0.4

NATURE OF ESCAPES IN 2002/03

Minimum security institutions	17
Escorted external work party	4
Escorted external sport/education	1
Day/weekend leave	1
Unescorted education programs	1
Court complexes	6

The escape rate from open custody (as defined by the NCI counting rules) was 0.47, which was far below the national average in 2001/02.

Deaths in custody

In 2002/03 deaths in custody were kept to 18, three of them indigenous inmates. This relatively low level resulted from the introduction of coordinated strategies, including improved screening and assessment, detoxification programs, risk intervention, acute crisis management facilities, safe cell design in all new facilities and staff training. The rate of non-indigenous inmate deaths in custody from apparent unnatural causes was 0.12, which was below the national average for 2001/02.

DEATHS IN CUSTODY

	1998/99	1999/00	2000/01	2001/02	2002/03
Natural causes	3	5	7	6	6
Suicide	11	12	8	5	9
Murder	6	3	1	2	1
Drug overdose	6	3	2	0	0
Other/unknown	0	0	2	3	2
TOTAL	26	23	20	16	18

INDIGENOUS DEATHS IN CUSTODY

	1998/99	1999/00	2000/01	2001/02	2002/03
Natural causes	1	2	2	0	0
Suicide	1	3	2	0	2
Murder	1	1	0	0	0
Drug overdose	1	1	0	0	0
Other/unknown	0	0	0	1	1
TOTAL	4	7	4	1	3

The rate of indigenous deaths in custody from apparent unnatural causes was 0.07, which was equal to the national average in 2001/02

Security**REPORTS OF SERIOUS INCIDENTS**

Financial Year	2000/01	2001/02	2002/03
Number of incidents reported	11,185	11,649	11,281

Security and Dog Unit searches* conducted during 2002/03

Total inmates	19,710
Total visitors	59,509
Total vehicles	1,699
Total searches	80,915

* These searches do not include correctional centre or area searches or individual searches of Extreme High Risk Inmates.

OBJECTIVE

Programs and services meet inmate risk management and core development needs and are effective in reducing high risk and re-offending behaviours.

STRATEGY

Link programs and services provided within correctional centres to pre-custody information and to post-release opportunities to achieve effective Throughcare.

Transitional Support Services

In response to the critical need for support for offenders leaving custody and re-establishing themselves in the community, the Department is developing transitional support services to provide practical support for offenders in their transition into custody and to better prepare them for release.

Since its creation, the Throughcare and E-Case Management Unit has completed a transitional mapping project and started to develop a Resource Directory and other resources to enhance case planning. The Unit has also developed implementation procedures and trialled them at the Goulburn Correctional Centre.

During the year, the Unit worked closely with community contacts including: the Registry of Births, Deaths and Marriages; CHS; Centrelink; Department of Housing; Family & Community Services; CRC; and the Children of Prisoners Support Group. The Unit helped to establish a Centrelink Unit focusing on offender services and has finalised a Centrelink Program Protocol Agreement.

Community Funding Program

In 2002/03, the Department's Community Funding Program (CFP) allocation increased by 38% on the previous year. This was awarded to the following community-based non-profit organisations, enabling them to provide support services to approximately 9,400 offenders, ex-offenders and their families.

- **Glebe House and Judge Rainbow Memorial Fund** to provide supported accommodation services for recently released male offenders;
- **Guthrie House** to provide the above service for women offenders and ex-offenders;
- **Prisoners Aid Association** to provide property minding and financial services to inmates;
- **CRC Justice Support** to provide support services to offenders, ex-offenders and their families, including a family transport service to correctional centres;
- **Yulawirri Nurai Aboriginal Corporation** to provide post-release services for indigenous women;
- **Link-Up (NSW) Aboriginal Corporation** to assist Aboriginal and Torres Strait Islander inmates in establishing and strengthening their family links; and
- **Children of Prisoners Support Group** to deliver services to support children of offenders.

These funded organisations are a key part of the Department's Throughcare Strategy and are often involved in the case-management process. They help offenders maximise post-release opportunities by offering short-term supported accommodation; linking offenders with specialist community services such as mental health services, rehabilitation, Centrelink and accommodation; and supporting families in maintaining relationships.

During the year, the Department identified priority projects for funding and instituted an Expression of Interest process to select agencies to operate these projects for the 2002-2005 CFP triennium. Two new services were approved in June 2003:

- **Bundjalung Tribal Society Ltd** to operate the residential rehabilitation project for male indigenous offenders with alcohol and other drug dependence (NSW North Coast); and

- **New Horizons Enterprises Limited** to operate supported accommodation project for male offenders with a mental illness (Metropolitan).

Preparation for release

The Department offers inmates nearing the end of their sentences additional opportunities to develop life and job skills. Programs in 2002/03 included:

- A new facility in the Bathurst Correctional Centre offering unit living and day and weekend leave to inmates on a work release program or education release.
- Additional training at non-metropolitan centres for inmates returning to rural and isolated communities at the end of their sentence.
- A new pre-release program for both Broken Hill and Ivanhoe Correctional Centres, with direct links to rural employment opportunities and the local support structure.

Aboriginal Employment Officer

In 2002/03 a funding contract was negotiated with the Department of Employment and Workplace Relations (DEWR) for a pilot employment program. The funding will provide an Aboriginal Employment Officer to help Aboriginal inmates from Cessnock and St Heliers Correctional Centres find and keep work post-release. The Aboriginal Employment Officer will service the Hunter Region, Taree Region and Southern Sydney Region. If the pilot project succeeds, it will be expanded to correctional centres across NSW.

Alcohol and drug program continuity

During the year, the AOD/HHPU service continued to build strong links with community stakeholders to support HIV- and hepatitis C-positive and addicted inmates on their return to the community. These groups included:

- Hep C council, NSW
- Corrections Health Service
- Aids Council of NSW
- CRC Justice
- Community Drug Action Team
- Various community NESB groups

◆◆◆ Rural employment opportunities

In 2002/03, the Department introduced a number of training opportunities to increase the likelihood of employment for inmates returning to rural and isolated communities.

- At Glen Innes Correctional Centre, fencing, farm tractor operations, farm chemicals, hand tool maintenance and labouring courses have been conducted through TAFE.
- As part of the Young Offenders Program at Oberon Correctional Centre, courses are offered in backhoe, forklift, front-end loader, chainsaw and bricklaying.

- At St Heliers Correctional Centre, courses in Cattle Husbandry, Heavy Horse Training and Vegetable Production are offered.
- Programs at Ivanhoe Warakirri and Broken Hill Correctional Centres are directed towards rural skills such as welding, horticulture, small motor maintenance and blue/green building certificate cards.
- Brewarrina (Yetta Dhinnakkal) also provides heavy machinery courses for inmates at Ivanhoe.

STRATEGY

Enable offenders to make reparation to the community via work programs and through the provision of direct support to organisations providing services to victims of crime.

Support for the victims of crime

In 2002/03, Corrective Services Industries (CSI) allocated funding from its annual income to two programs that support victims of crime:

1. The Victims of Violent Crime Grants Program distributed over \$295,000 to assist 17 non-profit, community agencies working with victims of violent crimes with small grants for one-off projects.
2. The Victims Awareness Project received \$72,084 to assist the Enough is Enough Anti-Violence Movement Inc., which is rolling out its 'R' Program throughout NSW correctional centres. The 'R' Program explores the three themes of responsibility, rehabilitation and reintegration with offenders, encouraging inmates to accept responsibility for their crimes by highlighting the damage caused during the execution of a crime to the offender and those affected by the crime, including the victim, the victim's family and friends. During the year, 13 'R' Program workshops were attended by 524 inmates and correctional centre staff.

Community work programs

In 2002/03 the Department's inmates and periodic detainees were involved in a variety of community projects including: 'Clean-up Australia Day' and tree planting, landscaping, fencing, maintenance and repair work at community facilities. They are also involved in beautification projects, fire emergency response, drought relief, sand dune care, land and water conservation, coastal patrol, and roadside clean-up. In addition, female detainees at Tomago Detention Centre supplied the Salvation Army, Newcastle with repaired toys for sale.

Mobile Outreach Program

Much of this community work involves minimum-security inmates who work in mobile outreach projects within a 500 kilometre radius of their correctional centre. Mobile Outreach Programs in 2002/03 included:

- the Ivanhoe Mobile Camp where inmates have carried out pest and weed control, fencing, painting, paving, plumbing and building construction and maintenance projects;
- refuelling the Royal Flying Doctor aircraft;
- assisting drought-affected farmers within the Ivanhoe area;
- a trial community project at Milparinka in August 2002 to install a rain water tank and construct paths and wheelchair access at the Court House and install an irrigation system at the community park; and
- restoring the Great North Road;
- a group of women from Emu Plains assisting in a Habitat for Humanity project to build a home for a Bidwill family; and
- work with the Rural Fire Service during the summer bush fires.

STRATEGY

Provide a range of quality evidence-based programs and services to address risk and to provide for general offence related and specialised needs with the objective of reducing re-offending.

◆◆◆ LSI-R

During the year, the Department began to introduce the LSI-R or Level of Service Inventory (Revised), into correctional centres, with trials in Grafton, Mulawa and Tamworth. This international risk/needs assessment tool measures the probability of re-offending and assesses the dynamic risk factors contributing to that likelihood. The Department will use it to:

- ensure the efficient allocation of resources to high risk/needs offenders;
- identify key areas of criminogenic need;
- inform program development;
- improve decision-making consistency; and
- develop evaluation strategies.

Early results from the trials indicate that between 10-20% of offenders who come into custody will require intensive services to reduce their re-offending and that most inmates will fall into the medium risk group.

As part of the trials the Department piloted a new system of comprehensive, whole-of-sentence case planning and a new 'Online Case Planning' training course.

◆◆◆ Program Accreditation Framework

In May 2003, the Board of Management approved a Strategic Framework including a set of guidelines for program accreditation to tie LSI-R assessment into program development.

Program Accreditation has two parts: the Framework ensures that the content of a specific offender program meets the needs of offenders who are at medium to high risk of re-offending. In addition, it stipulates the environmental standards that are most conducive in achieving the desired stated program objectives.

All accredited programs must have a built-in evaluation and monitoring component and the Department will conduct an overall evaluation of program accreditation within the first two years of implementation.

In the next financial year, the Department will establish a Program Development Unit to advise program designers and give support to the Program Accreditation Panels, which will be comprised of internal and external experts.

Inmate Employment

Corrective Services Industries (CSI) provides a vital link in the Department's Throughcare strategy to reduce re-offending, by providing real work opportunities for inmates and teaching work skills that can be used post-release. CSI provides these work opportunities through:

- **service industries** within correctional centres, such as building and ground maintenance and administration;
- **commercial industries** within correctional centres, such as furniture manufacturing; and
- **community projects** such as ground maintenance.

In 2002/03 CSI provided actual employment for 4,805 or 60% of the total inmate population of 8,015. This percentage was lower than the expected National Performance Indicator (NPI) of 65% due to an increase in population and a downturn in business for a number of CSI divisions. Commercial sales were \$36m, with a gross contribution of \$12.8m against a budget of \$37.5m and a gross contribution of \$14.5m.

In 2000 the Auditor-General published his Performance Audit Report of Prison Employment in NSW. The audit identified a need to adjust the focus of correctional employment activities to improve the post release prospects of inmates.

The Department undertook a broadly based but detailed analysis of ex-inmate employment market disabilities and developed the concept known as the Employability Skills Framework (ESF). Our in-house accredited education provider (AEVTI) and Corrective Services Industries work as partners to assess individual inmate needs and deliver programs aimed at addressing vocational skills deficits and work readiness requirements such as improving basic education, addressing drug and alcohol abuse and enhancing personal communication skills.

In 2002/03 the ESF has been piloted at a number of correctional centres involving inmates serving sentences of greater than six months. The program is being refined using the pilot experience and it is expected it will be delivered across the entire system during 2003/04.

Key Performance Measures

INMATE EMPLOYMENT

Year	Inmate Actual	Population	NPI
1998/99	4,519	7,206	62.6%
1999/00	4,608	7,326	62.9%
2000/01	5,011	7,759	64.6%
2001/02	4,926	7,707	64.5%
2002/03	4,805	8,015	60.0%

COMMERCIAL PERFORMANCE

Year	Sales \$	Gross Contribution (Trading Profit)
1998/99	\$20.2m	\$ 7.8m
1999/00	\$25.5m	\$ 9.6m
2000/01	\$27.1m	\$10.5m
2001/02	\$36.2m	\$13.5m
2002/03	\$36.0m	\$12.8m

Inmate Education and Vocational Training

The Department's Adult Education and Vocational Training Institute (AEVTI) provides nationally accredited courses linked to Throughcare strategies to enhance inmates' opportunities for further study, traineeships and employment. In 2002/03, a monthly average of 4,796 inmates were enrolled on AEVTI courses.

Where possible, AEVTI works with CSI to deliver off the job training to complement inmate employment. It does so via a Memorandum of Understanding with TAFE.

Implementation of new Education Consent Award

On 25 November 2002, a Consent Award ended a long history of casual contracted teaching service within the Department, creating six permanent full-time and 127 permanent part-time teaching positions. Almost all of these new teaching positions were filled by former contract teachers.

The Award allows teaching staff to take part in Case Management and Throughcare processes. It also makes provisions for Correctional Education Officers to teach for up to ten hours per week.

Registration/VETAB Compliance Audit

On 27 May 2003, AEVTI passed a Vocational Education and Training Accreditation Board (VETAB) compliance audit resulting in it gaining a five-year registration as a Training Organisation. This allowed AEVTI to increase its curriculum scope beyond literacy and numeracy and vocational training skills, to provide a more extensive service and program delivery for the Department.

New VETAB-accredited curricula:

Course in Planning for Employment and Training;

Course in Workforce Re-entry Skills;

Certificates I, II and III in Communication Skills;

Certificates I, II and III in Learning Pathways for Aboriginal and Torres Strait Islander Peoples;

Certificate I in Career Access;

Certificates I and II in Koori Education Training and Employment.

These curricula focus on generic communication, problem solving, employability and life planning skills.

OH&S Course

In early 2003 AEVTI developed the "Working Safely" course with CSI, based on an introductory Occupational Health and Safety module from an existing AEVTI curriculum. The "Working Safely" course has been trialled at a number of centres and is required to be undertaken by all offenders before starting work in CSI Business Units and Service Industries

Key Performance Measures

Student Achievements 2002/03

Certificates completed	27
Statements of Attainment (modules) completed	5,321

Average monthly AEVTI student participation 2002/03

Aboriginal and Torres Strait Islanders (ATS)	536
NESB	727
Women	327
Disability	83
Young Adult Offenders	8,550
Aged and Frail	136

Young Adult Offenders

Approximately 28% of inmates in NSW correctional centres are under the age of 25. During the remand and reception process, all young male adults are assessed for their suitability to participate in a five-stage program, which includes an intensive 16-week 'Life Challenge', work experience, education and post-release planning.

Research indicates that the 152 young inmates completing the 'Life Challenge' program in their last year have significantly lower recidivism rates than those who failed to participate or graduate. They also experience a significant level of personal growth, as evidenced by their improved attitudes to other inmates and staff and in their approach to educational and vocational training.

Key Performance Measures

Young adult offender-specific program	Inmate Numbers
Raising Awareness for Change	243
Life Challenge Participants	220
Life Challenge Graduates	152
AEVTI, TAFE and Workcover Accredited Courses	412
Criminogenic Needs Programs	196
Preparation for Release	163
Work Release	54
Education Release	19

Managing High Risk Offenders

◆◆◆ Security Threat Groups

On 1 January 2003, a Security Threat Group (STG) Intelligence Unit was established, providing a dedicated residential intervention program at Parklea Correctional Centre for 32 identified STG leaders and key members.

The STG program aims to improve the attitudes and behaviour of these inmates by applying focussed case-management interventions. Focused Case Management is a structured and interactive management approach, addressing offence-related behaviours and attitudes. It is also used in the Violence Prevention Program and HRMU.

High Risk Management Unit (HRMU)

Any overflow from the STG Unit will be managed by the HRMU, a self-contained facility within the Goulburn Correctional Complex. The HRMU is an ultra-secure unit, with a very high staff/inmate ratio, that can accommodate up to 75 extreme high-risk inmates. Within the unit, strict protocols govern the movement of and association between inmates.

Violence Prevention Program

The Violence Prevention Program, founded in 2001/02, is one of the Department's core programs addressing offending behaviour.

In April 2003, the Department held a workshop to evaluate the Program and develop new policies and procedures to enhance its operation. This included developing recruitment procedures and rostering arrangements that enable the Department to recruit and retain motivated, suitable and trained custodial staff. The workshop also addressed guidelines for in-program training, linkage to other programs and the planned development of a Violence Prevention Program for female violent offenders. The Violence Prevention Unit at Long Bay Correctional Complex was temporarily closed on 1 July 2003 to enable refurbishment and the development of new policies and manuals.

Alcohol and Other Drugs

Around 80% of inmates are intoxicated or drug-affected at the time of their offence. In 2002/03, the Department employed 91 alcohol and other drug HIV health promotion (AOD/HHP) workers, 16 of them Aboriginal. These staff worked closely with community agencies to:

- screen 4,612 inmates for alcohol or drug-related needs;
- assess 5,144 inmates to determine the extent of their drug or alcohol problem;
- assist the case management team in developing a case plan for these offenders;
- provide counselling to 10,096 inmates, including groups for stress-management, anger-management and drink-driving;
- run relapse prevention programs; and
- educate inmates about a healthy lifestyle and infection control.

They also ran specific programs for inmates who are: female, indigenous, young, from a non-English speaking background, and/or who have an intellectual disability.

Key Performance Measures

Centre	Alcohol and Drugs Unit/Program	Participants
Parklea	Drug Treatment Wing (4 months)	26
	Detoxification Unit	540
MRRC	Detoxification Unit	694
Bathurst	Detoxification Unit (opened November 2002)	192
Grafton	Detoxification Unit	820
Cessnock	Phoenix Unit	68
Emu Plains	Poise Program	20
	Bolwara House (women's transitional centre)	27
Long Bay	Ngara Nura Transit Unit	113

Mentally Ill Inmates

Mental Health Assessment Unit

In 2002/03 construction began on a 40-bed Mental Health Assessment Unit (MHAU) at the Metropolitan Remand & Reception Centre (MRRC). The building should be finished by June 2004. The MHAU will be able to assess the majority of mentally-ill new male inmates who are received into the MRRC. By providing a therapeutic environment where mentally-ill inmates can be assessed, diagnosed and treated, the MHAU will be instrumental in effectively reducing the number of assaults, self-harm incidents and suicides in custody.

Additional Support Unit

Renovations to 5 & 6 Wings at the Metropolitan Special Programs Centre, Long Bay are nearing completion. The Wings are to be used for inmates who require additional support within the correctional system. These inmates may have intellectual disabilities or some other form of disability.

Women's Unit

A unit at the Long Bay Hospital has been developed to address the particular mental health hospitalisation needs of women inmates. The unit is a jointly-managed partnership between the Department and Corrections Health. Accommodation will be provided for nine female inmates who need mental health care or medical hospitalisation.

Sex Offenders

In 2002/03 there were approximately 800 sexual offenders in custody in NSW prisons, 78% with current convictions for sexual offences. The Department offered these inmates a range of assessment and treatment services to reduce the likelihood of them continuing their sex offending behaviour. The custodial programs offered matched the type and intensity of treatment with an individual offender's criminogenic needs and level of risk.

Pre-sentence assessments

Sex Offender Program psychologists working in the community provide pre-sentence assessments at the request of the courts. The assessments provide informed advice to sentencing authorities in relation to issues of sexual offending, risk to the community, types of intervention required and/or available, and recommendations for case management.

ESO (Education for Sex Offenders)

The Department runs psycho-educational groups to help prepare and motivate sex offenders for treatment on an 'as needs' basis. The eight-session ESO program challenges denial and minimisation about sexual offending and increases offenders' readiness to participate in treatment.

CUBIT (Custody Based Intensive Treatment)

CUBIT is a residential therapy program at the Metropolitan Special Programs Centre (MSPC) accommodating 40 moderate or high-risk male sex offenders per year. Participants are required to take responsibility for their offending behaviour; examine victim issues; identify their offence cycle; and develop a detailed relapse prevention plan.

The CUBIT program is tailored to meet the specific needs of offenders, offering a high-intensity program for ten months and a moderate intensity program for eight months. In 2002/03, the Department introduced a new adapted program for special needs sex offenders; for example those with literacy problems or borderline intellectual disabilities.

CORE (CUBIT Outreach)

CORE is a prison-based non-residential therapy program for lower risk male sexual offenders who continue their regular institutional activities. CORE ran at Kirkconnell Correctional Centre in 2002/03.

Custodial Maintenance

After completing the program, CUBIT/CORE graduates are expected to complete their minimum terms in correctional centres that run the Custodial Maintenance program. The Custodial Maintenance Program focuses on individual relapse prevention issues and reinforces the gains made in more intensive treatment programs.

Reducing treatment attrition

The Department employs a research psychologist to assess whether these treatment programs are reducing sex offender recidivism. During 2002/03, this research officer carried out a study of the factors related to treatment attrition in sex offenders. The research identified a number of factors that are related to, and potentially predictive of, treatment attrition in a sex offender population. The Department can now focus on addressing these factors earlier in an offender's sentence to increase the likelihood of them completing treatment.

Key Performance Measures

Program	Details	Participants
Pre-sentence assessments	Carried out by Forensic Psychology Service and a Regional Supervisor	86
ESO	10-week course at Goulburn	8
CUBIT	2 high-intensity programs 1 moderate intensity program 1 adapted program	43 began treatment 23 completed treatment 14 discharged before completion
CORE	Kirkconnell	8 began treatment 3 completed treatment
Custodial Maintenance	MSPC	33
	Kirkconnell	19

Are these programs reducing offence-related behaviour?

A number of studies have been undertaken in relation to whether treatment is leading to changes in 'dynamic risk factors' of the offenders who have undertaken treatment. Treatment participants complete a battery of tests at the start and end of treatment.

Evaluation research has found that CUBIT/CORE were effective in targeting inadequate coping strategies and attitudes and beliefs condoning sexual violence. Offenders who had completed treatment had significantly reduced their use of sexual coping around abusive themes and offence-specific and general cognitive distortions. These factors have been identified as being predictive of sexual offence recidivism.

There has been ongoing evaluation of the CUBIT/CORE programs and the results of these evaluations have been presented at domestic and international conferences. During the year a comprehensive database was developed to support treatment evaluation and planning began for a recidivism study. However, the first graduates from institutional treatment programs have not been in the community long enough to provide decisive data. Until that time, the Department is relying on international research which indicates that the cognitive-behavioural treatment used in its sex offender programs can reduce the sexual recidivism rate.

OBJECTIVE

Correctional programs and services are appropriately developed and implemented for minority groups within the inmate population – women, indigenous people, NESB groups and people with disabilities.

STRATEGY

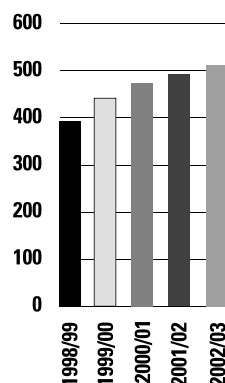
Establish a Women's Facilities and Services Command to recognise both the rise in the numbers of female inmates and their particular needs.

Women's Facilities and Services

The Women's Facilities and Services Command was established in August 2002. It has responsibility for all women's correctional facilities, including the Women's Services Unit, and has partial responsibility for all other facilities housing women.

Female inmates offer different custodial challenges, exhibiting higher rates of mental illness and chronic self-harm than male inmates, but generally presenting a lower security risk. There are, however, a small number of women who present a higher security risk. During the year, the Department continued to develop domestic style environments and specialised therapeutic programs to meet the needs of women presenting a low security risk, and conducted training to enhance the management of women who present the most challenging behaviours.

Daily average full time female inmate population



Dillwynia Correctional Centre

During the year, construction continued on the new Dillwynia Correctional Centre in North Western Sydney, due to open in early 2004. Dillwynia has been designed to promote self-responsibility for inmates and positive interactions between inmates and staff, and to reduce violence. The centre will be a stand-alone facility with its own clinic, programs building, sacred space and industries building. A unit will also be provided for residential therapeutic programs. The centre's accommodation will be domestic style cottages with common living and dining areas and their own kitchen facilities.

Transitional Centre

The Parramatta Transitional Centre is achieving record rates of rehabilitation with only a 3.67% recidivism rate. Since 1996, when it was set up, only five out of the 139 female inmates who have been released returned to prison. The centre has been a model for other jurisdictions around the world and holds a maximum of 21 women, some of whom have children with them.

As part of the inmates' preparation for release, most take part in work-release programs such as laundry, factory, nursing home, horticulture, hospitality, telemarketing, hairdressing, accounts, receptionist, general clerical and office administration work. All women must also participate in some form of voluntary work project, either on-site or in the community. The women also attend a range of courses at university and TAFE and receive assistance with job-seeking skills.

Rehabilitation

Many female inmates in full-time custody have mental health disorders and co-existing drug and alcohol problems. These women are often in custody for relatively minor offences that were committed in part because they did not have stable accommodation or were unable to access community support services. During the year, the Department worked to divert such inmates from full-time custody into long-term community-based rehabilitation programs. To this end, a five-bedroom house has been constructed on the edge of the Long Bay Correctional Complex. This Malabar Cottage program will provide a residential base for women to receive the necessary support to stabilise their problems and gain entry into longer-term community programs.

Detoxification Unit

The Department introduced further support for female inmates with drug and alcohol issues at Bathurst Correctional Centre, where the Detoxification Unit also provides services for women inmates.

Mothers and Children's Program

During the year, the Department continued to coordinate a Mothers and Children's Program to promote mother/child bonding and alleviate any potential trauma that may

be associated with their separation. The program provides four options for inmate mothers:

1. the Commissioner can release them with their child into an appropriate community-based environment;
2. they can join a full-time residential program allowing pre-school children to stay at Bolwara House Transitional Centre at Emu Plains or Parramatta Transitional Centre;
3. they can participate in the occasional residential program permitting children to stay over for weekends or during school holidays; or
4. they can spend entire days with their children on all-day visits.

STRATEGY

Consult Aboriginal communities and ethnic communities and organisations to obtain their advice and assistance in designing and delivering culturally appropriate programs and services.

Multicultural Community Consultative Committee

In line with the principles of the *Community Relations Commission and Principles of Multiculturalism Act 2000*, in 2002/03 the Department established a Multicultural Community Consultative Committee chaired by the Commissioner. This committee includes individuals from the Vietnamese, Arabic and Pacific Islander communities as well as representatives from the Ethnic Communities Council NSW, CRC Justice Support and the Corrections Health Service.

The committee, which met in March and May 2003, will provide a link between the Department and other agencies who provide services for offenders with different linguistic, religious, racial and ethnic backgrounds. It will also help to develop services and programs following the principles of Throughcare.

Ethnic Affairs Services

In 2002/03 the Department compiled a resource directory of metropolitan and regional multicultural community agencies. This has been circulated to correctional centres to assist in recruiting members for local community consultative committees and providers of inmate services.

During the year, inmates throughout NSW participated in religious, cultural and family days such as NAIDOC Week, Sorry Day, Survival Day, Tet Nguyen Dan Family Day, Waitangi Day, Ramadan, Chinese New Year Festival, Asian Moon Festival, Pesach, Rosh Hashanah, Yom Kippur, Ash Wednesday, Good Friday and Christmas Day.

Consultation with Aboriginal Communities

Working with Aboriginal communities and agencies is one of the Department's six key result areas in its Strategic Plan to reduce the over-representation of Aboriginal people in

custody. In 2002/03, the Aboriginal Support and Planning Unit consulted with Aboriginal communities and organisations to:

- re-form the Department of Corrective Services Aboriginal Taskforce Committee;
- maintain a supportive framework to the Yetta Dhinnakkal Training Centre at Brewarrina;
- monitor and oversee the implementation of the Pinta Kulpi Elders Program within communities State-wide that provides a basis of support for all offenders;
- encourage Aboriginal offenders to participate in Mobile Camps;
- develop the Nangy Kangar Certificate III General Construction Program;
- provide cross-cultural awareness training for custodial staff;
- develop the Maruma-Li Men's Cultural Program and the Karrka Kirnti Women's Cultural Program to address the cultural identity needs of Aboriginal offenders; and
- hold an open day as part of its first indigenous cultural camp at Mannus with representatives from the Wagga Wagga Elders Group, ATSIC, NSW Parks and Wildlife Service and community service groups.

Cultural heritage

As well as providing literacy, numeracy and vocational skills, Aboriginal education in correctional centres aims to provide these inmates with a deeper understanding of their heritage, culture and history. To this end, Yetta Dhinnakkal employs Aboriginal elders to work directly with offenders and in conjunction with correctional staff, to address issues of cultural identity and heritage.

Vocational skills

Aboriginal inmates at Mannus Correctional Centre have transformed a patch of wasteland into a Bush Resource Garden. This project has included participation in TAFE Horticulture modules that will provide them with qualifications and recognition for the skills they have developed. Following this success, Mannus staff are now working closely with the Binaal Billa Regional Council of ATSIC and the Wagga Wagga Elders Group and many other Aboriginal people in the area to establish additional Aboriginal program initiatives.

STRATEGY

Maintain correctional centre community committees and develop across government and community agency partnerships to build mutually beneficial alliances with local communities.

In 2002/03, most correctional centres operated Community Consultative Committees comprising a diverse range of community representatives. These included a committee for the new women's centre at Dillwynia where residents can become involved and have direct consultation with the Governor.

COURT SECURITY AND INMATE ESCORT SERVICES

At the new Mid North Coast Correctional Centre, which is still under construction, a Project Liaison Officer is working with the local community to encourage recruitment among the local indigenous population. This will ensure that the staff profile reflects the correctional facility's population, which is expected to comprise of 40% indigenous offenders.

OBJECTIVE

Inmates are received, screened for risk and safely managed within the court and police cell complexes

STRATEGY

Provide appropriate accommodation, staffing and infrastructure at cell complexes to ensure duty of care and security needs are met.

Demand for services

In 2002/03, the Department managed 15 24-hour court cell complexes, employing 488 full-time custodial officers and 150 temporary court security officers. The number of inmates held in these complexes varied widely during the week, and from complex to complex, with a daily average of one at Albury and 23 at Surry Hills. The Department also managed a daily average of 21 inmates, who were received and discharged on the same day, at courts operating during normal business hours.

The number of inmates in the courts has increased by 974 year on year, driven by new Bail and Sentencing legislation and the movement of boundaries and court sitting dates. As a result, court sittings have increased in all areas.

With additional courtrooms being built into existing buildings at Wagga Wagga, Nowra and Wollongong, each of which will add an additional Magistrate to the system, court sittings are likely to continue to increase.

INMATES HELD IN COURT CELLS

Year	Number Court/Cell Complexes	Males	Females	Juveniles	Total	Inmates Held Overnight
2002/03	66	92,223	9141	0	101,364	34,858
2001/02	58	90,793	9592	5	100,390	33,449

Reduced cost of meals

During the year, the Department introduced cooked, chilled meals from Corrective Services Industries at the Surry Hills Cells Complex. This has reduced the cost of providing inmate meals by \$8.39 per inmate per day.

OBJECTIVE

Inmates are transported in a safe, humane, secure and timely manner

STRATEGY

Ensure staff conducting inmate escort, providing court security and receiving offenders in cell complexes are appropriately trained and adequately supported in meeting the demands of their roles.

In 2002/03 the Department handled an estimated 150,000 inmate movements. During the year, Court Escort services were expanded to the Northern Tablelands, with inmates being picked up from police stations three days a week. This conforms with the Government's drive to remove police from court escort and custodial duties and return them to a front line policing role.

Training

During the year officers of the Court Escort and Security Units received training in areas such as safe custody of inmates, Occupational Health and Safety and first aid, Glock pistol training and the use of chemical munitions and career development.

INMATE MOVEMENTS

	1998/99	1999/00	2000/01	2001/02	2002/03
Court attendance	93,282	105,223	103,388	100,883	101,294
Between correctional centres	31,378	34,991	37,656	38,653	40,214
Medical treatment	98	72	142	425	339
Parole Board attendance	681	1,350	1,824	1,449	1,929
Visits to sick relatives, etc	927	919	1,099	1,359	-
Funeral attendance	237	172	86	77	90
Children's Court attendance	386	280	403	327	414
Other	329	350	2,532	1,140	2,160
Preposition				3,185	3,690
TOTAL	127,318	143,357	147,130	147,498	150,130

STRATEGY

Provide and maintain a range of specialised and general purpose vehicles suitable for the task of safely, securely and humanely transporting inmates.

Escort Fleet

The Department maintained a fleet of 78 escort vehicles (of varying seating capacity), which travelled in excess of 2.5 million km in the past year.

During the year, the escort fleet was outfitted with a new digital radio system enabling direct contact with the Police Service. The installation of global positioning system equipment on vehicles has not been finalised as the system failed to meet departmental requirements.

STRATEGY

Establish, achieve and monitor escort time scheduling and cost efficiency standards

In 2002/03, the Department improved escort efficiency by streamlining the schedule for court vehicles. This reduced the number of occasions when vehicles travelled empty between centres and court locations. Costs were also reduced by moving extreme high-risk inmates on scheduled escorts with Metropolitan Security Unit back up.

STRATEGY

Utilise video conferencing facilities, where appropriate, to the maximum extent possible to avoid unnecessary escorts

Video Conferencing

During the year the Cross Justice Video Conferencing system dealt with 8,605 NSW Supreme, District and Local Court matters. Inmates also appeared by audio-visual link before the Parole Board and the Serious Offenders Review Council.

The introduction of the Video Bail link has reduced the number of inmates on escort to various metropolitan court locations. However, amendments to the Bail Act have increased the number of fresh custody inmates.

Key Performance Measures

There were six escapes from Court Complexes in 2002/03, compared to nine in the previous year.

COMMUNITY BASED CORRECTIONAL SERVICES

OBJECTIVES

- Provide courts and the Parole Board with comprehensive verified information upon request.
- Manage offenders in the community in accordance with the terms and conditions of court orders providing a range of alternatives to full-time custody and for supervision post release.
- Design, implement and/or deliver quality evidence based programs and services that are effective in reducing re-offending.
- Meet the needs of indigenous offenders and other minority populations in culturally appropriate ways.
- Contribute towards Case Management and the establishment of program pathways as part of a unified community/custody based correctional strategy (Throughcare).

CHANGES IN OPERATING ENVIRONMENT IN 2002/03

Restructuring the Division

In March 2003, Probation and Parole became part of a wider division: Community Offender Services (COS). This new operational division will closely coordinate its services and programs with Inmate Custodial Services (ICS) and Inmate Management Services.

Principles for the restructure

- Three regions that parallel the ICS regions with Regional Offices that will eventually co-locate;
- Within this new regional structure, as far as practicable, equality of workload and comparable staffing and budget responsibilities;
- Devolution of some roles and functions from Regional Offices to Area Offices including the line supervision of District Managers within each area cluster;
- Spreading the strategic and operational management workload more evenly across country and urban area offices;
- Creating rewarding career paths in country as well as urban NSW;
- Change only what needs changing: structural and cultural changes need to focus on changes in departmental and COS strategic directions but a complete reinvention is not necessary;
- There will also be changes in COS Head Office structure in line with the need to give stronger support to senior management as well as to support inter-divisional co-operation and Throughcare.

Demand For Services

In 2002/03:

- there was a substantial increase in the number of reports (pre-sentence, post-sentence and pre-release) prepared for Sentencing and Releasing Authorities.
- the total number of new offenders registering with the Service increased by 6% up from 21,573 in 2001/02.

Staff

In response to this increased demand, COS staff numbers increased by 4%. This included recruiting specialist officers to meet particular offender groups' needs including a Vietnamese Probation and Parole Officer at Fairfield and Aboriginal Client Service Officers at City, Mt Druitt, Newtown, Bathurst, Dubbo, Grafton, Kempsey, Moree, Nowra and Wagga Wagga.

With an increase in funding in 2002/03 COS was able to create new positions including three Unit Leaders, 12 full-time and three part-time Probation and Parole Officers and 10 full-time and four part-time Community Service Order Administrative Assistants.

In the coming financial year, COS will once again face challenges in recruiting to fill vacancies that occur through natural attrition as well as additional positions that may be required. It is hoped that the creation of a Workforce Planning Unit in Human Resources will come to fruition and that this will continue to enhance the capacity of Community Offender Services to select the best new recruits for its demanding role.

Legislation

The *Crimes Legislation Amendment (Periodic and Home Detention) Act 2002* came into operation on 2 December 2002 requiring the following operational changes:

- a periodic detention order may not be made for an offender who has previously served imprisonment for more than six months by way of full-time detention in relation to any one sentence of imprisonment, whether in New South Wales or elsewhere;
- the Parole Board may reinstate a revoked periodic detention order if the offender applies to the Board and has served at least three months full-time imprisonment (in the same way that it can already reinstate a revoked home detention order), subject to a new assessment report as to the offender's suitability;
- if the Parole Board has previously 'converted' a periodic detention order into a home detention order and the home detention order has been revoked, the Parole Board may reinstate the revoked periodic detention order instead of the revoked home detention order, if the offender applies to the Board and has served at least three months full-time imprisonment; and
- an offender who has been referred for assessment for suitability for periodic detention is not to be referred for assessment for suitability for home detention

IAN’S STORY ...

Ian was a repeat offender in his mid-twenties, with a family history of violence and alcohol abuse, separated from his wife and children. In the early 1990s, he was given a Community Service Order and assigned to a community work project. Ian, who had never worked before, enjoyed his job and impressed his supervisor so much that he was offered temporary employment when he completed his community work. After six months, he was transferred to temporary employment with a Council general maintenance team. Having proved himself, he was installed as a permanent employee and remains with the Council today. He has not since re-offended and is reunited with his wife and children.

unless the court has decided not to make a periodic detention order with respect to the offender.

Key Performance Measures
Restricted Movement

Note:
Revised and improved data collection methods have been implemented. This has resulted in data published in previous annual reports being updated. The following analysis refers to ‘caseload intake’: this relates to the number of persons registering with the Probation and Parole Service with a new set of orders during the twelve-month period.

In NSW the only sentencing option that falls within the Restricted Movement category is Home Detention. Home Detention is a key part of the government’s strategy to encourage the use of alternatives to full-time custody for less serious offenders. It aims to divert offenders from full time custody, but is not intended to be an alternative to periodic detention, community service or other non-custodial alternatives. Home Detention is substantially more punitive, more intrusive and more costly than any other penalty alternative short of full-time custody.

Access to the Home Detention program is currently only available in the Illawarra, Sydney and Newcastle areas. Consideration is being given to expanding the Home Detention Program to other locations in New South Wales, beginning with the proposed trial of a rural model of Home Detention in Kempsey.

In 2002/03:

- 508 offenders were admitted to Home Detention, an increase of 16% from 2001/02;
- 817 Home Detention Orders were successfully completed in 2002/03 while 148 orders were revoked;

Home Detention Orders	1999/00	2000/01	2001/02	2002/03
Number supervised	179	178	175	229
% change		-0.6	-1.7	+30.8
Caseload intake	404	418	439	508
% change		+3.5	+5.0	+15.7

Reparation

The Reparation category includes: community service orders and fine default orders.

Under the Community Service Order scheme a court can order an offender to perform unpaid work to benefit the community. The Community Service Order scheme contributes significantly to community and charitable projects by using offenders to work on projects such as the Sydney Tramway Museum, Loftus, which is entirely run by volunteers.

Other longstanding partnerships with local councils throughout the State involve parks and gardens maintenance, general labouring, environmental enhancement, graffiti removal, weed removal and tree planting.

In 2002/03:

- 75% of community service orders were successfully completed on the basis of compliance with the order compared to 67% in the previous year;
- \$11.711 million worth of unpaid community work was performed by offenders subject to community supervision, as compared with \$11.688 million in 2001/02;
- approximately 1,425 non-profit organisations provided work opportunities for offenders subject to community service orders, unchanged since last year.

Community Service Orders	1999/00	2000/01	2001/02	2002/03
Number supervised	5302	5225	4632	4409
% change		-1.4	-11.3	-4.8
Caseload intake	7115	6423	5839	5526
% change		-9.7	-10.0	-5.4

Supervision (Compliance)

In 2002/03, the Probation and Parole Service supervised a monthly average of 3,502 offenders with parole orders and 10,264 offenders with probation orders including bonds, bail supervision, drug court orders and suspended sentences. The Service developed individual case plans for these offenders, taking into account the type of offence, risk to the community, and need of the offender.

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 them in developing positive goals and skills needed to lead a law-abiding lifestyle.

Parole Orders

In 2002/03:

- 78% of Parole Orders were successfully completed on the basis of compliance with the order compared to 70% in 2001/02;

- 4,300 inmates were released to parole with supervision, an increase of 530 inmates (14%) since 2001/02.

Parole Orders	1999/00	2000/01	2001/02	2002/03
Number supervised	3306	3104	3307	3502
% change		-6.1	+6.5	+5.9
Caseload intake	3284	3167	3770	4300
% change		-3.6	+19.0	+14.0

Probation Orders

In 2002/03:

- 14,262 offenders received probation orders, an increase of 5% on 2001/02;
- 87% of probation orders were successfully completed on the basis of compliance with the order compared to 84% in 2001/02.

Probation Orders	1999/00	2000/01	2001/02	2002/03
Number supervised	11549	11278	11280	10264
% change		-2.3	+0.02	-9.0
Caseload intake	12225	12984	13527	14262
% change		+6.2	+4.2	+5.4

STRATEGY

Improve the efficiency and effectiveness of the Court Advice Program and the reports to the Parole Board.

A major function of the Probation and Parole Service is to provide advice to the courts and releasing authorities. There are three broad categories of reports:

1. Pre-sentence reports are sought by the court prior to sentencing and provide advice to the courts on the suitability of the offender for a variety of custodial and/or community-based programs together with a corroborated summary of the background of the offender and major issues surrounding the offence.
2. Post-sentence reports are sought by the courts after sentencing and provide advice on the suitability of an offender for entry into programs such as Home Detention.
3. Pre-release reports are sought by the Parole Board and the courts and provide an outline of the offender's time in custody together with information about programs completed and the ability of the offender to adjust to life in the community.

Key Performance Measures

In 2002/03:

- 27,649 pre-sentence reports were requested by courts, an increase of 2% over the previous year

Pre-sentence reports	1998/99	1999/00	2000/01	2001/02	2002/03
Number of reports	22,832	25,376	25,287	27,161	27,649
% change	-	+11.1	-0.4	+7.4	+1.8

- 795 post-sentence reports were requested by courts, an increase of 13% over the previous year

Post-sentence reports	1999/00	2000/01	2001/02	2002/03
Number of reports	713	671	706	795
% change	-	-5.9	+5.2	+12.6

- approximately 3,614 pre-release reports were prepared for consideration by the Parole Board and other releasing authorities, an increase of 129% over the previous year. These figures should be treated with caution as the method for capturing these data changed in 2001/02 and the data extraction process is still being refined.

STRATEGY

Implement a validated risk/needs assessment instrument and case management approach that is integrated with inmate services and programs.

Offender Integrated Management System

During the year, a number of Probation and Parole locations have been test pilots for the new Offender Integrated Management System (OIMS), which electronically records the LSI-R risk/needs assessment together with the offender's case plan. Staff at Dee Why, Parramatta, Lismore, Wollongong, Burwood and the City District Offices as well as the Silverwater Parole Unit have been successfully using OIMS since February 2003.

The pilots have reported that OIMS performs significantly better than the previous system, with Lismore District Office having experienced the greatest improvement in response times. Staff involved have assisted in designing new features for the system including making the word processing module more user-friendly. The pilots also tested the training model for deployment to community users, with users making the transition without difficulty.

OIMS will enable officers to extract valuable case management information such as LSI-R ratings and case management needs. It also improves case notes, reports and intake modules.

Full deployment across Community Offender Services began in May 2003, an important milestone in implementing E-Case Management and Throughcare.

LSI-R (Level of Service Inventory - Revised)

During the year, the Probation and Parole Service continued to deploy the LSI-R as a standardised risk and needs assessment tool. The LSI-R is available electronically as part of a Department-wide corporate IT system and has been integrated to work with the PIMS electronic case management system.

The original plan, to concentrate upon the delivery of services to high-risk offenders based upon the likelihood of re-offending measured by the LSI-R, was revised to include medium to high-risk offenders. As a result, risk needs assessment revisions are being made to the workload study and allocations of resources.

Key Performance Measures

In the six-month period from 1 January to 30 June 2003 the LSI-R was administered to 8,687 offenders. This represents 84% of offenders registering with the Probation and Parole Service with Parole and Supervision Orders.

STRATEGY

Develop and accredit core programs addressing criminogenic needs and integration with custodially based programs.

Core Programs

The programs provided during the year were designed to address the criminogenic needs of offenders in a local area. Six structured programs targeted a range of offender issues including:

- alcohol and other drugs;
- domestic violence;
- anger management;
- women's issues;
- drink driving; and
- parole – to assist offenders in the reintegration process back into the community after release from incarceration.

These programs are adapted by district offices to meet the needs of different offender groups at each location. They are currently being submitted to a formal accreditation process to ensure their credibility, appropriateness and relevance. During the year, these adapted programs included:

Alternative Justice Program - Albury

The Albury District Office developed a 10-week program, in partnership with the Wandoo Aboriginal Corporation, TAFE (Culture and Heritage Program), NSW Health and Attorney Generals. Named the 'Alternative Justice Program', the initiative covers drug and alcohol abuse and anger management. As a result of the success of the consultation in Albury, Wandoo Aboriginal Corporation has initiated discussions with the Griffith District Office of the Probation and Parole Service to implement a similar program in that area. A similar model is also in the early developmental stages in Wagga Wagga.

Aboriginal Family Violence Program – Dubbo.

The Dubbo Aboriginal Family Violence Project was formed in April 2002 to develop a model for working with indigenous men, families and communities in the area of family violence. The Project focused on the perpetrators of violence and takes an integrated approach to working closely with services for victims, children and the community, providing the opportunity for Aboriginal urban communities to develop their own models for preventing family violence.

The Project involved the development of partnerships between various services and the Aboriginal community in Dubbo, resulting in the development of a Men's Program and a Women's Program, which started in June 2003. The programs will involve mandated clients of Probation and Parole and will also be open to outside voluntary participants.

Two Day Intensive Anger Management Program – Lake Cargelligo.

In May, a two day intensive Anger Management Program was run at Lake Cargelligo as a joint venture of COS and the Central West Family Support Group Inc., an arm of the Aboriginal Health Service. Sharing the cost now allows both groups more funds to stage other much needed programs.

The Walgett and Coonamble Men's Group

During the year, the Walgett and Coonamble Men's groups were run over three consecutive days, focussing on Alcohol and Other Drugs, Domestic Abuse and Aggression Management. The groups were designed in consultation with the local elders, and indigenous specialists. The program used the resources of the NSW Police, the Aboriginal Medical Service, the Aboriginal Legal Service, the Walgett Court House and several small business partners.

Lismore – Rekindling the Spirit

Developed in cooperation with the Probation and Parole Service and other government and community agencies in the Lismore area, Rekindling the Spirit provides a range of support services to address the culturally specific needs of Aboriginal families. It focuses on domestic violence, drug and alcohol abuse and child abuse and neglect within the family, providing one-to-one counselling and support, group work, family group work and referral to specialist mainstream services.

TOM'S STORY ...

Tom, a 27 year old Aboriginal man, came under Service supervision following assault convictions. Issues affecting him included depression, social isolation, diagnosed post-traumatic stress disorder and lack of employment.

As part of Tom's case planning he was referred to a number of agencies. These included a counsellor to help him overcome emotional/post-traumatic stress disorder issues, Social Security Intensive Support Training Programs, TAFE and financial planning.

Supported by his Probation and Parole Officer, Tom has secured a nurse traineeship, which will include four years of university study, and is now debt free. He was offered early release from supervision, but asked for it to continue as the Service had been such a positive force in his life.

In 2002/03, the first Bundjulong men's gathering was held to identify and discuss relevant issues and a parallel 'Rekindling the Spirit' group developed for Aboriginal women offenders.

Newtown – Aboriginal Men's Program (Walking Together)

The Aboriginal Men's Program ran for the ninth year, using Aboriginal culture to address social issues such as family violence, low self-esteem, alcohol and other drugs and employment/training. The program is the result of extensive consultation with the Redfern community, Aboriginal agencies, other government and non-government stakeholders as well as Aboriginal offenders.

Community Drug Action Team

Community Drug Action Teams combine community representatives and other stakeholders to address drug-related community issues. This year, a new Drug Action Team was established in Ura Ulang in partnership with community agencies and the local Aboriginal community. The Team is developing initiatives to meet the drug and alcohol needs and related issues in the Campbelltown area including a men's group addressing parenting skills, anger management and living skills and dealing with issues such as sexual abuse and drug and alcohol abuse.

Post-Release Community Maintenance Programs for Sex Offenders

Sex Offender Program psychologists working in the community provide Probation and Parole officers assessments regarding the level of risk offenders represent within their environments, options for therapeutic intervention and detailed recommendations for management of risk. In 2002/03, the Department ran post-release maintenance programs for 30 sex offenders to maintain treatment gains from custodial programs and prevent relapse in the community. New programs this year included one at Wollongong and an open treatment group at the Forensic Psychology Service. Attendance at these groups is normally a condition of parole, with offenders encouraged to continue after their parole period has expired.

MICHAEL'S STORY ...

In the mid 1990s Michael was serving a lengthy remand period on bail for a series of alcohol abuse-related domestic assaults. During this time, Michael made a sincere and sustained rehabilitation effort. When his case came to trial, the Probation and Parole District Manager supported Michael in court, offering a detailed report that resulted in Michael being placed on a further bond, rather than being given a custodial sentence.

Since then, Michael has continued to make progress. He has served both his bonds without re-offence, travelling 50 kilometres on an unsealed road to attend weekly Alcoholics Anonymous meetings with his partner.

Key Performance Measures

In 2002/03, approximately 303 offender management programs were presented to over 3,955 community-based offenders.

STRATEGY

Develop consultation and partnership relationships with indigenous communities and other cultural minority groups to enhance the delivery of culturally appropriate and effective programs and services.

Partnership with Government and Community Agencies

The trend toward initiatives developed in partnership with other government, non-government and community agencies, continued to gain momentum in 2003.

While this approach ensures that all agencies involved in the management of offenders have input into the design and development of new initiatives, it also requires individual agencies to devote considerable resources and time to planning, coordination and implementation.

In each of the following examples, the Probation and Parole Service was an active member of an inter-agency working group whose task was to develop and implement a Government initiative relating to managing offenders.

NSW Sober Driver Program

The NSW Sober Driver Program is a court-based, post-conviction, mandated program that targets adult offenders convicted of a repeat drink driving offence within the previous five years. The Program 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.

From December 2002 onwards, briefing sessions were provided for Magistrates, court users and Probation and Parole District Managers to ensure that all key stakeholders are familiar with the program aims and objectives.

The Standard (nine-week) Version was piloted in Campbelltown, Port Macquarie/Kempsey and Wollongong commencing in October 2002. Training of facilitators and co-facilitators began in June 2003 and roll out through Probation and Parole District Offices is scheduled to commence in July 2003.

A condensed version of the program was developed for use in rural and remote locations and was piloted in Armidale, Forbes and Griffith, in June 2003. A distance learning version is currently being developed for use in isolated and remote locations.

Partnerships with Aboriginal Communities

During the year the Service consulted with Aboriginal communities to identify community-based sentencing options.

On the Far North Coast this resulted in the re-opening of Namatjira Haven Drug and Alcohol Healing Centre, which has undergone extensive refurbishment and is currently piloting a new therapeutic program.

On the Far South Coast, partnerships with the 10 communities located between Bateman's Bay and Eden have resulted in the development of the Ancestral Trek for adult Aboriginal males in the region. Three one week camps have been held to date with the future aim of an eight week 550 kilometre trek alongside a series of two week camps. The Trek targets both offenders and non-offenders to address both prevention and 'cure'.

Mt. Druitt Community Solutions

In Mt. Druitt, funding from the Premier's Community Solutions and Crime Prevention Initiative is enabling the Service to work with community agencies such as: Blacktown City Council, TAFE, Department of Housing, Department of Community Services, Aboriginal communities, Pacific Islander communities, non-Government organisations, Department of Health and NSW Police. Funds are being used to design, implement and evaluate Offender Management Group work interventions including the beautification of local facilities.

Periodic Detention Intervention Program

The Periodic Detention Intervention Program involves home visits and counselling to an average of 55 detainees per month to encourage compliance. Since January 2003 officers have been involved in providing assessment reports to the Parole Board regarding the eligibility of detainees for reinstatement of periodic detention. To date the Unit has provided 45 reinstatement reports to the Parole Board.

Drug Summit

Unspent Drug Summit resources have recently been reallocated. Following a submission by the Policy and Programs Unit, the Probation and Parole Service has been granted \$3.725 million to develop a range of community-based initiatives. These include:

- developing and delivering drug and alcohol intervention programs to community-based offenders in partnership with the Department of Health and Corrections Health;
- drug screening for community-based offenders in partnership with Corrections Health;
- cross-training for Probation and Parole Officers with mental health and drug and alcohol, community and Government agencies, and case conferencing and joint case management of dually diagnosed community-based offenders;
- Aboriginal specialist officers to monitor Aboriginal offenders in community rehabilitation centres and facilitate return to their home communities;
- short to medium-term supported accommodation for homeless parolees in partnership with various community welfare agencies;
- implementing Pathways to Employment, Education and Training programs; and
- developing and implementing culturally sensitive drug and alcohol programs targeting community-based offenders.

Key Performance Measures

In 2002/03 the majority of these partnership initiatives were in the planning and development phase with implementation to commence in 2003/04.

STAFF OF THE DEPARTMENT

OBJECTIVES

Staff of the Department are able to meet correctional service demands and are committed to the continuous improvement of their skills and capabilities.

- Merit selection, promotion and flexible work practices are ethical and equitable. Industrial relations programs are fair, flexible, consultative and minimise workplace conflict.
- Occupational health, safety and rehabilitation programs are safe, effective, non discriminatory and support individual staff needs.
- An organisational culture characterised by sound communication, participatory management, teamwork and the pursuit of excellence.

STRATEGY

Human resources management processes linking recruitment, succession planning, career development and performance management.

Corrective Services Academy

RTO Re-Registration

The Academy achieved re-registration as a Registered Training Organisation (RTO), with the accreditation lasting for five years. No conditions were applied, which is an exceptional achievement for the Curriculum and System Advice Team, who also continued to maintain the Academy's ISO9001:2000 Quality Management System Certification.

Executive Development

In 2002/03 the Academy introduced two new executive development programs offering participants recognition for units of competency in the Diploma of Correctional Administration. The Executive Leadership Program was completed by 21 Governors and senior non-custodial managers. Following a pilot program in November 2002, 150 employees completed the Action Management Program. During the year, the Academy also conducted introductory workshops for Certificate IV in Business (Frontline Management), with the aim of improving and recognising the skills of Supervisors and Team Leaders.

Career Development Program

The Department's succession planning initiative, the Career Development Program, continued with a further four development centres with an average of 12 participants,

and 11 biannual workshops. The program was featured on the ABC's Catalyst Program, in an article in HR Monthly magazine and at two conferences organised by the International Quality and Productivity Centre.

◆◆◆ Custodial Training

In 2002/03, 255 recruits completed a record 13 Primary Training Courses at Brush Farm, and 373 trainees completed Certificate III in Correctional Practice. The Certificate was extensively revised to accommodate the new National Training Package and three new courses were successfully piloted: Managing Female Offenders; Case Management Practitioners; and Processing Legal Documents, Warrants and Detainers.

A Trainee Assessment Program replaced the Recall Program for Probationary Officers, requiring trainers to regularly visit trainees at the workplace to conduct progress reviews. As a result, there was a significant reduction in the number of uncompleted assessments after the 12-month probation period.

Offender Programs Training Unit

In 2002/03 the Offender Management Programs Training Unit assisted 64 primary trainees in the completion of the Probation & Parole Service Complete Certificate IV in Correctional Practice, representing an increase of 28 trainees compared to the previous financial year.

Intelligence Training

The Field Intelligence Officer Course was developed in consultation with the Corrections Intelligence Group. Three courses have been held at the Corrective Services Academy.

International Recognition

In 2002/03, the Academy hosted a representative from the Belgian Ministry of Justice and conducted training with officers from Tonga and Malaysia. The Malaysian corrections authority also purchased the licence for a set of distance learning modules produced by Brush Farm Academy for the Diploma of Correctional Administration. Further international links were created when the Academy received delegations from the Indonesian Directorate General for Human Rights Protection, Hong Kong Corrections, Singapore's Ministry of Home Affairs and the Chinese Ministry of Justice.

Improved Systems and Amenities

The Academy developed a centralised computer database to consolidate student records and to ensure that the academic administration complies with Australian Quality Training Framework standards. Significant refurbishment and upgrades were also completed at the Brush Farm site to improve accommodation and training facilities.

Workplace Development

During the year, there was an increased focus on information systems training to support the role of front-line correctional, probation and parole, and administrative staff, and on training for potential interview panel convenors and members. New training programs introduced in 2002/03 include: Job Applications and Interview Skills, Women into Leadership, Assessor Development and Cultural Inclusiveness.

Grants Program

Fifteen employees received funds of up to \$3,000 for education and development purposes through the Scholarship Reimbursement Scheme.

Mentoring Project

Results from the pilot Mentoring Project are still under evaluation, however preliminary findings indicate a positive response. Issues include the need for more support for mentors and the barriers created by distance. Another project may be undertaken with a larger number of participants to further clarify these issues.

STRATEGY

Implementation of effective equal employment opportunities in recruitment, selection, promotion and retention.

Recruitment

In 2002/03 the Department required additional staff in correctional centres and courts, intensive community supervision, and recruited 275 trainee correctional officers. While still maintaining staffing levels in the Sydney metropolitan area, the recruitment focus was on preparing to open new centres, with early stage recruitment campaigns starting in Kempsey and Wellington.

Recruitment and Retention of Women

In 2002/03 a major focus for Brush Farm Academy was the development of management and leadership skills. An Executive Leadership Program was introduced, completed by 21 Governors and senior non-custodial managers, eight of whom were women.

In November 2002, the first module of the Action Management Program was piloted and a total of 150 employees have since entered the program. Of the group eligible to undertake the program, 27% are women and 30.5% of participants in the program are women. This program focuses on the consolidation of vocational skills and extension of management qualities.

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

The Career Development Program is the Department's succession planning initiative. It is available to staff at Senior Correctional Officers and Clerks Grade 6 and above through competitive selection. It is a three-year program providing participants with an individual development plan, six-monthly seminars on leadership topics and a grant to cover some development costs. In 2002/03 four development centres were run for a total of 40 participants, 17 of whom were women.

A new Women into Leadership course was also developed and run at Brush Farm Academy. During the year, four courses were completed for a total of 64 women.

During the year, 49 new female correctional officers joined the Department. Notwithstanding a continued focus on recruiting women, this represented 17% of the total number of officers recruited and a 4% decline on the previous year.

During the year there was a reduction in the number of separations from the Department for female custodial officers and non-custodial staff.

Indigenous and NESB Recruitment

The percentage of new Non English Speaking Background (NESB) officers remained the same, with 37 new NESB staff recruited during the year.

In 2002/03, the Department made a substantial effort to increase the number of indigenous officers being recruited, with the Aboriginal Employment and Careers Officer attending seven recruitment drives, career days and seminars. This resulted in 365 indigenous people participating in the recruitment process, more than double the number in 2001/02. However, only three applicants were employed this year.

To ensure staffing levels more accurately reflect the high numbers of Aboriginal people to whom the Department provides services, an Aboriginal Employment and Careers Strategy has now been finalised. The strategy will involve better communication with Aboriginal communities regarding employment opportunities, additional traineeships, better retention and support mechanisms, increased cultural awareness training and a career planning program for Aboriginal employees.

It is hoped staffing levels will also be boosted by funding recently received through the Elsa Dixon Program for further positions for Aboriginal people.

STRATEGY

An integrated suite of healthy workplace policies and programs to achieve an ethical, safe and harmonious working environment.

Equity

During the year, the Department began an Intervention Strategy into workplace bullying, harassment and discrimination. The program aims to support Managers in dealing with these issues.

Occupational Health and Safety (OHS)

During the year, the Department developed an OHS Audit system called Correctsafe, which will be distributed and implemented in all workplaces in 2003/2004. Correctsafe is designed to test existing OHS management systems and evaluate their effectiveness.

In December 2002, the Department's Occupational Health and Safety Unit won the Public Sector Risk Management Agency's OHS Award for introducing quality management systems, such as the 'Corrective Actions Register' and the 'OHS Manual'.

Workers' Compensation claim numbers have increased significantly over the last two years, consistent with the change in legislation from 1 January 2002, when provisional liability was introduced.

WORKERS' COMPENSATION CLAIMS

1998/99	808
1999/00	815
2000/01	812
2001/02	934
2002/03	1010

CLAIMS PER 100 EMPLOYEES PER YEAR OF INJURY

1998/99	16.7
1999/00	16.6
2000/01	15.5
2001/02	17.3
2002/03	17.8

WORKERS' COMPENSATION CLAIM COSTS

1998/99	\$10,886,800
1999/00	\$12,824,237
2000/01	\$11,718,532
2001/02	\$ 8,889,303
2002/03	\$ 5,278,884

STRATEGY

Workforce relations are conducted collaboratively and focus upon achieving organisational goals.

Industrial Relations

The equivalent of 2,254 person days were lost as a result of industrial action during 2002/2003, compared to 1,375 in the previous year. The increase in action occurred in part due to a State-wide strike in relation to the bailing of inmates charged with serious assaults on Correctional Officers.

Leave Task Force

During the year the Leave Task Force completed leave reconciliations across much of the Department, providing advice on developing the revised roster and attendance management practices. The Leave Task Force will finalise its operations before the end of 2003/04.

Goulburn Relocation

In February 2003, the Commissioner advised staff that approximately 100 departmental positions would be relocating to Goulburn by 2005. It is anticipated that 38 positions will relocate to Goulburn from the Human Resources Management Division and result in Human Resources transactional positions responsible for payroll, personnel and recruitment of staff for the Department being based in Goulburn from late 2005. This will result in greater uniformity, consistent work practices and an enhanced client services provided to staff.

MANAGING ASSETS AND RESOURCES

OBJECTIVE

Resource allocation, utilisation and accountability processes demonstrate high standards of corporate governance, effectiveness and efficiency

STRATEGIES

Forward asset acquisition and development plans are linked to operational goals and are based upon demonstrated trends in demand.

New or re-developed facilities support planned operations, address cost effectiveness benchmarks and have built-in flexibility to accommodate longer-term changes that may be required.

Demand for services

In the past five years, the average full-time inmate population has grown from 6,835 to 7,854, an increase of 15%. The factors that appear to be influencing this increase are: more and better policing, higher minimum penalties, increasing levels of violence, greater availability of drugs and changes to the Bail Act.

DAILY AVERAGE FULL-TIME INMATE POPULATION

1998/99	6,835
1999/00	7,272
2000/01	7,490
2001/02	7,667
2002/03	7,854

Although it is not possible to predict all the factors that will impact on the inmate population, estimates indicate the inmate population will continue to rise over the next three years at a rate of approximately 275 inmates per year. If this is the case, NSW correctional centres will need to house 9,000 inmates by December 2005.

To cater to this expected increase in inmate numbers, the Government has committed \$750m towards a capital works program.

Parklea Correctional Centre

On Thursday, 20 February 2003, the former Minister for Corrective Services, the Hon. Richard Amery, officially opened a \$20m extension to the maximum security Parklea Correctional Centre. The extension is part of a \$40m upgrade to the centre and in line

with the Government's strategy to increase remand capacity around the State. The redeveloped centre will accommodate an additional 200 unconvicted inmates.

Mid North Coast Correctional Centre

The Mid North Coast Correctional Centre, Kempsey, is expected to be completed in February 2004. Construction on this \$107m, 500-bed facility started in January 2002. The new centre will take the pressure off court cells within the Northern Region, and Tamworth, Grafton and Cessnock Correctional Centres and will operate a commercial kitchen to service other correctional centres in Tamworth, Glen Innes and Grafton.

Dillwynia Correctional Centre

The new women's facility, Dillwynia, at Windsor will accommodate 200 inmates and is expected to open in early 2004. The minimum to medium security centre will be the only purpose-built facility for women in NSW, offering programs and services for low-risk women with high needs.

Wellington Correctional Centre

On 17 September 2003, Premier Bob Carr announced that a new 500-bed, \$115m correctional centre would be built in Wellington in the Central West. The new centre will inject approximately \$8m into the local economy each year and provide hundreds of jobs during the construction phase. A development application has been submitted to Wellington Council. The new correctional facility will house high, medium and minimum security inmates, both sentenced and on remand, and also provide accommodation for 68 women. The centre should be completed by 2006. It will relieve the pressure on the nearby Bathurst Correctional Centre, which is currently near capacity.

Long Bay Hospital

The Department is working with Corrections Health Service representatives to develop a new 85-bed hospital at Long Bay. It will include 30 medical/surgical beds, 15 aged-care beds, and 40 acute psychiatric assessment beds. The \$50.5m project will be completed by 2006. Planning is also underway for a new forensic hospital, funded by the NSW Department of Health, to be constructed at Long Bay. It will include 120 forensic beds and 15 secure non-forensic beds.

Goulburn Corporate Support Office

The Government has set aside \$627,000 in 2003/04 to start relocating 109 Corrective Services administrative jobs to Goulburn. The funding will also be used to rationalise the accommodation required for new and existing staff in Goulburn, with relocation expected to be complete during 2005.

Long Bay Correctional Centre

During the year, the \$1.9m renovation of 18 Wing was completed at Long Bay, creating a bright, open, but secure environment for inmates with intellectual disabilities. The old

wing was completely refurbished and extended to provide suitable accommodation as well as day rooms, recreation and dining areas, and a secured external yard. The project also involved additions to, and the complete refurbishment of, the adjacent former workshop to make room for inmate services and programs facilities, classrooms and a workshop.

Oberon Correctional Centre

Documentation and tendering for the construction of accommodation units for 30 additional inmates and a new visits building at Oberon was completed. The work commenced in July 2003, and the buildings are scheduled for commissioning in November 2003.

Brewarrina Correctional Centre (Yetta Dhinnakkal)

During 2002/03, two new inmate accommodation units were commissioned at Yetta Dhinnakkal. The units are demountable buildings originally used at the Sydney Olympic Games and were re-assembled on site.

Tamworth Correctional Centre

At Tamworth, three former Olympic Games demountable buildings were transported and erected on site. The three units, housing up to 30 inmates, became operational in October 2002, and were officially opened by the Minister in July 2003.

Glen Innes Correctional Centre

The Minister announced that accommodation at Glen Innes would increase by 30 beds with the relocation of three demountable buildings over the next three years.

Campbelltown Periodic Detention Centre

The Campbelltown Periodic Detention Centre re-opened during the year.

The Way Forward

In 2001/02 the recurrent cost per correctional centre inmate per day, for inmates in open custody and periodic detention (using National Correctional Indicators counting rules), was \$147.80 compared to a national average of \$139.00. Recurrent cost per inmate per day in secure custody was \$173.60 compared to a national average of \$161.40.

Recognising the potential for improving its cost structure, the Department has initiated 'The Way Forward' project to advance workplace reform in its correctional centres. Negotiations are underway to pilot improved work practices at the new Mid North Coast and Dillwynia Correctional Centres, to make better use of staff resources in accordance with modern correctional practices. These improvements will then be rolled out to the Department's other correctional centres.

OBJECTIVE

Departmental property, plant and equipment are maintained in accordance with sound asset management principles.

STRATEGY

Maintain heritage conservation and planned maintenance programs for departmental assets.

Energy Management

During the year, the Department's energy management program continued to realise substantial cost savings and reduced greenhouse gas emissions. In 2002/03, energy saving devices were installed at two correctional centres:

Centre	Annual energy savings	% of annual energy costs	CO² reduction
Long Bay	\$65,000	12%	1,000 tonnes
Silverwater	\$50,000	9.7%	706 tonnes

An all-centre Natural Gas Contract was also established, with an estimated annual saving of \$800,000.

Property Management

In 2002/03 the Department managed 80 commercial leases totalling 28,054 square metres to support Probation and Parole offices and other operational/administration areas. During the year, eleven leases were renewed and seven new leases were negotiated. The three surplus properties were disposed of, returning \$5,604,000 to the Government.

Asset Maintenance

The Department continued implementing a ten-year maintenance plan during 2002/03, resulting in considerable improvements in the strategies used to carry out asset maintenance. Year three of the plan has been reviewed and submitted for implementation during 2003/04. Training in the use of a computerised maintenance monitoring system known as Remote Maintenance Data was completed in all centres.

State-wide maintenance contracts have been renewed for fire protection systems, air conditioning, electrical switchboards/exit signs, emergency lighting, generators, liquid waste disposal, pressure vessels and security equipment.

Water Management

Water reduction strategies at Emu Plains have been implemented, saving approximately \$115,000 per annum. Water monitoring has been undertaken at John Morony, Cessnock, Long Bay, Goulburn, Silverwater and Parklea to determine potential water usage reduction.

Minor Works

The program was developed and successfully implemented with the delivery of 210 projects at a total cost of \$17.4m. Projects included: various Probation and Parole fit outs; upgrading facilities at St Heliers, Cessnock, Tamworth and the Corrective Services Academy.

Security and Communications

In 2002/03 the Department invested \$615,000 in upgrading the radio network for Court Security with the purchase of new radios on the Government Radio Network (GRN).

STRATEGY

Resource allocation and budget management systems are fully integrated with planning performance management and accountability reporting systems.

Improved budgetary processes

In 2002/03, the Department's budgetary processes were improved by aligning information in the Service and Resource Allocation Agreement (SRAA) with the Budget Papers; engaging the stakeholders and making the process and methodology transparent to Cost Centre Managers. A Business Plan was developed using a Balanced Scorecard methodology and the budget formulation process streamlined by issuing templates to Regional Finance Officers.

During the year, the Budget Branch improved the handling of post-budget allocation adjustments by introducing formal procedures, forms and registration for proper audit trails and transparency and collaborated with the Strategic Development Branch to implement a standard costing tool for consistent costing advice.

Streamlined procurement

With a view to improving procurement accountability, early in the reporting year the Department participated in the pilot for the Procurement Capability Tool. The project led to an action plan to streamline procurement across the Department. In the coming year, a Procurement Council will be established to co-ordinate procurement initiatives throughout Corrective Services and oversee the implementation of the Government's 'smartBuy' initiative.

TARGETS 2003/04**Correctional Centre Management**

- Commence operation of a mobile outreach program at the Emu Plains Correctional Centre.
- Commission newly developed facilities for intellectually disabled inmates and other inmates requiring additional support at the Metropolitan Special Programs Centre.
- Commence operation of a women's unit at the Long Bay Hospital for up to nine female inmates who need mental health care or medical hospitalisation.
- Commission Bay Cottage, a residential diversionary program for women with mental health and/or substance addiction issues, within the Long Bay Correctional Complex.
- Pilot reformed workplace practices resulting from the 'The Way Forward' Project at Dillwynia and Mid North Coast Correctional Centres

Throughcare and E case management

- Put project management methodology in place.
- Conduct Throughcare and Case Management business process review and re-engineering, determine project scope, change management review.
- Implement Throughcare Strategic Framework 2002-05.
- Develop a comprehensive strategy to support offenders' transition from custody to a successful return to the community.
- Implement Child Protection Strategic Framework 2003-05.
- Develop proposal in cooperation with Attorney-General's Department and other justice agencies for expansion of video conferencing system.

Young Adult Offenders

- Develop and implement a state-wide young adult offenders program, including provision for female inmates.

Security

- Upgrade the Drug Dog Detector and Specialised Training Units to enable them to provide a more comprehensive and far-reaching service.

Intelligence

- Implement the recommendations of the Bruce Johnston report and work towards best practice in intelligence services for the Department.
- Review, negotiate and develop Memorandums of Understanding with all relevant external law enforcement agencies to ensure the CIG maintains professional intelligence partnerships.
- Develop and implement a strategic plan to assist in the reduction of mobile phone usage with correctional centres.

Court Security and Inmate Escort Services

- Review escort services to court locations with a view to clustering courts under correctional centres.

Community Based Correctional Services

- Expand the Home Detention Scheme to ensure that this sentencing option is available throughout New South Wales particularly in regional areas (e.g., the mid north coast).

- Develop intensive supervision programs aimed at diverting offenders from custody, in particular high need offenders with special program requirements and Aboriginal offenders.
- Develop strategies in conjunction with other Government and non-Government agencies to meet the additional support and supervision needs of offenders with an intellectual or related disability to improve outcomes and equity of access to non-custodial sentencing options.
- Participate in the national benchmarking and service-forecasting project to enable development of practical service standards in community corrections to underpin longer-term service, efficiency and outcomes improvement.

Staff of the Department

- Increase the number of female recruits, in particular to staff the new women's facility at South Windsor.
- Recruit in regional NSW to staff new facilities opening in Kempsey and Wellington. This includes local testing, interviewing and medical examinations.
- Commence relocation of 109 staff from the Sydney corporate office to Goulburn in regional New South Wales.
- Implement Aboriginal Regional network meetings to support and develop Aboriginal staff

Managing Assets and Resources

- Continue to implement the Department's Capital Works program with:
 - o Dillwynia Correctional Centre-200 places for women
 - o Goulburn Correctional Centre (Stage 2)
 - o Long Bay Correctional Redevelopment
 - o Long Bay Hospital Redevelopment and new Forensic Hospital
 - o Mental Health Assessment Units at the Metropolitan Remand and Reception Centre and Mulawa Correctional Centre
 - o Mid North Coast Correctional Centre-350 beds for male and female inmates
 - o Mid North Coast Remand Extension-additional 150 beds
 - o Parklea Correctional Centre Remand-200 beds
 - o Parklea remand – Stage 2-additional 200 beds
 - o Western Region Correctional Centre-500 beds for male and female inmates
 - o Mulawa redevelopment
 - o Mid North Coast Second Chance
 - o Parramatta Probation & Parole-new premises
 - o DCS Head Office partial relocation to Goulburn
 - o Statewide Probation and Parole program-office relocations and upgrades
- Audit State-wide maintenance contracts to test their effectiveness.
- Implement a pilot Project for the Department's Service Delivery Accountability Model
- Implement a Procurement Card pilot
- Implement E-Procurement
- Aggregate purchasing for large motor-vehicles

AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2003

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 the provisions of the Public Finance and Audit Act 1983, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2000 and the Treasurer's Directions.
- (b) The statements exhibit a true and fair view of the financial position and transactions of the Department.
- (c) There are no circumstances, which would render any particulars included in the financial statements to be misleading or inaccurate.


RON WOODHAM
Commissioner
7/ October 2003



GPO BOX 12
SYDNEY NSW 2001

Tel 9285 0022

Ref Z112/JS

Mr R Woodham
Commissioner
Department of Corrective Services
Level 18, Roden Cutler House
24 Campbell Street
SYDNEY NSW 2000

13 October 2003

Dear Mr Woodham

STATUTORY AUDIT REPORT
for the Year Ended 30 June 2003

DEPARTMENT OF CORRECTIVE SERVICES

I have audited the accounts 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 2003, including details of any significant matters that were found during the audit. The Act requires that I send this report to the Minister and to the Treasurer.

This report is not the Independent Audit Report, which expresses my opinion on the Department's annual financial report. The Independent Audit Report, together with the Department's annual financial report, is attached.

Audit Result

I expressed an unqualified opinion on the Department's annual financial report and my audit did not identify any significant matters.

Last year I commented on the operation of the Leave Taskforce Team, which was established to review discrepancies in leave recording at Correctional Centres. In 2002-03, an Internal Audit report was critical of the operation of the Taskforce. At the request of the Commissioner, we reviewed the Internal Audit report and the status of the Taskforce. We concluded that:

- the methodology adopted by the Taskforce was not the most appropriate. The approach developed over time, rather than being adequately planned at the commencement of the project
- the Taskforce's method of testing was by manual reconciliation rather than electronic comparison of leave and roster records, and the coverage was changed from a sample basis to a 100% review without a cost benefit analysis being undertaken. The review had also extended beyond its initial scope. These factors have extended the time taken for the project
- progress reports were general in nature and were not informative enough for decision-making.

Recommendations were provided to the Commissioner, who advised that the Taskforce will operate under a new manager until the end of this calendar year. Its operation beyond that time would not be cost effective.

I also commented on the Department's lack of compliance with the requirements of the *State Records Act 1998*. The Department has made plans to remedy this situation but solutions are yet to be put in place.

My audit is continuous and I may therefore identify new significant matters before the Auditor-General next reports to Parliament on the Department's audit. If this occurs, I will write to you immediately.

Auditor-General's Report to Parliament

Comment on the Department's operations will appear in the Auditor-General's Report to Parliament, which should be tabled during December. I will send a draft of this report to you for comment before it is tabled in Parliament.

Scope of the Audit

As advised in the Engagement Letter, my audit procedures are targeted specifically towards forming an opinion on the Department'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 (eg Premier's Circulars) and tests whether the Department complied with them. This year, I examined compliance with:

- requirements of the Senior Executive Service Guidelines in relation to the Chief Executive Officer's employment contract; and
- requirements of the Premier's Department document "Guidelines for the engagement and use of Consultants".

We found that the Department substantially complied with these requirements.

Acknowledgment

I thank the Department's staff for their courtesy and assistance.

Yours sincerely



J Kheir
Director of Audit

Enc

cc The Hon J Hatzistergos MLC, Minister for Justice
The Hon M R Egan MLC, Treasurer



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:

- (a) presents fairly the Department's financial position as at 30 June 2003 and its financial performance and cash flows for the year ended on that date, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and
- (b) complies with section 45E of the *Public Finance and Audit Act 1983* (the Act).

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

The Commissioner's Role

The financial report is the responsibility of the Commissioner for Corrective Services. It consists of the statement of financial position, the statement of financial performance, the statement of cash flows, the program statement - expenses and revenues, the summary of compliance with financial directives and the accompanying notes.

The Auditor's Role and the Audit Scope

As required by the Act, I carried out an independent audit to enable me 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 and Assurance Standards and statutory requirements, and I:

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

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 failed in his reporting obligations.

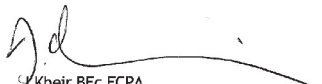
My opinion does *not* provide assurance:

- about the future viability of the Department of Corrective Services,
- that the Department 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.



J Kheir BEc FCPA
Director of Audit

SYDNEY
13 October 2003

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2003

	NOTES	ACTUAL 2003 \$'000	BUDGET 2003 \$'000	ACTUAL 2002 \$'000
Expenses				
Operating expenses				
Employee related	2(a)	452,236	439,769	406,589
Other operating expenses	2(b)	133,333	125,785	127,397
Maintenance		18,428	17,383	15,524
Depreciation	2(c)	36,309	24,800	25,088
Grants and subsidies	2(d)	3,760	3,743	3,017
Other expenses	2(e)	309	615	298
Total Expenses		644,375	612,095	577,913
Less:				
Retained Revenues				
Sales of goods and services	3(a)	24,917	27,315	30,715
Investment income	3(b)	1,351	1,328	817
Grants and contributions	3(c)	5,143	1,589	4,834
Other revenue	3(d)	427	74	5,254
Total Retained Revenues		31,838	30,306	41,620
Gain/(loss) on sale of non- current assets	4	2,159	-	(2,260)
Net Cost of Services	20	610,378	581,789	538,553
Government Contributions				
Recurrent appropriation	6(a)	501,923	515,362	465,742
Capital appropriation	6(b)	120,008	117,122	75,316
Asset sale proceeds transferred to the Crown Entity		-	-	(108)
Acceptance by the Crown Entity of employee benefits and other liabilities	7	55,273	46,548	37,232
Total Government Contributions		677,204	679,032	578,182
SURPLUS FOR THE YEAR		66,826	97,243	39,629
NON-OWNER TRANSACTION CHANGES IN EQUITY				
Net increase/(decrease) in Asset Revaluation Reserve		(9,594)	-	283,971
TOTAL REVENUE, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY		(9,594)	-	283,971
TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS	16	57,232	97,243	323,600

The accompanying notes form part of these statements

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2003

	NOTES	ACTUAL 2003 \$'000	BUDGET 2003 \$'000	ACTUAL 2002 \$'000
ASSETS				
Current Assets				
Cash	9	17,940	23,484	19,213
Receivables	10	14,479	12,199	12,049
Inventories	11	5,640	5,627	5,627
Total Current Assets		38,059	41,310	36,889
Non- Current Assets				
Land & Buildings		1,104,731	1,108,718	1,038,785
Plant & Equipment		48,499	65,372	42,983
Total Non- Current Assets	12	1,153,230	1,174,090	1,081,768
Total Assets		1,191,289	1,215,400	1,118,657
LIABILITIES				
Current Liabilities				
Payables	13	31,868	18,056	26,728
Provisions	14	32,979	39,057	29,453
Other	15	-	-	1,432
Total Current Liabilities		64,847	57,113	57,613
Non-Current Liabilities				
Provisions	14	29,082	20,916	20,916
Total Non-Current Liabilities		29,082	20,916	20,916
Total Liabilities		93,929	78,029	78,529
Net Assets		1,097,360	1,137,371	1,040,128
EQUITY				
Reserves		358,744	367,475	367,475
Accumulated funds		738,616	769,896	672,653
Total Equity	16	1,097,360	1,137,371	1,040,128

The accompanying notes form part of these statements

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2003

	NOTES	ACTUAL 2003 \$'000	BUDGET 2003 \$'000	ACTUAL 2002 \$'000
CASH FLOW FROM OPERATING ACTIVITIES				
Payments				
Employee related		(410,459)	(410,995)	(375,130)
Grants and subsidies		(3,760)	(3,743)	(3,017)
Other		(166,574)	(164,230)	(167,614)
Total Payments		(580,793)	(578,968)	(545,761)
Receipts				
Sale of goods and services		22,000	27,291	28,767
Interest received		945	1,202	1,055
Other		33,270	21,610	30,990
Total Receipts		56,215	50,103	60,812
Cash Flows from Government				
Recurrent appropriation		501,923	515,362	466,549
Capital appropriation		120,008	117,122	75,941
Asset sale proceeds transferred to the Crown Entity		-	-	(108)
Cash Transfer to the Consolidated Fund		(1,432)	-	-
Cash reimbursement from the Crown Entity		18,012	17,774	14,817
Net Cash Flows from Government		638,511	650,258	557,199
NET CASH FLOWS FROM OPERATING ACTIVITIES	20	113,933	121,393	72,250
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from the sale of land and buildings, plant and equipment		5,470	-	44
Purchases of land and buildings, plant & equipment		(120,676)	(117,122)	(76,180)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(115,206)	(117,122)	(76,136)
NET INCREASE \ (DECREASE) IN CASH		(1,273)	4,271	(3,886)
Opening cash and cash equivalents		19,213	19,213	23,099
CLOSING CASH AND CASH EQUIVALENTS	9	17,940	23,484	19,213

The accompanying notes form part of these statements

PROGRAM STATEMENT—EXPENSES AND REVENUE FOR THE YEAR ENDED 30 JUNE 2003

	PROGRAM 22.1.1#		PROGRAM 22.2.1#		PROGRAM 22.3.1#		NOT ATTRIBUTABLE		TOTAL	
AGENCY'S EXPENSES & REVENUES	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses										
Operating expenses										
Employee related	325,943	293,321	74,984	67,478	51,309	45,790			452,236	406,589
Other operating expenses	90,598	82,511	30,837	30,053	11,898	14,833			133,333	127,397
Maintenance	14,883	12,528	3,424	2,882	121	114			18,428	15,524
Depreciation	29,200	20,127	6,718	4,630	391	331			36,309	25,088
Grants and subsidies	-	-	1,515	3,017	2,245	-			3,760	3,017
Other expenses	270	260	33	38	6	-			309	298
Total expenses	460,895	408,748	117,510	108,097	65,970	61,068	-	-	644,375	577,913
Retained Revenues										
Sale of goods and services	11,335	14,085	13,494	16,220	88	410			24,917	30,715
Investment Income	1,351	817	-	-	-	-			1,351	817
Grants and contributions	1,369	1,618	2,844	2,808	930	408			5,143	4,834
Other Revenue	225	4,136	202	1,118	-	-			427	5,254
Total Retained Revenues	14,280	20,656	16,402	20,146	1,018	818	-	-	31,838	41,620
Gain / (loss) on sale of non-current assets	1,750	(1,842)	402	(424)	7	6			2,159	(2,260)
NET COST OF SERVICES	444,865	389,934	100,568	88,375	64,945	60,244	-	-	610,378	538,553
Government Contributions*							677,204	578,182	677,204	578,182
NET EXPENDITURE / (REVENUE)	444,865	389,934	100,568	88,376	64,945	60,244	(677,204)	(578,182)	(66,826)	(39,629)
	Program 22.1.1#		Program 22.2.1#		Program 22.3.1#		Not Attributable		Total	
ADMINISTERED EXPENSES & REVENUES	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Expenses										
Transfer payments									-	-
Other									-	-
Total Administered Expenses									-	-
Administered Revenues										
Transfer receipts									-	-
Consolidated Fund									-	-
Taxes, fees and fines									-	-
Other									-	-
Total Administered Revenues									-	-
Administered Revenues less Expenses									-	-

#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.

SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES FOR THE YEAR ENDED 30 JUNE 2003

2003				2002				
	Recurrent Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000	Recurrent Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000
Original Budget Appropriation / Expenditure								
Appropriation Act	515,362	501,135	117,122	117,122	461,126	460,289	85,941	75,316
	515,362	501,135	117,122	117,122	461,126	460,289	85,941	75,316
Other Appropriations / Expenditure								
Treasurer's Advance	255	255	-	-	5,404	5,404	-	-
Section 25 - transfers from other agencies	533	533	2,886	2,886	49	49	-	-
	788	788	2,886	2,886	5,453	5,453	-	-
Total Appropriations / Expenditure / Net Claim on Consolidated Fund (includes transfer payments)	516,150	501,923	120,008	120,008	466,579	465,742	85,941	75,316
Amount drawn down against Appropriation		501,923		120,008		466,549		75,941
Liability to Consolidated Fund		-		-		807		625

The Summary of Compliance is based on the assumption that Consolidated Funds moneys are spent first (except where otherwise identified or prescribed)
The Liability to Consolidated Fund represents the difference between the Amount Drawn down against Appropriation and the Total Expenditure/Net Claim on Consolidated Fund.

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The Department of Corrective Services, as a reporting entity, comprises all the entities under its control, including 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 reporting entity is consolidated as part of the NSW Total State Sector Accounts.

(b) Basis of Accounting

The Department's financial statements are a general-purpose financial report, which has been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncements of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 "Accounting Policies" is considered.

Except for land and buildings and plant and equipment, which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention.

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

(c) Revenue Recognition

Revenue is recognised when the Department has control of the good or right to receive, it is probable that the economic benefits will flow to the Department and the amount of revenue can be measured reliably. Additional comments regarding the accounting policies for recognition of revenue are discussed below:

(i) Parliamentary Appropriations and Contributions from Other Bodies

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenues when the Department 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 15 as part of 'current liabilities – other'. 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 and services comprises revenue from the provision of products or services, ie user charges. User charges are recognised as revenue when the Department obtains control of the assets that result from them.

(iii) Investment Income

Interest revenue is recognised as it accrues.

(d) 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 vesting sick leave are recognised and measured in respect of employees' services up to the reporting date at nominal amounts based on the amounts expected to be paid when the liabilities are settled.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

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 entitlements 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 entitlements to which they relate have been recognised.

(ii) Accrued salaries and wages - reclassification

As a result of the adoption of accounting standard AASB 1044 "Provisions, Contingent Liabilities and Contingent Assets", accrued salaries and wages and on-costs have been reclassified to "payables" instead of "provisions" in the Statement of Financial Position and the related note disclosures, for the current and comparative period. On the face of the Statement of Financial Position and in the notes, reference is now made to "provisions" in place of "employee entitlements and other provisions". Total employee benefits (including accrued salaries and wages) are reconciled in Note 14 "Provisions".

(iii) Long Service Leave and Superannuation

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

Long service leave is measured on a present value basis. The present value method is based on the remuneration rates at year-end plus an actuarial assessment of increases for all employees with five or more years of service

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 employees' salary. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of employees' superannuation contributions.

(iv) Other Provisions

Other provisions exist when the Department has a present legal, equitable or constructive obligation to make a future sacrifice of economic benefits to other entities as a result of past transactions or other past events. These provisions are recognised when it is probable that a future sacrifice of economic benefits will be required and the amount can be measured reliably.

Any provisions for restructuring are recognised either when a detailed formal plan has been developed or will be developed within prescribed time limits and where the Department has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring.

(e) Insurance

The Department'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.

(f) Accounting for the Goods and Services tax (GST)

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

- the amount of GST incurred by the Department 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.

(g) Acquisition of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

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.

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

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value at the acquisition date. The discount rate used is the incremental borrowing rate, being the rate at which a similar borrowing could be obtained.

(h) Plant and Equipment

Plant and equipment costing \$5000 and above individually are capitalised.

(i) Revaluation of Physical Non-Current Assets

Physical non-current assets are valued in accordance with the "Guidelines for the Valuation of Physical Non-Current Assets at Fair Value" (TPP 03-02) This policy adopts fair value in accordance with AASB1041 from financial years beginning on or after 1 July

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

2002. There is no substantive difference between the fair value valuation methodology and the previous valuation methodology adopted in the NSW public sector.

Where available, fair value is determined having regard to the highest and best use of the asset on the basis of current market selling prices for the same or similar assets. Where market selling price is not available, the asset's fair value is measured as its market buying price ie the replacement cost of the asset's remaining future economic benefits. The Department is a not for profit entity.

Each class of physical non-current assets is valued at least every five years and 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 is separately restated.

Otherwise, any balances of accumulated depreciation existing 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.

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.

(j) Depreciation of Non-Current Physical Assets

Except for a limited number of 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 entity.

All material separately identifiable component assets are recognised and depreciated over their shorter useful lives, including those components that in effect represent major periodic maintenance.

Land is not a depreciable asset. Certain heritage assets have an extremely long 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 depending on the term of the lease (10%, 20% & 50%).

(k) Maintenance and repairs

The costs of 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.

(l) 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.

The Department has no finance leases.

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

(m) 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.

(n) Inventories

Inventories are stated at the lower of cost and net realisable value. The cost is calculated using the weighted average cost or "first in first out" method.

(o) Inmate Funds

Funds are held in public money accounts on behalf of inmates as set out in note 21. 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 statements.

(p) Payables

These amounts represent liabilities for goods and services provided to the Department and other amounts, including interest. Interest is accrued over the period it becomes due.

(q) 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 Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts ie per the audited financial statements (rather than carried forward estimates).

(r) Treasury Managed Fund

TMF normally calculates hindsight premiums each year. However in regard to workers compensation the final hindsight adjustment for the 1997/1998 fund year and an interim adjustment for the 1999/2000 fund year have not yet been calculated. The basis for calculating the hindsight premium is currently being reviewed and will not be resolved until next financial year.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

	2003	2002
	\$'000	\$'000
2 EXPENSES		
(a) Employee related expenses comprise the following specific items:		
Salaries and wages (including Recreation Leave)	357,801	329,810
Superannuation	33,912	28,091
Long service leave	19,492	7,422
Workers' compensation insurance	15,720	17,605
Payroll tax and fringe benefits tax	25,311	23,661
	452,236	406,589
Labour Costs of \$480,000 (\$784,000, 2001/02) have been capitalized		
(b) Other operating expenses:		
Auditor's remuneration—audit of the financial reports	236	225
other services	19	-
Bad and doubtful debts	101	31
Operating lease rental expense (minimum lease payments)	7,013	6,988
Insurance	8,244	7,712
Property & plant outgoings	17,990	14,748
Motor vehicles running	12,398	11,544
Inmate Catering	14,955	14,202
Inmate Education and Welfare	16,799	13,895
Correctional centre management	21,028	19,388
Corrective Services Industries - Direct Cost of Goods Sold*	9,816	11,872
General administration	24,734	26,792
	133,333	127,397
* Total Cost of Goods Sold is as follows:		
Direct Cost as reported above	9,816	11,872
Indirect Costs—determined on a prorata basis comprising salaries and wages, property outgoings, repairs and maintenance and depreciation	1,933	2,674
	11,749	14,546
(c) Depreciation and amortisation expense		
Depreciation		
Buildings at Fair Value	23,403	13,785
Plant & equipment at Fair Value	12,906	11,303
	36,309	25,088

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

	2003	2002
	\$'000	\$'000
(d) Grants and subsidies		
Religious attendance on inmates	1,468	1,360
Prisoner after care activities (including community grants)	2,292	1,657
	3,760	3,017
(e) Other expenses		
Other	309	298

3 REVENUES**(a) Sales of goods and services**

Sale of goods		
Corrective Services Industries	12,641	15,232
Canteen sales	878	797
Rendering of Services		
ACT Inmates–recovered from the ACT Government	7,748	9,125
Illegal Immigrants–recovered from the Commonwealth Government	91	1,259
Rent	392	395
Minor user charges	3,167	3,907
	24,917	30,715

(b) Investment Income

Interest from NSW Treasury	1,351	817
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(c) Grants and contributions

Department of Health	1,680	2,402
Corrections Health Service	554	-
Department of Public Works	-	637
Premiers Department	300	-
Department of Education and Training	1,085	1,345
Attorney General's Department	1,428	300
Other	96	150
	5,143	4,834

There are no conditions attached to this funding, which is subject only to annual acquittance.

(d) Other Revenue

Workers Compensation Insurance hindsight adjustment received–refer note 1(r)	-	5,054
Other miscellaneous	427	200
	427	5,254

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

	2003	2002
	\$'000	\$'000

4 GAIN / (LOSS) ON DISPOSAL OF NON-CURRENT ASSETS

Gain / (Loss) on disposal of land and buildings, plant and equipment

Proceeds from sale	5,489	44
Less:		
Written down value of assets disposed	(3,330)	(2,239)
Other disposal costs	-	(65)
Net gain / (loss) on disposal of land and buildings, plant and equipment	2,159	(2,260)

5 CONDITIONS ON CONTRIBUTIONS

- a) There were contributions of \$229,000 (2002 nil) recognised as revenue during the financial year, which were provided specifically for expenditure over a future period.
- b) There were no contributions recognised as revenues in a previous financial year, which were obtained for expenditure in respect of the current financial year.

6 APPROPRIATIONS**a) Recurrent appropriations**

Total recurrent drawdowns from Treasury (per Summary of Compliance)	501,923	466,549
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	807
Total	501,923	465,742
Comprising:		
Recurrent appropriations (per Statement of Financial Performance)	501,923	465,742
Transfer Payments	-	-
Total	501,923	465,742

b) Capital appropriations

Total capital drawdowns from Treasury (per Summary of Compliance)	120,008	75,941
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	625
	120,008	75,316
Comprising:		
Capital appropriations (per Statement of Financial Performance)	120,008	75,316
Transfer Payments	-	-
Total	120,008	75,316

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

	2003	2002
	\$'000	\$'000

7 ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE ENTITLEMENTS AND OTHER LIABILITIES

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

Superannuation	33,892	28,068
Long Service Leave	19,492	7,422
Payroll Tax	1,889	1,742
	55,273	37,232

8 PROGRAMS / ACTIVITIES OF THE DEPARTMENT

(a) Program 22.1.1 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 22.2.1 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 22.3.1 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 CURRENT ASSETS - CASH

Cash at Bank	17,754	19,013
Cash on Hand	186	200
	17,940	19,213

10 CURRENT ASSETS-RECEIVABLES

Sale of goods and services	10,024	7,610
Prepayments	1,774	1,793
Goods and Services Tax recoverable	2,969	2,864
	14,767	12,267
Less: Provision for doubtful debts	288	218
	14,479	12,049

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current and previous financial year are set out below.

	2003	2002
	\$'000	\$'000
11 CURRENT ASSETS-INVENTORIES		
All inventories are shown at cost with the exception of Livestock, which is shown at net realisable value.		
Current Inventories		
Stores	-	70
Raw Materials	2,938	3,190
Work in Progress	709	161
Finished goods	1,667	1,741
Livestock	726	865
	6,040	6,027
Less: Provision for obsolescence	375	375
Provision for livestock loss	25	25
	5,640	5,627

12 NON-CURRENT ASSETS-PROPERTY, PLANT AND EQUIPMENT**Land and Buildings**

At Fair Value	1,459,542	1,420,266
Less Accumulated Depreciation	524,274	501,940
	935,268	918,326
Work In Progress	169,463	120,459
	1,104,731	1,038,785

Plant and Equipment

At Fair Value	124,528	114,871
Less Accumulated Depreciation	76,029	71,888
	48,499	42,983
Total Property, Plant and Equipment at Net Book Value	1,153,230	1,081,768

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

Reconciliations

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current and previous financial year are set out below.

2003	Land and Building \$'000	Plant and Equipment \$'000	Total \$'000
Carrying amount at start of year	918,325	42,983	961,308
Additions	56,492	15,200	71,692
Transfers	(3,506)	3,506	-
Disposals	(3,046)	(284)	(3,330)
Net revaluation increments less revaluation decrements	(9,594)	-	(9,594)
Depreciation expense	(23,403)	(12,906)	(36,309)
Carry amount at end of year	935,268	48,499	983,767
Add Work in Progress	169,463	-	169,463
Total net Non Current Asset	1,104,731	48,499	1,153,230

During the financial year ended 30 June 2002, all Land and Buildings were revalued by The Department of Public Works, State Valuation Office.

Land is valued at market value having regard to current zoning and usage. Correctional centre buildings and all other buildings situated on land zoned for correctional centre use have been valued at written down replacement cost using the most appropriate building materials. Residences situated on land zoned for residential use have been valued at market value. Plant and Equipment have been valued by management at cost, items costing less than \$5,000 have been written off. A policy of only capitalising items in excess of \$5,000 or where included as part of a network, is standard throughout the Department.

	2003	2002
	\$'000	\$'000
13 CURRENT LIABILITIES-PAYABLES		
Accrued salaries and wages	11,286	10,104
Creditors	18,094	14,253
Employee Related (payroll tax payable)	2,488	2,371
	31,868	26,728

14 CURRENT / NON-CURRENT LIABILITIES-PROVISIONS**Employee benefits and related on-costs**

Recreation Leave	49,368	40,536
Sunday and Public Holidays	2,279	1,955
Annual Leave Loading	1,993	1,806
	53,640	44,297
Other provisions		
Payroll Tax	8,422	6,072
Total Provisions	62,062	50,369

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

	2003	2002
	\$'000	\$'000
Aggregated employee benefits and related on-costs		
Provisions—current	32,979	26,728
Provisions—non-current	29,082	20,916
Accrued salaries, wages and on-costs (note 13)	11,286	10,104
	73,347	57,748

Movements in Other provisions

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

Carrying amount at the beginning of financial year	6,072	5,961
Additional provisions recognised, including increases to existing provisions	2,350	111
Carrying amount at end of financial year	8,422	6,072

15 CURRENT / NON-CURRENT LIABILITIES—OTHER**Liability to Consolidated Fund**

Liability to Consolidated Fund—Current	-	1,432
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16 CHANGES IN EQUITY

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2003	2002	2003	2002	2003	2002
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of the financial year	672,653	631,860	367,475	84,668	1,040,128	716,528
Changes in equity—other than transactions with owners as owners						
Surplus / (deficit) for the year	66,826	39,629	-	-	66,826	39,629
Adjustment to Asset Revaluation Reserve on disposal of assets	-	-	(9,594)	283,971	(9,594)	283,971
on revaluation of land & buildings	(863)	1,164	863	(1,164)	-	-
Total	65,963	40,793	(8,731)	282,807	57,232	323,600
Balance end of the financial year	738,616	672,653	358,744	367,475	1,097,360	1,040,128

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

	2003	2002
	\$'000	\$'000

17 COMMITMENTS FOR EXPENDITURE**(a) Capital Commitments**

Aggregate capital expenditure for the acquisition of land and buildings and plant and equipment contracted for at balance date but not provided for:

Not later than one year	63,126	119,249
Later than one year but not later than 5 years	4,236	12,243
Later than 5 years	-	-
Total (including GST)	67,362	131,492

(b) Other Expenditure Commitments

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

Not later than one year	28,196	23,782
Later than one year but not later than 5 years	54,277	56,252
Later than 5 years	10,528	-
Total (including GST)	93,011	80,034

(c) Operating Lease Commitments

Future non cancellable operating lease rentals not provided for and payable

Not later than one year	12,993	9,585
Later than one year but not later than 5 years	13,673	13,474
Later than 5 years	641	239
Total (including GST)	27,307	23,298

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

The above amounts are in respect of accommodation leases, motor vehicles and computer equipment.

The commitments disclosed above include input tax credits (GST) of \$17.638 million, which is expected to be recovered from the Australian Taxation Office.

18 CONTINGENT LIABILITIES

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 the insurer's estimate of the value of outstanding claims was \$35,000 (2002 \$43,000). 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.

19 BUDGET REVIEW

Net Cost of Services

Compared to Budget, the actual net cost of services was higher than budget by \$28.6 million with an increase in total expenses of \$32.3 million which was offset by an increase in retained revenue of \$1.5 million. Disposal of non-current assets, resulted in a loss of \$2.2 million.

The main variations in expenses, amounting to \$32.3 million, were: -

Employee related	\$12.5 million
mainly due to recognition of long service leave (\$6.9m) and over-expenditure in overtime (\$4.2m), contractors (\$2.9m), superannuation (\$1.8m) with an offset in salaries & wages of (\$4.4m).	
Insurance premium to managed funds	\$1.2 million
Motor vehicle leasing	\$1.8 million
Telephone and other related telecommunication expenses	\$1.4 million
General administration costs	\$4.3 million
Maintenance expenditure	\$1.0 million
Depreciation expense	\$11.5 million
Caused by revaluation of assets	
An offset in electricity	(\$0.9million)

The net increase in retained revenue of \$1.5 million came from: -

Income from sale of services being below budget by	(\$2.0 million)
Grants and contributions being above budget by	\$3.5 million

Assets and Liabilities

Current Assets

Current assets were below budget by \$3.2 million. This was caused by reduction in cash of \$5.5 million, with an offset in Receivables, of \$2.3 million.

Non Current Assets

Compared to budget, non current assets decreased by \$20.8 million. The variance was mainly due to a write back of valuations \$9.6 million and increase in depreciation \$11.5 million.

Current Liabilities

Current liabilities rose by \$7.7 million against budget. This amount includes increase in payables of \$13.8 million with an offset in provisions of \$6.1 million.

Non Current Liabilities

Employee related provisions were greater than budget by \$8.0 million. This variance was caused by an adjustment to annual leave (\$5.9 million) due to the 4% and 5% Award increase, as well as adjustments to on costs (\$2.1 million) applicable to long service leave provisions.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

	2003	2002
	\$'000	\$'000
20 CASH FLOWS		
RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES		
Net cash from operating activities	113,933	72,250
Add:		
Depreciation	(36,309)	(25,088)
Decrease / (Increase) in current provisions	(3,525)	(7,631)
Decrease / (Increase) in non - current provisions	(8,166)	166
Increase / (Decrease) in Receivables	2,429	3,435
Increase / (Decrease) in Inventories	13	(367)
Decrease / (Increase) in non capital Creditors	(5,140)	(876)
Recurrent Appropriation	(501,923)	(465,742)
Capital Appropriation	(120,008)	(75,316)
Acceptance by the Crown Entity of employee entitlements and other liabilities	(55,273)	(37,232)
Repayment of Liability to Consolidated Fund	1,432	-
Asset sale proceeds to Crown	-	108
Net Gain / (Loss) on Disposal of Plant, Property and Equipment	2,159	(2,260)
Net Cost of Services	(610,378)	(538,553)

21 INMATE FUNDS

Funds are held in Public Monies Accounts on behalf of inmates. These funds are held in accordance with the Correctional Centres Act 1952 and interest earned is brought to account in the financial statements and used for the benefit of inmates.

Cash balance at the beginning of the financial year	1,848	1,539
Add: Receipts	25,896	25,800
Less: Expenditure	26,050	25,491
Cash balance at the end of the reporting period	1,694	1,848

22 CORRECTIONAL MEDICAL SERVICES

The Corrections Health Service is administered under the Public Hospitals Act through the Department of Health.

The cost of medical services provided to offenders for the year ended 30 June 2003 was \$52,528,000 (2002 \$44,705,478). This amount is not included in the Department's operating result for the year.

23 FINANCIAL INSTRUMENTS

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. A provision for doubtful debts is raised when some doubts as to collection exist. The credit risk is the carrying amount (net of any provision for doubtful debts). 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 policy set out in Treasurer's Directions 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment.

END OF AUDITED FINANCIAL STATEMENTS

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APPENDIX 1 SES PERFORMANCE STATEMENT—COMMISSIONER



New South Wales
Minister for Justice

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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


John Hatzistergos
30 June 2003

GPO BOX 5341, SYDNEY, NSW 2001

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

New South Wales Government

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

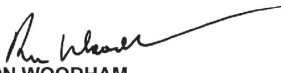
**SENIOR ASSISTANT COMMISSIONER, INMATE & CUSTODIAL SERVICES, IAN MCLEAN
(SES LEVEL 5)
1 July 2002 to 30 June 2003**

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

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

Significant results have been achieved in the following areas:-

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


RON WOODHAM
Commissioner
30 June 2003

APPENDIX 3 BOARDS, COUNCILS AND COMMITTEES

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

Commissioner, Ron Woodham

CHIEF EXECUTIVE OFFICERS GROUP MEETING (held monthly)

Commissioner, Ron Woodham

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

Commissioner, Ron Woodham

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

Commissioner, Ron Woodham

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

Commissioner, Ron Woodham
Community Offender Services,
Executive Director, North West, Phil Ruse, represents the Department on the following committees:
HUNTER, CENTRAL COAST AND NORTH COAST REGIONAL COORDINATION MANAGEMENT GROUPS
Community Offender Services,
Executive Director, South West, Valda Ruis, represents the Department on the following committees:

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

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

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

Executive Director, Human Resources Management, Kay Lord

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

Director, Research & Statistics, Simon Eyland

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

Director, Research & Statistics, Simon Eyland

NSW COMMUNITY SERVICES & HEALTH INDUSTRY TRAINING ADVISORY BODY BOARD

Director, Corrective Services Academy, Lindsay Cotton

NATIONAL CORRECTIVE SERVICES ADVISORY COMMITTEE

Director, Corrective Services Academy, Lindsay Cotton

AUSTRALIAN INSTITUTE OF MANAGEMENT (AIM) BOARD

Director, Corrective Services Academy, Lindsay Cotton

NSW POLICE COLLEGE ACEDMIC BOARD

Director, Corrective Services Academy, Lindsay Cotton

CORRECTIONS ADVISORY BOARD (CHARLES STURT UNIVERSITY)

Assistant Director, Human Resources Development, Sean O'Toole

COURSE ADVISORY COMMITTEE (CHARLES STURT UNIVERSITY)

Assistant Director, Human Resources Development, Sean O'Toole

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

Commander, Women's Facilities & Services, Lee Downes

CRIMINAL JUSTICE INTERDEPARTMENTAL OPERATIONS COMMITTEE

Neil Guy, Director, Sentence Administration

SERIOUS OFFENDERS REVIEW COUNCIL (SORC)

Superintendent Steve Tandy (Official Member)

Director, Inmate Classification & Case Management, Terry Halloran

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

NETWORK OF GOVERNMENT AGENCIES: GAY LESBIAN AND TRANSGENDER ISSUES

Max Saxby, A/Director, Offender Management Unit

NSW GOVERNMENT ABORIGINAL AFFAIRS POLICY JUSTICE CLUSTER SUB COMMITTEE

Max Saxby, A/Director, Offender Management Unit

Major departmental committees**ETHICS COMMITTEE**

Assistant Commissioner, Offender Management, Luke Grant (Chair)
Director, Research & Statistics, Simon Eyland
Senior Assistant Commissioner, Community Offender Services, Catriona McComish
Corporate Counsel, Paul Nash
Executive Director, Probity & Performance & Chief Ethical Strategist, Mike Woodhouse
Deputy Director, HIV Epidemiology & Clinical Research, Prof. John Kaldor
Executive Director, The St. James Ethics Centre, Dr Simon Longstaff
CEO, Corrections Health Services, Dr Richard Matthews
Community Representative, Shirley Nixon

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

RISK MANAGEMENT COMMITTEE

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

PROCLAMATIONS REVIEW COMMITTEE

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

STEERING COMMITTEE OF THE STRATEGIC PLAN FOR SUICIDE PREVENTION IN CORRECTIONS

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

PRISON OFFICERS VOCATIONAL BRANCH (held monthly)

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

BOARD OF MANAGEMENT (held monthly)

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

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

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

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

COMMISSIONED OFFICERS VOCATIONAL BRANCH (held monthly)

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

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

JOINT CONSULTATIVE COMMITTEE (every three months)

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

CORRECTIONAL INDUSTRIES CONSULTATIVE COUNCIL OF NSW

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

**CORRECTIONAL FOOD SERVICES
WORKING PARTY**

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

**INMATE & FAMILIES
DEVELOPMENT COMMITTEE**

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

**CAPITAL WORKS STEERING
COMMITTEE MEETING**

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

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

**AUDIT COMMITTEE (held every 3
months)**

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

**HONOURS & AWARDS COMMITTEE
(held every 3 months)**

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

**NON-CUSTODIAL DEPARTMENTAL
COMMITTEE (held every 3 months)**

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

**INFORMATION MANAGEMENT
STEERING COMMITTEE MEETING**

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

**RESTORATIVE JUSTICE MEETING
(held every 3 months)**

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

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

PERIODIC DETENTION REVIEW COMMITTEE

Paul Nash, Corporate Counsel
 Neil Guy, Sentence Administration

Kevin Underhill, Manager, Periodic Detention Administration

Other departmental committees

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

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

APPENDIX 4 PRIVACY AND PERSONAL INFORMATION PROTECTION STATEMENT

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

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

Applications

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

Internal Reviews

In the 2002/2003 reporting period the Department received four applications for internal review. One application alleged that the Department had breached section 14 of the PPIP Act. The internal review found that the Department had not breached section 14 and no further action was taken.

The second application alleged that the Department had breached sections 12, 17 and 18 of the PPIP Act. The internal review found that the Department had not breached section 12 but had breached sections 17 and 18. Prior to the lodging of the internal review application, the Department had taken action in regard to the breaches of section 17 and 18. Upon completion of the internal review, the Department decided to take no further action.

The third application alleged that the Department had breached section 18 of the PPIP Act. The internal

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

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

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

External Reviews

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

Section 45 Complaints

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

APPENDIX 6 PAYMENT PERFORMANCE INDICATORS

Aged analysis at the end of each quarter

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

Accounts paid on time within each quarter

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

Improved management information systems have assisted the Department to reduce delays in the processing of creditor payments. This has been achieved through a reduction in reliance on paper based systems and a growing familiarity with the application of the Mincom Information Management System (MIMS) which was introduced over the last two years.

There were no instances where interest was paid on overdue creditor payments.

APPENDIX 7 CONTRACTING AND MARKET TESTING

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

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

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

APPENDIX 8 MAJOR ASSETS

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

Correctional Centres

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

Periodic Detention Centres

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

Probation and Parole Offices

Katoomba.

Other

Corrective Services Academy, Eastwood

APPENDIX 9 NATIONAL CORRECTIONAL INDICATORS OUTCOMES

PRISONS (including Periodic Detention):

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

Definition: The daily cost of managing a prisoner.

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

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

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

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

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

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

Please note that 2000/2001 figures were amended.

ASSAULT - Rate/100 prisoners

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

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

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

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

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

Please note that 2000/2001 figures were amended.

DEATHS - Rate/100 prisoners

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

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

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

Who dies or is fatally injured in the process of:

Prison officers attempting to detain that person,

That person escaping or attempting to escape from prison custody.

ESCAPES (ABSCONDS)-Rate/100 prisoners

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

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

TIME OUT OF CELLS

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

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

EMPLOYMENT- Rate %

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

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

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

Prisoners undertaking full time education, and

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

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

Remandees who choose not to work,

Hospital patients or aged prisoners who are unable to work,

Prisoners whose protection status prohibits access to work,

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

Sub-groups of the above categories.

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

EDUCATION

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

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

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

PERIODIC DETENTION:

ASSAULT–Rate/100 prisoners

Assault rate, PD on PD	2.64
Assault rate, PD on staff	0.1
The revised definition for assaults outlined above applies to this indicator.	

ESCAPES (ABSCONDS) - Rate/100 prisoners

Total escape/abscond rate from periodic detention
0.00
The definition for escapes (absconds) outlined above applies to this indicator.

EMPLOYMENT- Rate %

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

Definition: The proportion of periodic detainees actively employed.
Please note that 2000/2001 figures were amended.

USEABLE PERIODIC DETENTION CAPACITY PD utilisation (%)

69.25

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

COMMUNITY CORRECTIONS:

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

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

COST PER OFFENDER/DAY

8.58

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

OFFENDER TO TOTAL STAFF (%)

24.13

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

JUSTICE SECTOR:

Recidivism–Rate/100 prisoners

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

Definition:

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

APPENDIX 10 COST OF CONSULTANTS

Consultants equal to or more than \$30,000

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

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

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

APPENDIX 12 USE OF CORPORATE CREDIT CARDS

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

RON WOODHAM
Commissioner



APPENDIX 13 GOVERNMENT CONTRIBUTIONS TO DEPARTMENTAL EXPENDITURE

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

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

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

APPENDIX 15 CODE OF CONDUCT AND ETHICS

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

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

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

APPENDIX 16 DISABILITY SERVICES

Area for Action	Goals/Targets	Reporting Year Strategies	Outcomes
Management Responsibilities	• Include responsibilities for implementation of the Department's disability strategies in the performance agreements of the Chief Executive Officer & Senior Executive Service Officers. • Include a statement in the Position Descriptions of Regional Commanders, Governors and Program Managers that programs and services for which they are responsible are provided in a way which allows for equity of access. • Incorporate the Department's disability strategies and actions into the Department's Strategic Business plans.	• Amend executives' performance agreements as they fall due for renewal to include responsibility for disability strategies and actions. (Disability Action Plan 1.1) • Position Descriptions to be amended at next review date. (Disability Action Plan 1.2) • Amend guidelines for the preparation of strategic and business plans to include specific mention in the plans of disability issues & the requirement to incorporate policies & programs which are designed to remove identified restrictive practices. (Disability Action Plan 1.4)	• SES performance agreements include responsibilities for implementation of disability strategies. CEO's agreement to be amended at next review. • Position descriptions amended excepting that of Program Manager. This to be amended at next review. • Achieved and ongoing as new plans are produced.
Physical Access	• Conduct audits of all Departmental owned & leased buildings to identify specific barriers which limit access to people with disabilities. To be included as part of Department's Risk Assessment Strategy.	• Establish committee to oversee conduct of audits. Audits to be completed in conjunction with Regional Offices, Court Security, P&P and other divisions of The Department. (Disability Action Plan 2.1)	• No further audits completed during reporting period.
Promoting Positive Staff and Community Attitudes	• Provide disability awareness training to staff that emphasises access & equity issues & which also addresses the issue of 'invisible' disabilities. • Provide mechanisms which promote participation of persons with disabilities in Departmental services. • Include a question for prospective Correctional Officers & Probation & Parole Officers at interview that identifies a recognition of the rights of offenders and others with a disability.	• Include disability awareness training in appropriate custodial and non-custodial staff training courses and exercises. (Disability Action Plan 3.1) • Installation of TTY phone at Head Office, TTY phones available within selected custodial centres, inmate and visitor handbooks in large print and audio formats. (Disability Action Plan 3.4) • (Disability Action Plan 3.5)	• In progress. • Partially achieved. TTY phones available within selected custodial centres and available on loan to other centres. Aboriginal and Torres Strait Islander Inmate Handbook produced in large print format. • Achieved.

Area for Action Goals/Targets	Reporting Year Strategies	Outcomes
Training of Staff • Modify Corrective Services Academy entry to: educational facilities, library and toilet facilities. • Telephone typewriter installed in CSA library to ensure access to training & research resources.	• (Disability Action Plan 4.4) • (Disability Action Plan 4.6)	• Achieved. Also disability access covered car park completed and disability accommodation unit included in refurbished accommodation block. • Not achieved.
Employment	• Identify external sources of funding for necessary workplace adjustments.	• (Disability Action Plan 6.7) • Not achieved. No cases reported. Strategy to be reviewed.
Complaints Procedures	• Provide information to inmates with disabilities about the role of the Official Visitor particularly as it relates to receiving complaints & facilitating where possible the satisfactory resolution of those complaints at a local level. • Provide information to Official Visitors re disability issues and advise them of the availability of the Disability Services Unit to offer them assistance, where they feel it is necessary, in the resolution of disability related complaints.	• (Disability Action Plan 7.1) • In progress. • (Disability Action Plan 7.2) • In progress.
Intellectual Disability Programs	• Increase accommodation for male inmates with intellectual disability who require housing within separate units. • Develop policy for the management of inmates with intellectual disabilities.	• Refurbish accommodation areas. Recruit and train staff. (Disability Action Plan 8.3) • Produce draft policy document for consideration by Board of Management. (Disability Action Plan 8.7) • Achieved. • In progress. • Not achieved.
Disability Services	• Develop a disability data base	• Disability Action Plan 9.3 • Achieved
Probation & Parole Service	• Probation and Parole Management Information System modified to record information in relation to community based offenders with a disability. • Information on community based offenders with a disability is recorded on Probation & Parole Information management System. • Develop reports which provide management with information of offenders with a disability; and ascertain the level of access to local services meeting the identified needs of community based offenders with a disability.	• Disability Action Plan 10.1 • In progress. A disability screen on the Department's new Offender Integrated Management System is being developed for use by both community and custodial corrections. • Disability Action Plan 10.2 • Not achieved. • Disability Action Plan 10.3 • Not achieved.

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

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

Families and Communities

Mothers and Children's Program

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

Community Grants Program

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

Violence and Safety

Restorative Justice Unit

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

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

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

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

Transitional Centre, with 17 resident offenders attending.

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

Women's Facilities and Services Command

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

Work

Recruitment

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

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

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

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

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

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

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

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

Access to Justice and Equity Before the Law

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

Accredited Programs

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

Facilities and services

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

Dillwynia Correctional Centre

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

Power, Decision-making and Leadership

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

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

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

Education and Training

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

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

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

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

Health

Treatment and rehabilitation services for women substance abusers

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

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

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

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

Mental Health

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

APPENDIX 18 RELEVANT LEGISLATION AND SIGNIFICANT JUDICIAL DECISIONS

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

Significant amendment to Acts

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Significant amendments to Regulations

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

Significant judicial decisions

Andrew & Carol Godfrey v State of New South Wales:

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

The facts of the matter are as follows:

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

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

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

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

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

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

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

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

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

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

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

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

Internal Reviews

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

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

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

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

External Reviews

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

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

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

Consultations

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

Time taken to complete FOI applications

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

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

Processing time for FOI applications during 2002/2003

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

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

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

Other Matters

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

There were no Ministerial Certificates issued during the reporting period.

Relevant Legislation

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

Publications

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

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

APPENDIX 20 FREEDOM OF INFORMATION STATEMENT OF AFFAIRS

1. Structure and functions of the department

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

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

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

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

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

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

- *Crimes (Administration of Sentences) Act 1999*

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

3. Arrangements for public participation in policy formation

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

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

Official Visitors

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

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

Community Consultative Committees

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

Correctional Industries Consultative Council of NSW

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

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

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

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

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

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

Policies and Procedures

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

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

Reports

The Department produces various reports concerning its administration and operations.

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

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

Departmental Instructions

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

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

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

Corrective Services Bulletin

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

Files

The Department creates the following types of files:

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

pared by Departmental staff working for the Parole Board.

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

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

Brochures, Booklets and Videos

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

Data Bases

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

Personal information held by the Department

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

Department holds the following classes of personal information:

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

5. Access arrangements, procedures and points of contact

Summary of Affairs

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

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

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

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

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

Access to documents concerning personal affairs

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

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

Amendment of records about personal affairs

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

Documents held in the Department's library

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

The Department's internet site

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

Access to all other departmental documents

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

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

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

of records held by the Department, must:

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

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

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

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

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

Access to information may be provided in the following forms:

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

Application fees and processing charges are as follows:

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

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

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

APPENDIX 21 FREEDOM OF INFORMATION STATISTICS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

In accordance with this section the Monitor has completed a performance review of Junee Correctional Centre for 2002/03.

This report is the tenth in total and the third under the terms of the new management agreement.

2002/03 ASSESSMENT

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

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

DEFICIENCIES IDENTIFIED IN 2002/03 REVIEW

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

INMATE DEVELOPMENT SERVICES

Case Management – generally

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

Case Plan Reviews

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

Reception Screening

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

Initial Case Plan and Classification

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

Review of Case Plans for inmates received from other Centres

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

BUILDING AND MAINTENANCE

Kitchen

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

INDUSTRIES

Inmate Employment

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

PERFORMANCE LINKED FEE

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

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

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

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

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

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

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

SIGNIFICANT EVENTS DURING THE REVIEW PERIOD

OH&S

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

10th Anniversary

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

Capital works

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

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

Other events of significance to Centre Management

July

Operations Manager Phil Mannion on detached duty to Port Hedland

September

Section 6 inmate(external worker) escapes from centre

October

Operations Manager Phil Mannion returns to centre from Port Hedland

December

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

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

April

Operation "Changeover"

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

June

Garbage Compactor installed.

Case Management Support Team conduct audit on screening fresh custody inmates

CONCLUSION

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

Leon Pfeiffer
Junee Monitor
August 2003

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

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

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

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

1. Staff numbers are as at 30 June.

2. Excludes casual staff

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

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

APPENDIX 25 ESCAPES BY SECURITY LEVEL BREACHED¹

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

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

APPENDIX 26 ETHNIC AFFAIRS PRIORITIES STATEMENT OUTCOMES

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

Planning
Data & Research
Resources

Strategies supporting CRC Level 1 compliance:

The Department recognises the needs of inmates and offenders from culturally and linguistically diverse backgrounds
The needs of inmates from culturally and linguistically diverse backgrounds are included in Key Result Areas of the Corporate Plan
The Ethnic Affairs Priorities Statement is circulated to key strategic staff throughout the Department and is posted on the intranet site for easy access

Strategies supporting CRC Level 2 compliance:

The Department has an identified position responsible for the development and implementation of multicultural initiatives
The budget allocation for accredited interpreter services has increased over five years from \$18,000 to \$50,000
Data on cultural and linguistic diversity is collected on the Offender Management System
The analysis of data collected is used to inform planning processes, program development and budget allocation
Multicultural information sessions were conducted at Executive, regional, Psychology and Chaplains conferences

Strategies supporting CRC Level 3 compliance:

The Department's Ethnic Affairs Priorities Statement is designed to meet corporate, Government and CRC key result and activity goals
Strategies and outcomes of the 2001-2003 reporting period are measurable and result from the development of specific language database, reports, national and international research
The Department's Ethnic Affairs Priorities Statement 2003-2005 maintains outcomes of previous years and identifies future initiatives
The Department allocates increasing resources to accredited interpreter services and the creation of a Co-ordinator Multiculturalism position

2. Program and Service Delivery

Consultation
Participation
Services & Programs

Strategies supporting CRC Level 1 compliance:

The Department has made significant progress in forging partnerships with government and non-government agencies that service the needs of offenders returning to the community
The Department has established a Throughcare and E-case Management Unit to further promote this strategic direction
Community Consultative Committees in each correctional centre include some representation from culturally and linguistically diverse communities

Strategies supporting CRC Level 2 compliance:

Community and religious agencies have been involved in the celebration of days of cultural and religious significance
The Department has liaised with community agencies in facilitating the distribution of items of specific religious significance for particular festivals

Strategies supporting CRC Level 3 compliance:

The Department has consulted with community and religious agencies on a number of key issues; religious foods, religious fasting and medication
The Department was represented at information forums on improved access to service and entitlements for Arabic, Chinese and Vietnamese victims of crime
Through liaison with agencies representing Vietnamese community interests various Alcohol and Other Drug and Health Promotion projects have been undertaken; one day health information workshops, the HOPE overdose program, gambling awareness, AOD awareness and Peer Education specifically designed for Vietnamese inmates *
Through the delivery of AOD Program in Vietnamese for offenders with a community based order *
Through the Civil Chaplaincy Committee, the Department subsidises over seventy accredited Anglican, Buddhist, Catholic, Jewish and Orthodox Chaplains to provide spiritual and pastoral support across the system
The Department has established a Multicultural Community Consultative Committee, incorporated into executive reporting mechanisms to provide advice in the management of offenders from culturally and linguistically diverse
The LSI-R an objective assessment mechanism has been implemented for all new Probation and Parole clients and piloted at Tamworth correctional centre; it identifies the needs of offenders and allows pro-

3 PLANNING AND EVALUATION FINAL ASSESSMENT RATING 2001-2003:

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

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

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

3 PLANNING AND EVALUATION FINAL ASSESSMENT RATING 2001-2003:

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

3. Staffing

Staffing
Recruitment
Training
CLAS

Strategies supporting CRC Level 1 compliance:

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

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

Strategies supporting CRC Level 2 compliance:

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

Advertisements of vacancies are published in community language newspapers

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

The Probation and Parole Service has two identified Vietnamese positions

Strategies supporting CRC Level 3 compliance:

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

3 STAFFING FINAL ASSESSMENT RATING 2001-2003:

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

4. Communication

Publicity
Client communication

Strategies supporting CRC Level 1 compliance:

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

Strategies supporting CRC Level 2 compliance:

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

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

Strategies supporting CRC Level 3 compliance:

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

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

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

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

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

3 COMMUNICATION FINAL ASSESSMENT RATING

T2001-2003:

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

5. Funded Services

Grants to communities

Contracted Services

Strategies supporting CRC Level 1 compliance:

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

Strategies supporting CRC Level 2 compliance:

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

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

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

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

Strategies supporting CRC Level 3 compliance:

Services receiving Community Funding Program grants report quarterly on the number of individuals from non-English speaking backgrounds provided with a service

Planning and evaluation Final Assessment Rating 2001-2003:

3 FUNDED SERVICES FINAL ASSESSMENT RATING

2001-2003:

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

Initiative 1

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

Community Relations Activity Area	Program and Service Delivery
Corporate Key result areas	Correctional Centre Management Community Based Correctional Services
Strategies	Identify the needs of offenders and visitors from diverse cultural, religious and linguistic backgrounds Consult with Community Relations Commission Consult with representatives of culturally and linguistically diverse communities at executive and local levels Direct Liaison of Offender Services and Programs staff involved in program design and delivery with established contacts representing culturally and linguistically diverse communities Consultation regarding the impact on program design of responsiveness issues arising from cultural diversity
Performance Indicators	Existence of opportunities for consultation with community organisations with an interest in the wellbeing of offenders from culturally and linguistically diverse backgrounds Membership of Multicultural Community Consultative Committee Membership of local consultative committees

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

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

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

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

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

Initiative 4

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

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

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

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

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

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

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

Initiative 7

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

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

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

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

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

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

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

Initiative 10

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

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

APPENDIX 27 RECRUITMENT STATISTICS FOR CUSTODIAL OFFICERS

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

APPENDIX 28 AVERAGE NUMBER OF EMPLOYEES BY CATEGORY

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

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

APPENDIX 29 SEPARATIONS

Reason	1999/00				2000/01				2001/02				2002/03			
	Custodial		Non Custodial		Total	Custodial		Non Custodial		Total	Custodial		Non Custodial		Total	Total
	Female	Male	Female	Male		Female	Male	Female	Male		Female	Male	Female	Male		
Abandoned employment					0					0	1	1	2	1	1	2
Annulled Appointment					0					0			1	1	1	2
Cessation of Temp Contract			55	31	86			96	64	160			141	66	207	138
Death		4		6	10		4	1	1	6	2	2	1	3	8	13
Dismissal	1	4		1	6		5		1	6			1	2	3	4
Medical Retirement	2	19	8	5	34	1	13	5	2	21	2	20	3	6	31	10
Promoted to NSW Govt agency					0			3	3	6			1	3	4	5
Redeployed to NSW Govt agency					0					0			1	2	3	2
Resign to non-NSW govt agency					0					0	1	4	1	6		6
Resigned - leaving workforce or to private sector	18	66	74	45	203	19	73	98	56	246	24	76	110	61	271	208
Retirement	3	5	3	13	24	1	11	4	9	25	1	6	6	7	20	18
Temp Contract Terminated Early			28	15	43			33	18	51			18	9	27	58
Transfer to NSW Govt agency			4	8	12				4	4	2	2	13	6	23	25
Voluntary Redundancy	2	2	10	13	27				1	1			1	1	1	0
Total	26	100	182	137	445	21	106	240	159	526	31	108	299	169	607	491

APPENDIX 30 SENIOR EXECUTIVE STAFF AT 30 JUNE

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

APPENDIX 31 PROMOTIONAL APPEALS

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

APPENDIX 32 HONOURS AND AWARDS**National Medal**

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

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

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

National Clasp

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

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

Bravery Medal

Madden, Sharon
 Marks, Anthony

Commissioner's Commendation for Brave Conduct

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

St Vincent, Allan
 West, Frank

Exemplary Conduct Cross

Hursey, Robert
 Nash, Paul
 Swain, Timothy

Ministerial Commendation

Hindle, Connie
 Hindle, Stan
 Sharman, Max

Commissioner's Commendation

Aboud, Patrick
 Browning, Kimberley
 Casey, Gordon
 Day, Denis
 Gallagher, Roger
 Lavery, Denise
 Mitcherson, Kevin
 Nicholls, Patricia

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

Unit Citations

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

Meritorious Service Medal

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

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

35 year Service Clasp

Enoch, Chieng

30 year Service Clasp

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

O'Connor, Raymond

25 year Service Clasp

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

15 year Service Medal

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

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

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

APPENDIX 33 GUARANTEE OF SERVICE

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

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

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

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

APPENDIX 34 RISK MANAGEMENT

MOTOR VEHICLE ACCIDENT CLAIMS

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

PUBLIC LIABILITY CLAIMS

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

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

PROPERTY CLAIMS

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

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

MISCELLANEOUS CLAIMS

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

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

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

APPENDIX 35 STATEMENT OF RESPONSIBILITY

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

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

RON WOODHAM
Commissioner



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

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

APPENDIX 36 CONTINUED

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

APPENDIX 36 CONTINUED

[illegible]

APPENDIX 36 CONTINUED

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4. Preliminary figure.

APPENDIX 39 APPENDIX SPONSORSHIPS

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

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

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

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

APPENDIX 41 COST PER INMATE PER DAY BY SECURITY CLASSIFICATION

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

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

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

APPENDIX 43 VICTIMS AWARENESS PROJECT

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

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

APPENDIX 44 VICTIMS OF VIOLENT CRIME GRANTS PROGRAM FUNDING ALLOCATION

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

APPENDIX 45 OVERSEAS VISITS

OFFICERS	PERIOD	DAYS	COUNTRIES/CITIES VISITED	PURPOSE	COST \$	SOURCE OF FUNDS
John Klok Assistant Commissioner	13 October 2002 18 October 2002	5	Denpasar, Indonesia	To attend 22nd Asian and Pacific Conference of Correctional Administrators	3916.60	Recurrent allocation
Lawrie Yeomans Director Executive Support and Ministerial Liaison Unit	13 October 2002 18 October 2002	5	Denpasar, Indonesia	To attend 22nd Asian and Pacific Conference of Correctional Administrators	3,836.70	Recurrent allocation
Peter Peters Executive Director—Office of the Commissioner	20 October 2002 25 October 2002	5	Netherlands	To attend "International Corrections and Prisons Association Annual Conference" (ICPA)	7,264.19	Recurrent allocation
Pat Maurer Director—Aboriginal Support and Planning Unit	02 September 2002 06 September 2002	4	Albuquerque, New Mexico USA	To attend "Healing Our Spirit Worldwide Conference"	2,059.35	Recurrent allocation
Anne Young Clinical Coordinator Sex Offender Programmes	02 October 2002 05 October 2002	3	Montreal, Canada	To attend the 21st Annual Conference for the Treatment of Sexual Abusers	1,058.92	Recurrent allocation
Natalie Mamone Clinical Psychologist, CUBIT	02 October 2002 05 October 2002	33	Montreal, Canada	To attend the 21st Annual Conference for the Treatment of Sexual Abusers	740.00	Recurrent allocation
Natalie Mamone Clinical Psychologist, CUBIT	10 September 2002 14 September 2002	4	Vienna, Austria	To attend "Sexual Abuse and Sexual Violence: from Understanding to protection and prevention" conference	2,903.00	Recurrent allocation
Maria Kevin Research Officer, Research & Statistics Unit	02 December 2002 05 December 2002	3	Hongkong	To attend the "International Conference Offender Rehabilitation in the 21st Century"	2,787.24	Recurrent allocation
Mark Lam Unit Leader Parramatta District Office Probation & Parole	02 December 2002 05 December 2002	3	Hongkong	To attend the "International Conference Offender Rehabilitation in the 21st Century"	3,000.00	Recurrent allocation
Luke Grant Assistant Commissioner Offender Management	02 December 2002 05 December 2000	3	Hongkong	To attend the "International Conference Offender Rehabilitation in the 21st Century"	5,148.88	Recurrent allocation

APPENDIX 45 CONTINUED

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

APPENDIX 46 CORRECTIONAL CENTRE AND CUSTODIAL COMMAND ADDRESSES

Remand Facilities And Special Programs

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

Womens Facilities & Services

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

North-west Regional Office

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

South-west Regional Office

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

South-west Sub Regional Office

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

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

Bathurst Correctional Complex

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

Berrima Correctional Centre

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

Bolwara House Transitional Centre

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

Fax: (02) 4735 5972

Postal Address:
 Locked Bag 2 Penrith NSW 2751

Brewarrina (Yetta Dhinnakkal) Correctional Centre

Address: 'Glenelg' Brewarrina 2839
 Telephone: (02) 6874 4717
 Fax: (02) 6874 4721

Postal Address:
 PO Box 192 BREWARRINA NSW 2839

Broken Hill Correctional Centre

Address:
 109 Gossan Street Broken Hill 2880
 Telephone: (08) 8087 3025
 Fax: (08) 8088 1565

Postal Address:
 PO Box 403 BROKEN HILL NSW 2880

Cessnock Correctional Centre

Address: Lindsay Street Cessnock 2325
 Telephone: (02) 4993 2333
 Fax: (02) 4993 2282

Postal Address:
 PO Box 32 CESSNOCK NSW 2325

Cooma Correctional Centre

Address: 1 Vale Street Cooma 2630
 Telephone: (02) 6455 0333
 Fax: (02) 6452 2491

Postal Address:
 Locked Bag 7 COOMA NSW 2630

Emu Plains Correctional Centre

Address:
 Old Bathurst Road Emu Plains 2750
 Telephone: (02) 4735 0200
 Fax: (02) 4735 5843

Postal Address:
 Locked Bag 6 PENRITH NSW 2754

Glen Innes Correctional Centre

Address:
 Gwydir Highway Glen Innes 2370
 Telephone: (02) 6733 5766
 Fax: (02) 6733 5741

Postal Address:
 Locked Bag 900 GLEN INNES NSW 2370

Goulburn Correctional Complex

Address: Maud Street Goulburn 2580
 Telephone: (02) 4827 2222
 Fax: (02) 4827 2230

Postal Address:
 PO Box 264 GOULBURN NSW 2580

Grafton Correctional Centre

Address: 170 Hoof Street Grafton 2460
 Telephone: (02) 6642 2133
 Fax: (02) 6642 7419

Postal Address:
 PO Box 656 GRAFTON NSW 2460

Ivanhoe (Warakirri) Work Centre

Address: 33 Mitchell Street Ivanhoe 2878
 Telephone: (02) 6995 1403
 Fax: (02) 6995 1404

Postal Address:
 PO Box 109 IVANHOE NSW 2878

John Morony Correctional Complex

(John Morony 1 and John Morony 2)
 Address:
 The Northern Road South Windsor
 Telephone: (02) 4582 2222
 Fax: (02) 4582 2261

Postal Address:
 Locked Bag 654 WINDSOR NSW 2756

Junee Correctional Centre

Address:
 Park Lane Junee 2663
 Telephone: (02) 6924 3222
 Fax: (02) 6924 3197

Postal Address:
 PO Box 197 JUNEES NSW 2663

Kirkconnell Correctional Centre

Address:
 Sunny Corner Road Yetholme 2795
 Telephone: (02) 6337 5219
 Fax: (02) 6337 5113

Postal Address:
 P O Box 266 BATHURST NSW 2795

Lithgow Correctional Centre

Address:
 596 Great Western Highway Lithgow 2790
 Telephone: (02) 6350 2222
 Fax: (02) 6350 2220

Postal Address:
 PO Box 666 LITHGOW NSW 2795

Long Bay Correctional Complex

Address: 1300 Anzac Parade Malabar
 Telephone: (02) 8304 2000
 Fax: (02) 9289 2121

Postal Address:
 PO Box 13 MATRAVILLE NSW 2036

Long Bay Hospital & Metropolitan Medical Transient Centre

Address: 1300 Anzac Parade Malabar
 Telephone: (02) 9289 2900
 (02) 9289 2401
 Fax: (02) 9311 3364

Postal Address:
 Locked Bag 24, MATRAVILLE NSW 2036

Mannus Correctional Centre

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

Metropolitan Remand & Reception Centre (Mrrc)

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

Postal Address:
 Private Bag 144 SILVERWATER NSW 1811

Metropolitan Special Programs Centre

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

Postal Address:

Locked Bag 21 MATRAVILLE NSW 2036

Mid-west Correctional Centre

Address: Mudgee Road Wellington

Information Office:

24-28 Swift Street Wellington

Telephone/Fax:

(02) 6845 3730

Postal Address:

PO Box 368 WELLINGTON NSW 2820

Mulawa Correctional Centre

Address: Holker Street Silverwater 2128

Telephone: (02) 9289 5399

Fax: (02) 9647 1409

Postal Address:

Locked Bag 130 Australian Business Post,
SILVERWATER NSW 1811

Oberon Young Offenders

Correctional Centre

Address: Gurnang

Road Shooters Hill via OBERON 2787

Telephone: (02) 6335 5248

Fax: (02) 6335 5220

Postal Address:

Locked Bag 2, OBERON NSW 2787

Parklea Correctional Centre

Address: 66 Sentry Drive Parklea 2768

Telephone: (02) 9626 7122

Fax: (02) 9626 5657

Postal Address:

Box 6148 BLACKTOWN NSW 2148

Parramatta Correctional Centre

Address:

Cnr O'Connell and Dunlop Streets North

Parramatta 2151

Telephone: (02) 9683 0300

Fax: (02) 9630 3763

Postal Address:

Locked Bag 2 NORTH PARRAMATTA NSW
2151

Parramatta Transitional Centre

Address:

124 O'Connell Street Parramatta 2151

Telephone: (02) 9890 1389

Fax: (02) 9890 1455

Silverwater Correctional Centre

Address: Holker Street Silverwater 2128

Telephone: (02) 9289 5100

Fax: (02) 9289 5209

Postal Address:

Locked Bag 115 Australian Post Business
Centre, SILVERWATER NSW 1811

St Heliers Correctional Centre

Address:

McCullys Gap Road Muswellbrook 2333

Telephone: (02) 6543 1166

Fax: (02) 6543 1944

Postal Address:

PO Box 597 MUSWELLBROOK NSW 2333

Tamworth Correctional Centre

Address:

Cnr Dean & Johnson Streets Tamworth
2340

Telephone: (02) 6766 4977

Fax: (02) 6766 4851

APPENDIX 47 PROBATION AND PAROLE ADDRESSES

DISTRICT OFFICES

Albury District Office

556 David Street

ALBURY. 2640

P.O. Box 809

Telephone (02) 6041 2933

Fax: (02) 6041 1353

Armidaale District Office

State Government Office Block

Cnr Dumaresq and Faulkner Streets

ARMIDALE. 2350

P.O. Box 633

Telephone (02) 6772 2073

Fax (02) 6771 2107

Bankstown District Office

Level 2 (1st Floor)

41-45 Rickard Road

BANKSTOWN. 2200

P.O. Box 470, Bankstown 1885

Telephone (02) 9707 2144

Fax (02) 9707 2521

Batemans Bay District Office

Suite 21, Citi Centre

10 Orient Street

BATEMANS BAY. 2536

P.O. Box 331

Telephone (02) 4472 4987

Fax (02) 4472 8452

Bathurst District Office

NSW Government Offices

Suite 3, 140 William Street

BATHURST. 2795

P.O. Box 143

Telephone (02) 6332 2737

Fax (02) 6332 2782

Bega District Office

Suite 9, 1st Floor

106 Auckland Street

BEGA. 2550

P.O. Box 267

Telephone (02) 6492 3144

Fax (02) 6492 4286

Blacktown District Office

9 Second Avenue

BLACKTOWN. 2148

P.O. Box 473

Telephone (02) 9671 4266

Fax (02) 9831 7189

Bourke District Office

22 Richard Street

BOURKE. 2840

P.O. Box 91

Telephone (02) 6872 2455

Fax (02) 6872 2592

Bowral District Office

Suites 1 & 2, 2a Walker Street

BOWRAL. 2576

P.O. Box 477

Telephone (02) 4861 3777

Fax (02) 4862 2102

Broken Hill District Office

State Government Office Black

32 Sulphide Street

BROKEN HILL. 2880

P.O. Box 459

Telephone (08) 8087 9155

Fax (08) 8087 1062

Burwood District Office

Level 1, 27-29 Burwood Road

BURWOOD. 2134

P.O. Box 118

Telephone (02) 9745 2211

Fax (02) 9745 3494

Campbelltown District Office

Level 7, 138 Queen Street

CAMPBELLTOWN. 2560

P.O. Box 332

Telephone (02) 4625 9922

Fax (02) 4625 3052

Casino District Office

117 Barker Street

CASINO. 2470

P.O. Box 667

Telephone (02) 6662 4311

Fax (02) 6662 6979

Cessnock Parole Unit

Cessnock Correctional Centre

Off Lindsay Street

CESSNOCK. 2325

P.O. Box 173

Telephone (02) 4991 1702

Fax (02) 4990 2315

Chatswood District Office

1st Floor, 2 Help Street

CHATSWOOD. 2067

P.O. Box 5372, Chatswood West 2057

Telephone (02) 9413 1822

Fax (02) 9413 4746

City District Office

Ground Floor

13-15 Wentworth Avenue

DARLINGHURST. 2010

P.O. Box 370, Darlinghurst, 1300

Telephone (02) 9265 7500

Fax (02) 9264 2576

Coffs Harbour District Office

60 Moonee Street,

COFFS HARBOUR. 2450

P.O. Box 24

Telephone (02) 6652 6933

Fax (02) 6652 1123

Cooma District Office

NSW Government Office Block

39 Bombala Street

COOMA. 2630

P.O. Box 708

Telephone (02) 6452 1903

Fax (02) 6452 5481

Coonamble District Office

Shop 2, Kookaburra Arcade

Tooloon Street

COONAMBLE. 2829

P.O. Box 56

Telephone (02) 6822 1988

Fax (02) 6822 1163

Dee Why District Office

1st Floor, Pittwater Place

651-653 Pittwater Road

DEE WHY. 2099

P.O. Box 44, Brookvale. 2100

Telephone (02) 9982 7266

Fax (02) 9971 4359

Deniliquin District Office

Suite 2, 286 George Street

DENILIQUIN. 2710

P.O. Box 967

Telephone (03) 5881 4408

Fax (03) 5881 5325

Dubbo District Office

Unit 4, 34-36 Bultje Street

DUBBO. 2830

P.O. Box 1831

Telephone (02) 6882 9744

Fax (02) 6884 4918

Fairfield District Office

2nd Floor, 119 The Crescent

FAIRFIELD. 2165

P.O. Box 372, Fairfield 1860

Telephone (02) 9728 0111

Fax (02) 9754 1287

Forbes District Office

137 Lachlan Street

FORBES. 2871

P.O. Box 390

Telephone (02) 6852 2219

Fax (02) 6851 1434

Glen Innes District Office

Ground Floor 251 Grey Street

GLEN INNES. 2370

P.O. Box 468

Telephone (02) 6732 2644

Fax (02) 6732 4532

Gosford District Office

1st Floor, 125 Donnison Street

GOSFORD. 2250

P.O. Box 1024, Gosford

Telephone (02) 4324 3744

Fax (02) 4323 2913

Goulburn District Office

1st Floor, Newwo House

23-25 Montague Street

GOULBURN. 2580

P.O. Box 481

Telephone (02) 4821 5800

Fax (02) 4821 5746

Grafton District Office

NSW Government Offices

49-51 Victoria Street

GRAFTON. 2460

P.O. Box 479

Telephone (02) 6643 2585

Fax (02) 6643 2674

Griffith District Office

NSW Government Offices

104-110 Banna Avenue

GRIFFITH. 2680

P.O. Box 2322

Telephone (02) 6964 2242

Fax (02) 6964 2375

Gunnedah District Office

Government Office Building

35-37 Abbott Street

GUNNEDAH. 2380

P.O. Box 579

Telephone (02) 6742 5220

Fax (02) 6742 4854

Hurstville District Office

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COPYWRITING: PRYOR CONSULTANTS

DESIGN: NICHOLSON DESIGN

FILM AND PRINTING: TELDON PRINT MEDIA

TOTAL ESTIMATED EXTERNAL COSTS INCURRED FOR THE PRODUCTION OF THIS REPORT WERE \$36,424 COVERING EDITING, DESIGN AND PRINTING. THE ENTIRE CONTENTS OF THIS REPORT ARE AVAILABLE FOR DOWNLOAD IN ADOBE ACROBAT (PDF) FORMAT FROM THE DEPARTMENT'S WEBSITE:

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