

OFFENDER MANAGEMENT IN CUSTODY

PRIORITIES

1. Effectively manage correctional centre and escort security
2. Achieve safe custodial environments
3. Meet the care needs of those in custody
4. Promote effective participation in correctional programs

STRATEGIC OBJECTIVE #1

Implement intelligence gathering and analysis processes to enable effective assessment and management of security risks, including escapes, violence, illicit drug use and criminal activity

Corrections Intelligence Group (CIG)

A key focus for the Department has been to strengthen its partnerships for gathering and sharing intelligence with other law enforcement agencies. A new Memorandum of Understanding was created with the New South Wales Police and the New South Wales Fire Brigades. Other Memorandums of Understanding with external agencies are currently being renegotiated and rewritten.

During the year, CIG's intelligence services included providing information and intelligence support to 17 departmental operations and participating in joint operations with external law enforcement agencies. As part of this process, CIG completed 1,713 Information Reports.

Preventing the entry of illicit drugs and contraband

In March 2004, the Department created a task force aimed at preventing entry of illicit drugs and contraband.

Task Force Con-Targ

Task Force Con-Targ consists of twelve staff including two dog handlers and two intelligence analysts. The Task Force uses both covert and overt methods including intelligence analysis, canine screening and electronic metal detection, and physical search procedures to prevent unauthorised property and items from entering correctional facilities. It also manages and maintains the Statewide Centralised Search Operations Database. During the year, Task Force Con-Targ identified mobile phone detection as a high priority.

Using intelligence to address staff corruption issues

In June 2004, a task force was formed to identify corrupt practices and serious misconduct committed by employees of the Department.

Task Force Sky

Task Force Sky collects, collates and analyses information on staff corruption and serious misconduct and disseminates intelligence to appropriate investigators, both within the Department and to appropriate external organisations such as the Independent Commission Against Corruption (ICAC).

Staff searching and staff targeted drug testing

The Commissioner has introduced a policy to address illicit drug and alcohol use by staff.

The policy began by declaring an amnesty for members of staff who were experiencing problems with drugs or alcohol. The Commissioner has undertaken to support the rehabilitation of staff who make such a disclosure.

Policy and procedures for testing staff in the workplace for illicit drugs and alcohol use have been implemented. Under this program, employees may be tested, provided strict conditions are met, after a critical incident occurs or where staff are suspected of illicit drug or alcohol consumption. Random testing will commence in December 2004.

In addition, new legislation on searching employees and authorised visitors has initiated new searching procedures at correctional centres to prevent the introduction of contraband and the theft of departmental property.

Sharing information with NSW Police

During the year, the Security Threat Group (STG) Task Force forged closer links with those units of NSW Police dedicated to policing criminal gangs in the community. This has resulted in formal and informal information sharing to the mutual benefit of both agencies. This will lead to more detailed profiling of potential STG inmates at the induction stage, with Police providing intelligence regarding inmate activities and associates. This co-ordinated approach will greatly enhance the Department's ability to properly manage these inmates from an informed strategic viewpoint.

KEY PERFORMANCE MEASURES**Fights, assaults and occasions of force**

During the year, the Department's anti-violence measures continued to be effective. No serious assaults (defined as sexual assaults or assaults requiring hospitalisation or extended periods of treatment) were perpetrated on staff. There was also a reduction in less serious assaults (injuries not requiring hospitalisation) on staff to 1.16, below the 2002/03 national average of 1.57.

Serious assaults, on inmates by other inmates, rose slightly to a rate of 0.7 from 0.6 (2002/03 national average 0.5). Less serious assaults on other inmates declined from 16.8 to 13.7 (2002/03 national average 10.6).

While the rate of inmate on inmate assaults was above the 2002/03 national averages, this reflects the nature of the NSW correctional centre population. The Department supervises some of the highest risk inmates in the country, including forensic patients in the Long Bay Hospital. 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, the risk of fights and assaults between inmates is very high.

INMATE ON STAFF ASSAULTS

	1999/00	2000/01	2001/02	2002/03	2003/04	2002/03 National Average
Serious assaults	0.03	0.00	0.04	0.00	0.00	0.02
Assaults	1.93	1.85	1.44	1.19	1.16	1.57

INMATE ON INMATE ASSAULTS

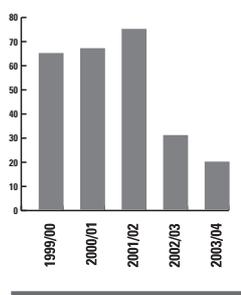
	1999/00	2000/01	2001/02	2002/03	2003/04	2002/03 National Average
Serious assaults	0.82	0.93	1.06	0.63	0.76	0.53
Assaults	24.02	22.56	16.43	16.86	13.74	10.60

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
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
2004	8,239	159.7	4.9	7,926	8,539	613	7.4

The table excludes offenders in Periodic Detention Centres, Transitional Centres and Court Complexes

Escapes from full-time custody



Escapes from custody

There were 20 escapes from full-time custody during the year. There were no escapes from maximum or medium security correctional centres. The Department's escape rate per 100 offender years of 0.2, is significantly lower than the 2002/03 national average of 1.53. This excellent result was achieved by:

- reducing the need to transfer inmates by using a video link for hearings and proceedings before the courts, the Parole Board and the Serious Offenders Review Council;
- using case management to enable staff to identify inmate problems quickly;
- installing video monitoring in all maximum security correctional centres;
- changing the classification system to ensure inmates do not achieve a minimum security classification without appropriate monitoring and assessment; and
- removing obsolete towers and creating secure inmate recreation areas.

ESCAPE RATE (PER 100 INMATES)

SECURITY	1999/00	2000/01	2001/02	2002/03	2003/04	2002/03 National Average
Open	1.18	1.37	1.43	0.47	0.21	1.53
Secure	0.12	0.05	0.12	0.00	0.00	0.01

NATURE OF ESCAPES IN 2003/04

Minimum security centres	7
Escorted external work party	7
Escorted other (eg hospital)	1
Work release program	1
Other unescorted authorised leave	1
Court complexes	3

STRATEGIC OBJECTIVE #2

Improve recognition of, and responses to, mental illness, intellectual disabilities and risk of suicide or self-harm.

New receptions screening

In 2003/04 the Department handled a marked increase in new receptions: from 19,303 the previous year to 25,530. Of this total number, 10,975 fresh receptions were managed by the Court Escort Security Unit in court cells, not correctional centres. Within the first 36 hours of reception, all of these inmates were screened to identify those at risk of suicide or self-harm and those with special needs such as mental illness or intellectual disabilities. During the year, screening staff attended training workshops on mental health, suicide awareness, alcohol and other drugs and disability issues.

Risk and assessments intervention

Approximately 30% of inmates have a history of self-harm before they enter the correctional system. The Department's reception, screening and induction procedures identify these inmates, with staff trained in how to respond when an inmate acts self-destructively.

Every correctional centre has a Risk Intervention Team (RIT), to assess whether an inmate is at risk of self-harm or suicide, and at least one 'safe cell' from which all potential hanging points have been removed and where the occupant can be kept under close watch.

The Metropolitan Remand and Reception Centre has a permanent multi-disciplinary Risk Intervention and Assessment Team (RAIT) who provide expert assessment and case management for inmates considered to be at risk or with mental health problems

Female inmates

During the year, changes were made to improve the safety of staff and inmates at the Mulawa Correctional Centre for women. As a result, new receptions, extreme high risk inmates and inmates at risk of self-harm are now managed in separate areas, thereby minimising risk to staff and inmates. Workshops were conducted to improve staff knowledge and skills in managing women with the most challenging behaviours.

Also at Mulawa, a number of physical modifications were made to the centre to improve officer safety and inmate well being, including constructing segregation yards, a secure interview room, installing CCTV cameras in the Intensive Management Unit and air conditioning in the Clinic, the Mum Shirl Unit and the Intensive Management Unit.

Acute Crisis Management Unit

The Acute Crisis Management Units (ACMUs) in the Metropolitan Special Programs Centre at the Long Bay Correctional Complex and at Bathurst Correctional Centre offer a referral option for 'at risk' inmates with an escalating risk of self-harm/suicide that can not be managed locally by Risk Intervention Teams. The ACMUs provide a safe temporary environment for inmates assessed as being highly at-risk or suicidal or who have previous self-harm histories and are currently in crisis.

The ACMUs aim to resolve the crisis, improve the offender's mental health status, decrease the incidence of self-harm/attempted suicide, motivate the offender to consider changing self-destructive behavioural patterns. An ongoing case management plan is provided upon discharge.

The length of stay for most inmates is between three days and six weeks. However, some inmates have remained in the Unit for several months due to lack of appropriate placement options given their chronic self-destructive behaviour.

Kevin Waller Therapeutic Unit

The Kevin Waller Therapeutic Unit (KWTU) at the Long Bay Correctional Complex provides a possible pathway from the ACMUs for inmates considered suitable for the structured program. Approximately 25% of ACMU inmates were referred to KWTU last year.

The Unit provides a residential intensive psychological group treatment program for male inmates who have a history of repeated self-harm or significant suicide risk factors. The program runs for five months and works through modules based around increasing individuals' skills in managing negative emotions, particularly based around their 'at risk' behaviour. In 2003/04, 25 inmates completed the program.

Mental health screening units

At 30 June 2004 the Department had completed 80% of construction for a 40-bed Mental Health Screening Unit (MHSU) at the Metropolitan Remand and Reception Centre (MRRC), with commissioning occurring in August 2004.

The MHSU will provide a therapeutic environment where the majority of mentally ill new inmate receptions in NSW can be screened, diagnosed and treated. This will identify 'at risk' inmates, helping to reduce the number of self-harm incidents and suicides in custody.

The MHSU will also provide mental health assessments, diagnosis and develop treatment plans for seriously mentally ill inmates. It will enable the Department to develop appropriate clinical and custodial pathways for inmates with mental health needs through a single case management plan and provide timely information sharing to other stakeholders to facilitate Throughcare for these inmates.

During the year, planning began for another MHSU at the Mulawa Correctional Centre, which is expected to be completed by June 2005.

KEY PERFORMANCE MEASURES

Deaths in custody

In 2003/04 there were 14 deaths in custody. There were no Indigenous deaths in custody. Eight deaths were determined to be suicide by the NSW Coroner. This death rate of 0.10 per 100 inmates equates to the 2002/03 national average. It resulted from improved screening and assessment, detoxification programs, risk intervention, acute crisis management facilities, safe cell design in all new facilities and enhanced staff training.

INDIGENOUS DEATH IN CUSTODY

	1999/00	2000/01	2001/02	2002/03	2003/04
Natural causes	2	2	0	0	0
Suicide	3	2	0	2	0
Murder	1	0	0	0	0
Drug overdose	1	0	0	0	0
Other/unknown	0	0	1	1	0
TOTAL	7	4	1	3	0

DEATH RATE PER 100 INMATES; APPARENT UNNATURAL CAUSES

	1999/00	2000/01	2001/02	2002/03	2003/04	2002/03 National Average
Indigenous	0.43	0.17	0.08	0.07	0.00	0.07
Non-indigenous	0.21	0.15	0.13	0.13	0.12	0.11
TOTAL	0.25	0.15	0.12	0.11	0.10	0.10

STRATEGIC OBJECTIVE #3

Provide a structured day at each correctional centre balancing inmate vocational activities, program participation and recreation time

In September 2003, the Managers of Offender Services and Programs from each correctional centre participated in a workshop on "Implementing Future Directions in Offender Management" aimed at reducing the number of programs being conducted to increase the integrity and consistency of interventions for offenders.

As a result, in October 2003 the Director Offender Services and Programs approved up to seven programs to be run in centres for minimum, medium, maximum and mixed security male inmates and for female inmates. These mainstream programs run in parallel to educational and vocational programs and special programs for specific groups of inmates such as those with an intellectual disability or who have been convicted of sexual offences.

Corrective Services Industries

In 2003/04, Corrective Services Industries (CSI) provided employment to 75% of the total available offender population (based on the National Correctional Indicators accounting rules, which exclude inmates such as those who are on remand, sick or who refuse to work). Despite the rapid increase in the inmate population, this was only slightly below the 2002/03 national average of 77.8%. Commercially, sales were \$40.1 million with a gross trading contribution of \$15.1 million against a budget of \$38.3 million sales and \$16.1 million trading gross contribution.

During the year, as an initiative of the Correctional Industries Consultative Council (CICC), CSI also rolled out a Work Readiness certification program to prepare inmates for work and improve their chances of gaining employment in the community. The program is integrated with the inmate employability skills framework, risk assessment and needs analysis, case management and Throughcare.

The CICC also introduced Key Performance Measures to assist its oversight of productivity, efficiency, competitive neutrality and occupational health and safety (OHS). In terms of OHS, comparison through WorkCover data with the private sector indicates the CSI workplace injury rate is lower than the industry average.

KEY PERFORMANCE MEASURES

COMMERCIAL PERFORMANCE

Year	Sales \$	Gross Contribution (Trading Profit)
1999/00	\$25.5m	\$ 9.6m
2000/01	\$27.1m	\$10.5m
2001/02	\$36.2m	\$13.5m
2002/03	\$36.0m	\$12.8m
2003/04	\$40.1m	\$15.1m

STRATEGIC OBJECTIVE #4

Enhance dynamic security through positive interaction between staff and inmates and provide inmates with incentives earned for compliance and participation

Security Threat Groups

In January 2003, the Department established a Security Threat Group Task Force to combat gang-like behaviour amongst some groups of inmates and provided a dedicated residential intervention program at Parklea Correctional Centre for up to 16 Security Threat Group (STG) leaders and members.

The program aims to isolate leaders, prevent them from developing STG control structures and reduce rivalries. Its goal is to reintegrate STG inmates into the mainstream correctional centre population by applying focused case management interventions to improve inmate attitudes and behaviour.

In 2003/04, 13 offenders entered the STG program. Performance reviews by the Task Force during the year indicated that all targeted inmates were responding positively to the STG Program.

High Risk Management Unit

The High Risk Management Unit (HRMU) at Goulburn Correctional Centre is a 75-bed purpose-built high-security facility to accommodate male inmates who have been assessed as posing a high security risk to the community, correctional centre staff and/or other correctional centre inmates. The HRMU complements the range of management and offence-related programs provided at other locations in the NSW correctional system.

The HRMU Program is oversighted by the HRMU Steering Committee, which is chaired by the Senior Assistant Commissioner, Inmate and Custodial Services (SACICS). The Committee meets quarterly and deals with operational, program delivery, staff training and evaluation issues.

In conjunction with the Department's Security Threat Group Intervention Program (STGIP), the High Security Inmate Management Committee (HSIMC) of the Serious Offenders Review Council and the specialised Violent Offenders Therapeutic Program, the HRMU is the beginning of a program pathway for persistently violent and dangerous inmates.

Developed in accordance with internationally recognised principles, the HRMU Program uses a cognitive behavioural and behaviour modification approach designed to manage and reduce violent behaviour and an inmate's level of dangerousness, while maximising an inmate's prospect of progression to mainstream correctional management. .

HRMU Program participants work towards the long-term program goals outlined in their case plan. This is achieved through quality interaction between staff and inmates and focused case management in which an inmate's behaviour and attitude are consistently monitored.

Specialist training

During the year, staff in the High Risk Management Unit and Security Threat Groups Intensive Program (STGIP) underwent specialist training in focused case management as a technique for behavioural management. This has enabled staff to use social rewards to encourage program participation.

Case Management

The Department's case management strategy increases interaction between correctional centre staff and inmates, allowing inmates to address their criminogenic needs and enhancing dynamic security within correctional centres.

During the year, the Department used induction videos and a revised Inmate Handbook to encourage inmates to participate in the case management process. The induction resources outline the advantages for inmates of positive interaction and communication with staff, emphasising the benefits of addressing the issues raised in their case plans.

In 2003/04 an audit tool was designed to provide governors and commanders with regular, timely and relevant case management information. The tool uses the established case management reporting lines to deliver a monthly review of case management practices. During the year, this audit tool was trialed at John Morony Correctional Centre and will be implemented throughout correctional centres statewide in 2004/05.

STRATEGIC OBJECTIVE #5

Pursue harm minimisation and healthy lifestyles for all inmates but particularly target those at heightened risk

HIV/Health Promotion Unit (HHPU) programs

In 2003/04, over 3,000 inmates attended a health promotion group, amounting to around 4,000 hours of group time. They included programs targeting:

Drug overdose prevention

During the year, the Australian Red Cross in partnership with the HHPU developed a program for offenders based on the Red Cross Save a Mate Program (SAM) and the Heroin Overdose Prevention Education Program (HOPE). In 2003/04 the Red Cross conducted the program with 189 offenders in eight correctional facilities. Over 95% of participants in the program successfully completed a Cardiopulmonary Resuscitation accreditation.

Inmates from non-English speaking backgrounds

The SAM and HOPE programs were translated into Vietnamese and Arabic, complementing the core HHPU program, the Health Information Workshop and the AOD Awareness program, which are also available in these languages. Other gambling and AOD awareness health information pamphlets and resources are available in a range of languages.

The Department also periodically used a Vietnamese AOD Worker and a Social Welfare Worker to facilitate Vietnamese inmate groups.

Strategies to prevent the spread of infectious diseases

The Department continued its strategy of universal precaution to prevent the spread of infectious diseases providing: a cleaning agent and condoms/dams in each Wing/Unit in correctional centres; a statewide barbershop training program; and critical incident response.

During the year, the Hepatitis C Council of South Australia, the South Australian Film Corporation and the South Australian Department of Corrective Services produced a video about Hepatitis C in correctional centres called "Staying Safe in Prison, Facts about Hepatitis C". The Department contributed to the cost of translating it into Vietnamese and has distributed the video to all reception centres in NSW.

Aboriginal offenders

During the year, the Department's Aboriginal AOD/HHPU Counsellors and Coordinator developed a number of resources to improve health information for Aboriginal inmates. This included: producing a resource called "Dharawal Family Matters" in partnership with the Premier's Department as part of the "Act Now" program for drug action; establishing a Community Drug Action Team, Yura Yulang; and working with Juvenile Justice to develop a Drink Driving Program for Aboriginal youth aged 15 to 25 years.

A resource for female Aboriginal inmates has also been developed dealing with health issues for Aboriginal women. The word-interactive computer program targets low literacy inmates and is used as a teaching resource in conjunction with the Adult Education and Vocational Training Institute (AEVTI).

Corrective Services Support Line (CSSL)

The CSSL supports inmates in full-time custody by providing information and helping to resolve inquiries, requests and complaints. Evaluation of the Pilot Program indicated that the CSSL is an important resource for inmates when they have taken action but not been able to get their problems resolved or determined. Equally, where issues are urgent, the CSSL offers inmates a means of drawing matters to the attention of staff for prompt intervention.

The CSSL operated in three correctional centres for the entire reporting period as a pilot and progressively added six more correctional centres over the year, in the process answering 1,255 calls.

Diet

In 2003/2004, CSI continued to meet the care needs of those offenders in custody through providing an increasingly improved food service. This included expanding the distribution of food services to 90% of offenders in correctional centres and periodic detention centres from central production facilities; introducing a vegetable processing unit; better menu control planning to balance variety with nutritional and dietary needs for all offenders; and Hazard Analysis Critical Control Points (HACCP)/ISO9000 certification of all central food service production facilities.

STRATEGIC OBJECTIVE #6

Implement the Aboriginal Offenders Strategic Plan, the Young Offenders Plan, the Women's Action Plan and the new plan under development replacing the former Ethnic Affairs Policy Statement

Aboriginal Offenders Strategic Plan

On 30 June 2004, there were 1,451 male offenders (18.3% of the total male inmate population) and 167 female offenders (29% of the total female inmate population) who had identified as Aboriginal or Torres Strait Islander on reception into custody. Both these percentages were a slight increase on the previous year. During the year, the Department worked closely with other government agencies to address the over-representation of Aboriginal people in the criminal justice system.

In October 2003, the Minister for Justice the Hon John Hatzistergos officially launched the Department's Aboriginal Offenders Strategic Plan 2003-2005 at the Brewarrina (Yetta Dhinnakkal) Centre. The Plan was developed in consultation with Aboriginal staff and community representatives endorsed by the Department of Aboriginal Affairs and the Aboriginal Justice Advisory Council and will direct the Department's work with Aboriginal offenders over the next two years.

It identifies the key result areas of:

- working with Aboriginal communities and agencies;
- diverting Aboriginal offenders from custody;
- reducing Aboriginal offending behaviour;
- meeting the needs of female Aboriginal offenders;
- promoting awareness and sensitivity to Aboriginal culture; and
- employing Aboriginal people.

The Department aims to achieve these key result areas by developing strategies and programs for Aboriginal offenders that give specific consideration to: culture and heritage;

loss and grief; education, vocational training and employment; alcohol and other drugs; and HIV and health promotion.

The Aboriginal Support and Planning Unit (ASPU) began field trips to correctional centres in February 2004 to promote the Plan and discuss responsibilities associated with implementation and determine how services and programs for Aboriginal offenders can be enhanced to achieve the Plan's outcomes. To monitor the impact and success of the Plan, the ASPU is working with relevant sections of the Department to develop statistical information in relation to Aboriginal offender participation in services and programs.

During the year, the ASPU also met with Offender Management Directors and Managers to discuss Plan implementation and reporting processes.

To meet the needs of female Aboriginal offenders a number of initiatives were implemented or developed during the year including:

- video visits for Aboriginal and Torres Strait Islander Offenders with children in remote locations;
- research training and consultancy for Aboriginal family and community history;
- Aboriginal Mothers and Children's Cultural Camp; and
- Aboriginal Work Skills at Berrima Correctional Centre run by TAFE.

Strategies were also implemented to ensure that Aboriginal Women have greater access to the full range of community based programs, including providing information about external programs and the Regional Aboriginal Project Officer participating in Case Management Team meetings.

Young Offenders Plan

In 1992 the Department initiated a five-stage male Young Adults Program, which has evolved into a specialised program. This program, which was reviewed during the year, forms the basis for the 2005-2007 Young Adult Offender Action Plan.

The program, which last year utilized 35 older offenders as mentors, took young inmates through a number of steps to prepare them for work release, including a Raising Awareness for Change course and an intensive Life Challenge program.

During the year, the following numbers of offenders participated in elements of the specialised program:

John Morony I	
Raising Awareness for Change)	250
Metal Trade Traineeships	
Certificate II	13
Certificate III	3 (Full trade qualification)
Oberon	
Gurnang Life Challenge	157 graduates
Backhoe/Forklift licence	110
John Morony II	
Jobs for the Boys	150

To support the program, 259 trainee correctional officers received training and information on young adult offenders and 36 correctional centre staff attended a series of Young Adult Offender courses held at the Academy. adult offenders and 36 correctional centre staff attended a series of Young Adult Offender courses held at the Academy.

Women's Action Plan

The Department is developing a Strategic Framework for the Management of Women Offenders to replace the Women's Action Plan, which expired at the end of 2003.

Ethnic Affairs Priorities Statement (EAPS)

The Department's Ethnic Affairs Priorities Statement 2001/2002 remained in place for the 2003/04 year, pending the introduction of a new EAPS drafted in 2003/04, to be called the Plan for Cultural Inclusion 2004 - 2007.

This Plan, which will be adopted in late 2004, is built around the following seven objectives:

1. Reduce re-offending by offenders from culturally and linguistically diverse backgrounds.
2. Reduce the additional negative impact of incarceration where this is a consequence of inmates coming from culturally and linguistically diverse backgrounds.
3. Develop, improve and maintain practices which meet the needs of offenders from culturally and linguistically diverse backgrounds, within Community Offender Services.
4. Improve the skills and professionalism of staff and managers working with offenders from culturally and linguistically diverse backgrounds and their families.
5. Allow access to language assistance services.
6. Align the Department's Plan for Cultural Inclusion with the corporate planning process.

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

EAPS Standards Framework reporting

At the end of 2003, the Department submitted an EAPS Standards Framework Report to the Community Relations Commission (CRC), reporting on performance over the previous two years. CRC accepted the self assessment, and acknowledged progress across all five activity areas within the Standards Framework..

STRATEGIC OBJECTIVE #7

Ensure correctional centre visit programs meet the needs of visitors and inmates while maintaining appropriate security

Video visits pilot

The Department began a Video Visits pilot program in March 2003, providing inmates contact with families and disadvantaged visitors, who in some circumstances are unable to travel long distances. This pilot program enables family members to maintain links with inmates housed within participating NSW correctional centres and assists in re-introducing the inmate into society and the family unit.

During the year, this pilot program was introduced in Mulawa, Bathurst and Cessnock Correctional Centres and has facilitated over 60 visits with families who otherwise would not have had the opportunity to interact with family members housed in NSW correctional centres.

Child Protection Coordination and Support Unit

In August 2003, the Department launched its Strategic Framework Child Protection 2003-2005. Part of its implementation included establishing the Child Protection Coordination and Support Unit, which has developed a comprehensive child protection training package as part of an interagency forum on child protection. This includes policies and procedures for staff to identify and report risk of harm to children and young people visiting inmates.

During the year, the Unit coordinated the Child Visits Assessment Program, which was delivered in five correctional centres. This has resulted in statewide consultation, leading to the Unit developing a Child Contact Assessment Program to better manage children's contact with certain inmates.

The Unit is currently implementing a child advocacy program to ensure the interests of children and young people are integrated into mainstream policy.

STRATEGIC OBJECTIVE #8

Establish and maintain effective procedures for the Parole Board to be properly informed of all relevant information, including from Security and Investigations, Offender Management, Probation and Parole and the Serious Offenders Review Council, in making decisions relating to the release of offenders to parole and in their supervision on parole

Offender management

During the year, the Alcohol and Other Drug and HIV and Health Promotion Unit provided 591 AOD Parole reports and 56 Court reports. To ensure the Parole Board received relevant information about risk, risk management and psychological factors relevant to supervising offenders in the community, the Department's psychologists prepared approximately 140 comprehensive assessment reports.

Probation and Parole

The Community Offender Services' Probation and Parole Service prepared 3,273 pre-release reports to the Parole Board assessing the person's risk of re-offending and identifying what programs and services the person can access to reduce that risk. These reports also outlined the offender's behaviour and program attendance while in custody and provided a post release plan to assist the offender in adjusting to life in the community should the Parole Board decide to release them.

Restorative Justice Unit

The Restorative Justice Unit (RJU) Community Liaison Officer is the point of contact between victims and the Department, and between victims and the Parole Board. During the year, an agreement was reached between the RJU and the Parole Board, under which the Community Liaison Officer now attends Parole Board meetings for the purposes of ensuring that the Board has current and accurate information about any offender who has a Registered Victim.

STRATEGIC OBJECTIVE #9

Negotiate and implement workplace reform across the correctional system to deliver safe, effective and cost efficient operations

The Department has developed a new management model for operating correctional centres, called The Way Forward, which will achieve safe and effective correctional centre management and substantially improve operational cost efficiency.

During the year the Department made substantial progress in creating workplace reforms that support this new model and will facilitate the implementation of accredited programs for reducing re-offending. These reforms represent a major shift from current operational and long standing work practices.

In August 2003, the Department began formal negotiations with the Public Service Association (PSA), Commissioned Officers Vocational Branch (COVB) and Prison Officers Vocational Branch (POVB) on The Way Forward. Following intense industrial negotiation, by February 2004, the PSA and POVB agreed to a consent award to cover Kempsey, Dillwynia and Wellington Correctional Centres, which will operate according to The Way Forward model.

The award, which will enable a more efficient staffing policy based on the principle of having inmates engaged in large group, structured activities, rather than being dispersed at random, includes:

- a new custodial rank structure;
- annualised salaries for ranks above Senior Correctional Officer;
- performance management for positions above Senior Correctional Officer; and
- a flat overtime rate..

Training

Staff are currently being trained to operate in The Way Forward work practice model, with positions being filled through a merit process. To this end, the Department has made a conscious effort to recruit staff with a commitment to The Way Forward principles.

Communication

The policies and practices embodied in The Way Forward have been disseminated to correctional centre staff through a series of video presentations produced by the Audio Visual Production Unit. The video, "New Directions in Offender Management" explains the philosophy underlying reforms to the way programs will be delivered to offenders and examines the 'what works' literature on which they are based. "The Way Forward" video discusses the operational aspects of the changes. A third video contains extracts from presentations to staff at various correctional centres and addresses some of the questions and concerns that arose at those meetings.

Implementation

The Way Forward will implement a range of strategies to eliminate the need for officers to work longer than their rostered shift, including:

- employing permanent part-time officers;
- rolling inmate let-gos and lock-ins;
- clustering staff rosters;
- enhancing the structured day; and
- aligning courts with correctional centres.

To implement these changes, project teams representing a broad spectrum of the workforce and led by the governor will be established at all centres. These teams will develop a draft implementation plan, due to be finalised by the end of the October 2004.

Female Correctional Centres

The Consent Award for Dillwynia Correctional Centre will ensure that it operates under The Way Forward model to deliver a safe, effective and cost efficient operation. The Way Forward strategies will also be used at Mulawa Correctional Centre to deliver safe, effective and cost efficient correctional services. An initial review of the staff establishment at Mulawa indicates that restructuring in line with The Way Forward model will achieve considerable savings. This restructure will occur once Dillwynia is fully operational.

KEY PERFORMANCE MEASURES

Cost efficiency and utilisation

In 2003/04 the Department's cost per inmate per day, \$173.30 (total custody) was higher than the national average for 2002/03 (national 2003/04 figures were not available at the time of publication). The Department had centre utilisation by design capacity of 101.5% (for secure custody); higher than the 2002/03 national average.

To ensure safe and secure centre operations out-of-cell hours were reduced in a number of maximum and medium security facilities-from an average of 9.15 in 2002/03 to 7.65 in 2003/04. The 2002/03 national average for secure custody was 10.3.

The total average of all out-of-cell hours (open and secure custody) fell from 10.58 in 2002/03 to 9.68 in 2003/04, which compares with the national average in 2002/03 of 11.3. However, the majority of the inmate population in NSW is held in minimum security, which recorded an average 12.27 hours in 2002/03 and 12.0 hours in 2003/04. The national open-custody (minimum security) average in 2002/03 was 13.3 hours.

In 2004/05 the Department will commission additional correctional centre accommodation and has commenced The Way Forward model of workplace reform. This will allow the out-of-cell hours to be extended and reduce per capita operating costs.

STRATEGIC OBJECTIVE #10

Improve the quality and cost-effectiveness of escort and court security services

Court Escort Security Unit

In 2003/04, the Court Escort Security Unit conducted an estimated 139,466 inmate movements, compared with an estimated 150,130 movements in 2002/03. Video court conferencing is a contributing factor, accounting for in excess of 30% of court attendances per day.

Clustering escort services to court locations

During the year, the Department reviewed escort services to court locations with a view to clustering courts under correctional centres. This review has led to Broken Hill and Tamworth courts being clustered with their respective correctional centres. Goulburn

PRISON UTILISATION

SECURITY	1999/00	2000/01	2001/02	2002/03	2003/04	2002/03
National Average						
Open	104.0	102.2	101.2	105.0	110.2	97.0
Secure	101.6	97.5	98.6	98.9	101.5	93.8
Total	102.7	99.5	99.7	102.0	105.4	94.7

TIME OUT OF CELLS (HOURS PER DAY)

SECURITY	1999/00	2000/01	2001/02	2002/03	2003/04	2002/03
National Average						
Open	12.30	12.55	11.63	12.27	12.00	13.3
Secure	9.69	10.62	9.80	9.15	7.65	10.3
Total	10.84	11.50	10.63	10.58	9.68	11.3

Court clustering with the correctional centre is nearly finalised and further clustering will continue in the next financial year.

Escort fleet

In 2003/04, the Department maintained a fleet of 80 escort vehicles, which travelled in excess of 2.6 million kilometres.

Cross Justice Video Conferencing System

In 2003/04, the Cross Justice Video Conferencing System dealt with 13,471 NSW Supreme, District, Local Court and Parole Board matters. This is a considerable increase from the 8,605 matters handled by video link in the previous reporting year.

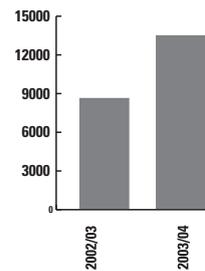
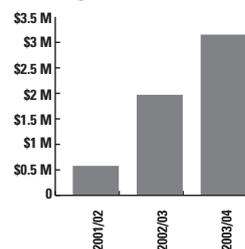
The Department now conducts a range of its business via video conferencing, reducing the need for external escorts to facilitate proceedings in intrastate Courts. During the year, the Department also used video conferencing to facilitate:

- proceedings before the Serious Offenders Review Council and NSW Parole Board;
- assessments of revoked periodic detainees in regional centres;
- legal representative and client interviews;
- inmate medical and psychological assessments;
- Mental Health Tribunal hearings; and
- internal and cross agency management and administration.

As a result, the Department achieved savings of over \$3 million.

New sites

Approval has been given to install video conferencing at the HRMU Goulburn, Parklea and Mid North Coast Correctional Centres. These sites will be operational in conjunction with the Cross Justice Video Conferencing System by the end of 2004/05 financial year.

Video Link use**Video Conferencing Savings***

* The formula for calculating these savings was devised during the year by the Video Conferencing Savings Working Party

KEY PERFORMANCE MEASURES

Escapes from Court Complexes in 2003/04 fell to three, compared to six in the previous year and nine in the year before

STRATEGIC OBJECTIVE #1

Ensure policies, corporate support services and systems meet the operational needs of correctional centres

Auditing

During the year, the Department's Audit Branch undertook 33 projects to ensure corporate support systems and services meet the operational needs of correctional centres. These projects included an audit of the Remand Facilities and Special Programs Command office at Long Bay focusing on business services; management of consultants and contractors; and the Department's motor vehicle fleet. Another project entailed reviewing aspects of departmental operating manuals in regards to timeliness and appropriateness of procedures.

Strategic Operations Review Branch

The Strategic Operations Review Branch (SORB) conducted two major projects during the year to improve and standardise security procedures.

The Assistant Commissioner, Security and South West Command sponsored the development of a daily Security Report, which confirms that crucial security systems are in place in each centre. SORB developed a set of Standard Operating Procedures,

INMATE MOVEMENTS

	1999/2000	2000/2001	2001/2002	2002/03	2003/04
Court attendance	105,223	103,388	100,883	101,294	94,537
Between correctional centres	34,991	37,656	38,653	40,214	37,029
Medical treatment	72	142	425	339	264
Parole Board attendance					
1,350	1,824	1,449	1,929	1,140	
Visits to sick relatives, etc	919	1,099	1,359	-	-
Funeral attendance	172	86	77	90	51
Children's Court attendance	280	403	327	414	282
Other	350	2,532	1,140	2,160	158
Preposition			3,185	3,690	3,989
Police interviews					2,016
TOTAL	143,357	147,130	147,498	150,130	139,466

incorporating a validation process, which have recently been endorsed for implementation across the state.

When Silverwater Correctional Centre developed a database for controlling keys, the SORB further developed the database, which was then trialled at three correctional centres and has been implemented in all Northern Command centres. SORB has also established the system at the new Mid North Coast Correctional Centre and Dillwynia Correctional Centre.

Training for the Mid North Coast Correctional Centre (MNCCC)

The Department piloted its workplace practices reforms in preparation for opening the MNCCC, with the training of officers for the new correctional facilities delivered regionally and contextualised to meet the specific requirements of the facilities and The Way Forward strategy.

For the first time, Offender Services and Programs staff received specific training before assuming duty. During the year, the Department developed a training package to provide staff with the fundamental skills needed to undertake the functions of their roles.

Four weeks of specific training will be delivered to the entire Offender Services and Programs team and an additional three weeks of training will be provided to the Service and Programs Officers to prepare them for delivering programs and services at MNCCC. The implementation and feedback on this training package will inform a refined version for delivery later in the year to the Offender Services and Programs team recruited to staff Dillwynia Correctional Centre.

Service Delivery and Asset Strategy

The Department updated its Service Delivery and Asset Strategy in July 2003 and is preparing the 2004 Asset Strategy Plan in association with Treasury as part of Government's new Procurement Policy Guidelines. This includes energy and water management initiatives that will deliver savings in recurrent costs, water usage and reduced greenhouse emissions in line with Government targets.

Energy management

The Department's energy management program continued to realise substantial cost savings and reduce greenhouse gas emissions. An energy audit, undertaken at Parklea

An energy audit was undertaken at John Morony Correctional Centre, with energy saving works implemented with an estimated saving of \$25,200 p.a. in energy costs.

Works under the GEEIP scheme were completed at Lithgow Correctional Centre. Cell heating upgrade works are expected to result in annual energy savings of \$15,400 with a

9% energy saving. Upgrading the hot water heater flues are expected to result in annual energy savings of \$5,400 with a 5.5% energy saving.

Asset maintenance

The Department continued implementing a ten-year maintenance plan during 2003/04, resulting in considerable improvements in the strategies used to carry out asset maintenance with a budget of \$18.9M in 2003/04. Year four of the plan has been reviewed and submitted for implementation during 2004/05. All centres are now using a computerised maintenance monitoring system.

Water management

Water monitoring has continued at Emu Plains and Parklea Correctional Centres to determine water usage patterns. Meters were also installed at Long Bay Correctional Complex in a joint venture with Sydney Water. Monitoring equipment was installed at John Morony Correctional Centre, and a water usage review was undertaken. A new water bore was drilled at Kirkconnell Correctional Centre to overcome water shortages, and a water filtration system was installed at Mannus Correctional Centre.

Hazardous Materials Management Program

Stage 1 of the Department's Hazardous Materials Management Program was implemented, identifying sites containing potentially hazardous materials. This led to hazardous material being removed from Bathurst Correctional Centre.

Strategic procurement

The introduction of Smarter Buying for Government has continued to improve procurement, elevating the importance of agency procurement to a more strategic level. During the year, aggregated purchasing with other departments led to the joint purchasing of vehicles with State Emergency Services, leading to savings of over \$200,000. Aggregated purchasing also made the fitouts of the Mid North Coast and Dillwynia Correctional Centres more efficient, with a single purchasing agent handling both projects. Other savings were obtained from Corrective Service Industries manufacturing a significant quantity of the furniture and equipment for both correctional centres including: linen, office furniture, including workstations, mattresses and beds.

The Department also developed a Procurement Card policy, which will be piloted next year along with an e-procurement program. To reflect these changes, the Department's Procurement and Materials Management Manual was updated and is available on the Intranet.