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Our Vision

Vision: A just and safe society

Purpose: The Department of Attorney General and Justice provides an effective justice system by delivering programs and services that contribute to building safe communities and the protection of rights.

Who We Are

The Department of Attorney General and Justice

The Department of Attorney General and Justice delivers legal, court and supervision services to the people of New South Wales by, managing courts and justice services, implementing programs to reduce crime and re-offending, managing custodial and community-based correctional services, protecting rights and community standards and advising on law reform and legal matters.

Attorney General and Justice Cluster

The Department of Attorney General and Justice is also the Principal Department for the Attorney General and Justice Cluster, and plays a role in facilitating cooperative working arrangements with all cluster agencies. The Attorney General and Justice Cluster agencies are:

- Fire and Rescue NSW
- Information and Privacy Commission
- Judicial Commission
- Legal Aid NSW
- Ministry for Police and Emergency Services
- NSW Crime Commission
- NSW Police Force
- NSW State Emergency Service
- Office of the Director of Public Prosecutions
- Rural Fire Service.

What We Do

The Department delivers services to ensure an accessible and effective justice system, prevent crime and reduce re-offending, including:

- providing legal, professional and regulatory services, and advising the Government on law, justice and legal reforms
- implementing effective programs to reduce re-offending risks, prevent crime and divert, support and rehabilitate offenders
- administering courts, tribunals and community justice centres
- providing key support services to courts and tribunals, including transcription, security and library information
- providing support services for victims of crime including counselling, compensation and court support.

The Department delivers professional correctional services to reduce re-offending and enhance community safety by providing the following key services:

- assessment, whole-of-sentence planning and case management
- interventions and programs addressing risk factors of re-offending
- compulsory drug treatment and other addiction programs
- education, training and employment
- offence-specific programs relating to violence and sexual offending
- supervision and monitoring of offenders
- diversionary sentencing options
- accommodation support
- referrals to community and other government support services
- secure, safe and humane management of inmates
- court escort security and inmate transport
- mental health and other health services
- external leave programs
- transition arrangements
- advice to courts and releasing authorities.

The Department delivers supervision services for young offenders in the community and in detention centres and aims to reduce juvenile re-offending.

The Department provides:

- supervision of young people sentenced to community-based or custodial orders
- supervision of young people on conditional bail
- supervision of young people remanded in custody pending court matters
- preparation of reports for consideration of the courts in determining sentences
- administration of the Youth Justice Conferencing Program
- supervision of the Youth Conduct Order Program.

Director General's Foreword

I am pleased to introduce the Department of Attorney General and Justice Annual Report for 2011/12. It demonstrates the diversity of our work and our strong commitment to the successful operation of the justice system in NSW.

This reporting year has been one of change and consolidation for the Department of Attorney General and Justice. It has seen us undertake major reform to the way we do business to bring the three functional areas of the Department – the Attorney General's Division, Corrective Services NSW and Juvenile Justice NSW – into a cohesive, single Department that provides effective and innovative services right across the justice sector. The reforms to create a truly integrated entity are a work in progress. As you read this report you will note that the chapter for each division reflects the current separation, but also demonstrates the opportunities that are being progressed to unify the department.

Our Department is committed to delivering high quality services with a client-centred focus. Through strengthening working relationships across the Department and with our cluster agencies, we are working toward seamless service provision that is responsive to current issues in the justice sector and is well placed to understand and address the needs of individuals.

Our Department employs almost 15,000 staff around NSW across a broad range of functional areas and locations, in corporate offices, courthouses, and corrective and juvenile justice centres. Our Department is committed to a positive workplace culture in which all staff are treated with dignity and respect, and in which professional development and innovation are encouraged. Our achievements during 2011/12 are testament to a workforce that is dedicated to public service, displaying professionalism, integrity and enthusiasm in the programs and services that we provide to the community.

The work we do is intrinsically linked to the Government's ten-year plan for NSW, *NSW 2021*. The Department is the lead agency for the *NSW 2021* goals of *Improving community confidence in the justice system* and *Preventing and reducing the level of re-offending*. We are a key partner with the NSW Police Force in achieving the goal of *Preventing and reducing the level of crime* in NSW. Our commitment to the goals of the *NSW 2021* plan is reflected in our Department's vision of a just and safe society for the people of NSW and in the strategic directions that inform our work.

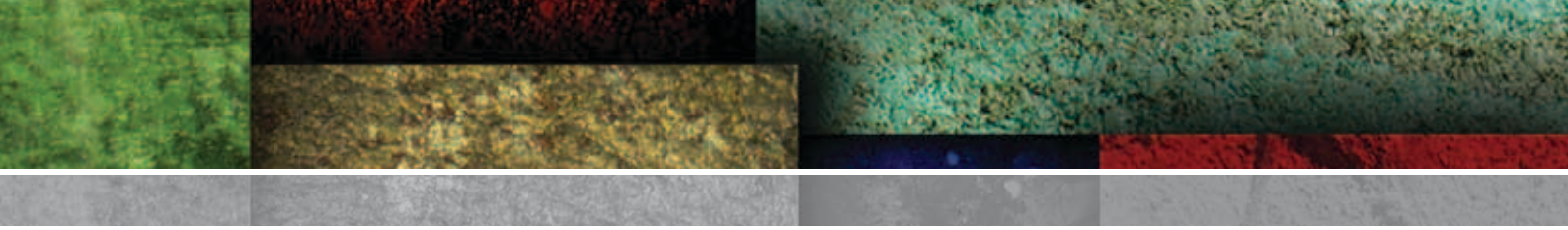
Building safe communities

Our commitment to building safe communities is demonstrated through a wide range of programs delivered by our Department in the past year. The Department established the Graffiti Hotline in early 2012, providing a telephone service to coordinate reporting and removal of graffiti across the state. Through the Crime Prevention Through Environmental Design funding program, the Department awarded \$800,000 to Local Councils to implement projects to reduce and prevent graffiti vandalism. An additional 11 Local Councils were awarded funding through the Safer Community Compacts grants program to implement targeted crime prevention activities in their local communities.

The Department's delivery of innovative, effective criminal justice intervention and diversionary programs was again demonstrated in 2011/12. The Court Referral of Eligible Defendants into Treatment (CREDIT) program, which refers defendants at risk of re-offending to appropriate treatment services, was evaluated by the NSW Bureau of Crime Statistics and Research this year. The evaluation found high levels of satisfaction with the CREDIT program: 99 per cent of participants



Laurie Glanfield, Director General



were satisfied or very satisfied with their progress on the program and the support they received from court staff. Forum Sentencing, which brings together an offender, victims of crime and other people affected by the crime to repair harm to victims and the community, continued to expand during 2011/12. Five hundred and thirty-five forums were held this year and the program is now available at 52 Local Courts throughout Sydney and northern NSW.

Corrective Services NSW (CSNSW) achieved a number of important community safety milestones this year. 2011/12 saw a decrease in the percentage of offenders serving sentences in the community returning to corrective services with a new correctional order within two years. A high completion rate of community-based orders was also achieved with 79 per cent of offenders successfully completing their orders. Intensive Correction Orders (ICOs) became available as a sentencing option across the state, allowing certain offenders to serve sentences in the community under strict supervision, as an alternative to full-time custody. Supporting community-based programs, two new Community Offender Support Program residential facilities were opened in 2011/12.

In February 2012, the innovative Intensive Drug and Alcohol Treatment Program (IDATP) was established at the new, 62-bed John Morony Correctional Centre. The IDATP program aims to reduce drug-related crime for offenders serving custodial sentences and the program's first participants graduated in September. During the year, programs for offenders in custody achieved positive results. There was a 17 per cent increase in offender program participation compared with last year. This included a 63 per cent completion rate of programs in custody by Aboriginal and Torres Strait Islander inmates as well as an average employment rate of 82.8 per cent for inmates in CSNSW operated correctional centres.

During 2011/12, the Department delivered important achievements in juvenile justice, including completing quality assurance reviews of all Juvenile Justice Centres and community offices. Juvenile Justice NSW finalised the Aboriginal and Torres Strait Islander Cultural Respect Framework, which will allow the Department to better respond to the needs of Aboriginal and Torres Strait Islander clients by recruiting Aboriginal and Torres Strait Islander staff. Ninety-four per cent of the Aboriginal families enrolled in the Intensive Supervision Program (ISP) this year completed the program. By working with serious repeat juvenile offenders in their homes, schools and communities, the program helps caregivers deal with the multiple factors that contribute to offending behaviour. The overall completion rate for families in the ISP was 87 per cent over the course of the year.

Improving community confidence in the justice system

The Department's work to improve community confidence in the justice system focuses on making the justice system accessible, effective and efficient, providing innovative services that are responsive to community needs and protecting rights in the community.

NSW Courts and Tribunals continued to rank well in national measures of court performance this year. The Local Court, for example, ranked first in Australia for timely resolution of criminal matters, with nearly 90 per cent of matters finalised within six months. Courts and Tribunals in NSW achieved 'clearance' – or case finalisation – rates of almost 90 per cent or higher across all matters.

In addition to promoting confidence in the justice system through the effective resolution of matters, NSW Courts and Tribunals continued to improve service delivery through technology. The multi-court remote monitoring system, which allows a single person to monitor proceedings in four courtrooms simultaneously from a remote location, was piloted. In addition, over 63,000 video conferencing sessions were conducted in courts across NSW in 2011/12.

The Justice Sector Information Exchange program continued to build information exchange corridors between justice sector agencies. The first stage of electronic delivery of court outcomes to Corrective Services NSW, the Office of the Director of Public Prosecutions and Legal Aid NSW is now underway, and over 98 per cent of the year's Court Attendance Notices were received electronically. These advances show the opportunities the strong relationships between agencies in the Attorney General and Justice Cluster offer to provide an innovative and effective justice system.

“Our commitment to building safe communities is demonstrated through a wide range of programs delivered by our Department in the past year.”

Director General's Foreword (continued)

The Department made considerable improvements in online services and telephone support for participants in the justice system and clients needing legal help during 2011/12. The Court Service Centre received almost 380,000 calls during the year, supporting the Jury Service and high-volume court registries, providing business continuity for flood-affected registries and servicing penalty payments. In 2012 LawAccess NSW celebrated its 10th anniversary of providing legal information, referrals and advice by telephone and online. LawAccess NSW has now assisted over 1.5 million customers and provided 158,000 free legal advice sessions; over 195,000 customers were assisted during 2011/12 alone. The Victims Access Line, the Department's telephone support and referral service, assisted over 62,000 victims of crime during the year.

Support for victims of crime and for vulnerable participants in the justice system are critical in making the justice system more accessible and effective for the community. During 2011/12, the Department launched the Victims of Crime Clearinghouse website and Research Fund to support and develop research into the most effective means of supporting victims of crime in their recovery. Following this year's review of the Domestic Violence Intervention Court Model, the Department is also developing the inter-agency Domestic Violence Justice Framework, which will establish standards for agencies delivering services to victims and offenders in this area.

Providing education and information for the community, including emerging communities, continues to be a priority for the Department. The accessibility of the justice system and the ability of people to exercise their rights rely on the Department making information available in meaningful, relevant ways. The Department delivers high-quality information about the justice system through the rigorous research, analysis and consultation conducted by agencies including the NSW Bureau of Crime Statistics and Research, the NSW Law Reform Commission and the NSW Sentencing Council. Through our Diversity Services Unit, the Department conducted over 80 Community Legal Education sessions for African, Chinese and Pacific Communities in the past year, and we were pleased to conduct two Community Legal Information Expos in Western Sydney during Law Week in May. Community Justice Centres, the Anti-Discrimination Board, LawAccess NSW and the Aboriginal Services Division are some of the agencies that conducted community education and outreach programs in 2011/12.

Financial Commentary

The Department of Attorney General and Justice comprises the financial results of the Attorney General's Division, Corrective Services NSW, Juvenile Justice NSW, and the employee related expenses, revenues, assets and liabilities of the Legal Profession Admission Board, NSW Trustee and Guardian and Office of the Public Guardian.

The 2011/12 financial statements include the full year results of all three divisions of the Department and grant expenditure and appropriations to the justice cluster agencies.

The Department's full year surplus of \$33 million exceeded budget by \$20.2 million. Included in this result was an increase in revenue of \$206 million, mainly attributed to increased recurrent appropriations and personnel services revenue.

Expenditure for the year exceeded budget slightly (3%), however significant voluntary redundancy costs contributed to this and will result in employee related expenditure savings in future years.

Asset results were broadly in line with budget whilst liabilities exceeded budget by \$47 million, mainly due to actuarial valuations of defined benefit superannuation plans and long service leave.

Looking forward to the year ahead, the Department will launch the 2012/14 Strategic Framework which sets out the goals and strategic priorities for the next two years. Central to our planning is the community and our clients.

As we further integrate the operations of the Department's agencies in the coming year, I look forward to providing more seamless, responsive and understanding services. My goal for our Department and our Cluster is to ensure that each individual, at every stage of their contact with our agencies, receives a high-quality service that meets their needs and fosters community confidence in the justice system.

I have outlined here just a handful of the achievements of the Department over the last 12 months. I commend the 2011/12 Department of Attorney General and Justice Annual Report to you and look forward to continuing to realise our vision of a just and safe society for the people of NSW in the coming year.



Laurie Glanfield
Director General
October 2012

Highlights of the Year – Attorney General’s Division

- Continued to rank first in Australia for timely resolution of criminal matters in the Local Court, with nearly 90% of matters finalised within six months.
- Over 63,000 video conferencing sessions were conducted in courts across NSW.
- Successful pilot of the Multi-Court Remote Monitoring program, which allows up to four courtrooms to be monitored at the same time by one person, improving service delivery and productivity.
- High levels of satisfaction among CREDIT program participants and stakeholders, with 95.9 per cent of respondents reporting that their life had changed by participating in the program.
- Continued expansion of Forum Sentencing, with four new sites opened and 535 forums held during 2011/12, seeing the diversionary program now available at 52 Local Courts across Sydney and northern NSW.
- Established the state-wide Graffiti Hotline to coordinate reporting and removal of graffiti in NSW.
- Awarded \$800,000 in grants to local councils for graffiti reduction projects, through the Crime Prevention Through Environmental Design (CPTED) funding program.
- Conducted over 80 Community Legal Education sessions for African, Chinese and Pacific communities.
- Established Victims of Crime Clearinghouse website and Research Fund to support and develop research into the most effective means of supporting victims of crime in their recovery.
- Over 62,000 victims of crime assisted via the Victims Access Line, a telephone support and referral service.
- Ninety-four per cent of applications for initial counselling for victims of crime processed within two days.
- Reduced the Division’s impact on the environment by reducing energy use per square metre by more than eight per cent.
- Achieved an employment rate of Aboriginal and Torres Strait Islander staff of four per cent, surpassing the public sector goal of 2.6 per cent.
- Celebrated the 10th anniversary of LawAccess NSW, which has now assisted over 1.5 million customers and provided 158,000 free legal advice sessions. During 2011/12, LawAccess NSW assisted 195,165 customers.

195,165
customers assisted by
LawAccess NSW

94%
of applications for victims of
crime counselling processed
within two days

63,000
video conferencing sessions
conducted in courts
across NSW

90%
of Local Court criminal matters
finalised within six months

Highlights of the Year – Corrective Services NSW

- High completion rates of community-based orders with 79 per cent of offenders successfully completing their orders.
- Decrease in the recidivism rate from 12.4 per cent to 11.8 per cent of offenders returning to community corrections within two years, representing a downward trend in community re-offending since 2005/06.
- 63 per cent completion rate by Aboriginal and Torres Strait Island offenders for programs in custody.
- 61 per cent completion rate for the 527 custody-based accredited programs, and 56 per cent for the 631 community-based accredited programs.
- Commencement of the Intensive Drug and Alcohol Treatment Program at the newly established 62-bed Drug and Alcohol Treatment Unit at John Morony Correctional Centre.
- Percentage of offenders serving sentences in the community returning to corrective services with a new correctional sanction within two years decreased to 21.5 per cent, which is a significant improvement on the previous reporting year, and below the national average of 25.1 per cent in 2010/11.
- Average employment rate of 82.8 per cent for inmates in CSNSW-operated correctional centres, well above the national benchmark.
- Delivery and installation of four modular homes constructed by Aboriginal inmates for Aboriginal communities in remote NSW areas.
- Participation of 15,261 offenders in at least one criminogenic program, an overall increase of 17 per cent compared with the previous year.
- A National Certificate of Merit at the Australian Crime and Violence Prevention Awards for the Domestic Abuse Program and an award as a program of excellence from the Australian Institute of Criminology for the Young Adult Offenders Satellite Program.
- Participants in the Sober Driver Program 44 per cent less likely to re-offend compared with a control group.
- 299 inmates approved to commence a traineeship with 228 successfully completing it. Overall completion rate of traineeship program at approximately 78 per cent, comparing favourably with the national average in 2010/11 for completions of around 50 per cent.

17%
increase in offender
program participation

New
Intensive Drug and Alcohol
Treatment Program

63%
program completion rate by
Aboriginal inmates

Efficiency gains
through realignment of
custodial services

- Efficiency gains and cost savings through strategic realignment of custodial services and industrial reforms included the closure of Parramatta, Berrima and Kirkconnell Correctional Centres, the restructure of Grafton Correctional Centre, and related staff downsizing.

Highlights of the Year – Juvenile Justice NSW

- Expanded the Bail Assistance Line (BAL) to take referrals from Juvenile Justice Centres and staff. BAL also consolidated operations to concentrate on providing alternatives to custody within the Sydney and Hunter/Newcastle metropolitan areas, doubling the number of beds in the latter region.
- Completed Quality Assurance reviews of all Juvenile Justice Centres and community offices. Quality Assurance has been used throughout Juvenile Justice Centres since 2008, and began in community operations in 2011/12, covering all aspects of Juvenile Justice Community Services including Youth Justice Conferencing and court logistics.
- Continued a series of education seminars in partnership with the Sydney Institute of Criminology at Sydney University on juvenile justice issues including drug and alcohol interventions.
- Finalised the Aboriginal and Torres Strait Islander Cultural Respect Framework. The Framework will make sure our services and programs respond to the needs of Aboriginal clients and staff by recruiting Aboriginal and Torres Strait Islander staff to fill designated Aboriginal and Torres Strait Islander identified positions as well as non-identified positions in a timely manner.
- Had zero escapes from secure perimeters.
- Enabled 48 (87 per cent) of 55 families enrolled in the Intensive Supervision Program (ISP) to successfully complete the program. During 2011/12, 15 (94 per cent) of the 16 Aboriginal families enrolled completed the program. The program also served families with a Pacific Island, New Zealand, Asian, South American and European background.
- Provided staff training in a number of areas, including 109 staff gaining the Certificate IV in Youth Justice and 22 staff gaining a Diploma of Management.
- Reduced assaults on staff by over 33 per cent, more than a 66 per cent reduction in the past 5 years.

Zero
escapes from secure perimeters

Aboriginal and Torres Strait
Islander Cultural Respect
Framework
completed

33%
reduction in assaults on staff

87%
completion of Intensive
Supervision Program

The Department's Strategic Framework 2012–14

- 1** **NSW 2021 Goal:**
Prevent and reduce the level of re-offending
Increase opportunities for people to look after their own neighbourhoods and environments

DAGJ GOALS:

- Building safe communities
- Strengthening community crime prevention partnerships

Strategic direction	Expected outcomes
1. Effective and efficient crime prevention	<ul style="list-style-type: none"> • A comprehensive and integrated crime prevention program to maximise community safety
2. Diversionary programs without compromising public safety	<ul style="list-style-type: none"> • Statewide integrated, court-based diversionary programs and alternative sentencing options for low-risk adult and young offenders • Increased use of restorative justice programs • Reduced time remandees spend in custody pre-trial
3. Effective and efficient interventions and programs addressing risk factors for re-offending	<ul style="list-style-type: none"> • Reduce juvenile and adult re-offending by 5% by 2016 in collaboration with other government and non-government service providers • Increased focus on the supervision, monitoring, management and rehabilitation of serious violent and sex offenders on release from custody • Increased focus on provision of programs for offenders with serious alcohol and drug dependency issues • Decreased incidence of re-offending in Aboriginal communities • Increase in adult offender participation in education programs in custody
4. Effective management and supervision of offenders in the community	<ul style="list-style-type: none"> • Increased compliance of adult and young offenders with community-based orders • Increased focus on adult offenders posing the greatest risk to public safety • Increased collaboration with human services agencies enhancing offender access to appropriate criminogenic services
5. Safe, secure and humane management of offenders in custody	<ul style="list-style-type: none"> • One hundred per cent of eligible juvenile detainees participate in school/ education or work programs • Optimal access for adult inmates to programs, services and family contact • Nil serious assaults by prisoners on officers or other prisoners • Nil escapes from maximum security facilities and from Juvenile Justice Centres • Decreased serious juvenile detainee on staff assaults • Decreased serious juvenile detainee on detainee assaults

2

NSW 2021 Goal: Improve community confidence in the justice system

DAGJ GOALS:

- An accessible and effective justice system
- An innovative organisation that provides high quality services responsive to community needs
- Protection of rights and promoting responsibility in the community

Strategic direction	Expected outcomes
6. High quality client services	<ul style="list-style-type: none"> • High quality, equitable, customer focused services that are responsive to the needs of individuals and the community
7. Accessible, high quality information and community education	<ul style="list-style-type: none"> • Accessible information which provides the community with the information they need to understand and access justice services • Legal information is accessible, equitable and timely
8. Timely and effective resolution of disputes, civil and criminal matters	<ul style="list-style-type: none"> • Efficient and equitable court system • Maximised use of technology in courts • Successful resolution of Alternative Dispute Resolution matters
9. Law reform, and evidence-based justice policy and research	<ul style="list-style-type: none"> • Legislative reform takes into account community and stakeholder views • High quality, evidence-based, research reports and proposals that inform and influence contemporary issues
10. Business-focused corporate services via centres of excellence	<ul style="list-style-type: none"> • Consistent and integrated corporate services provided at best practice standards of quality and service delivery support the ability of the Department to deliver services to the NSW community
11. Support for vulnerable participants in the justice system	<ul style="list-style-type: none"> • The needs of vulnerable people in the justice system are identified and met • High quality and responsive services for voluntary and involuntary clients • Improved understanding of issues faced by people with decision making disabilities • Increased opportunities to divert offenders with a mental illness from custody into treatment • Increased successful participation of people with cognitive disability in court-based diversion programs • Meaningful engagement and partnerships with emerging communities (e.g., African and Iraqi) and Aboriginal communities to increase knowledge of, and access to, the justice system
12. Representation and management of life matters for individuals	<ul style="list-style-type: none"> • Individuals can express their wishes related to their life matters through legally binding instruments • NSW citizens are aware of, and act in accordance with, their rights and responsibilities regarding life records
13. Promotion and protection of rights	<ul style="list-style-type: none"> • An informed community who can exercise their rights • The justice system provides a framework within which individual's legal rights are protected

Corporate Governance

Department Governance

The Chief Executive Officer of the Department is the Director General. The Director General reports to the Attorney General of NSW. The Director General is supported by the Department Executive Committee and the three Division Executive Committees.

In the coming year, as the functional areas of the Department are further coordinated, the Department of Attorney General and Justice Executive will be established to identify and coordinate the Department's priorities, strategies and policies; to monitor and report the progress against the *NSW 2021* plan and the Department's Strategic Framework; and to provide opportunities for sector-wide knowledge sharing and best practice.

Division Governance

Attorney General's Division

The Director General coordinates the Department's policy and strategy for the Attorney General's Division. The Director General is supported by the Executive of the Division for organisational and operational governance. This structure assists the Director General to meet statutory responsibilities under the *Public Sector and Management Act 2002*, the *Public Finance and Audit Act 1983* and other relevant legislation.

The Attorney General's Division Executive Committee is led by the Director General and comprises the Assistant Director General Courts and Tribunal Services; Assistant Director General Policy and Legal; Assistant Director General Crime Prevention and Community Programs; Chief Executive Officer NSW Trustee and Guardian and the Crown Solicitor. The Executive Committee leads the development and review of major policies, strategies and operational plans, provides input to priorities and resource allocation, reviews performance and develops and analyses key project submissions.

Corrective Services NSW

The Corrective Services NSW Board of Management is led by the Commissioner of Corrective Services and comprises Deputy Commissioner, Offender Management and Operations; Deputy Commissioner, Corporate Services; Assistant Commissioner, Office of the Commissioner and Human Resources; Assistant Commissioner, Offender Services and Programs; Assistant Commissioner, Enterprise Assets and CIO; Assistant Commissioner, Community Offender Management; Assistant Commissioner, Security and Intelligence; Assistant Commissioners Metropolitan, South West and North West Regions; Executive Director, Learning and Staff Development; Executive Director, Legal Services; and Executive Director Professional Standards. The Board of Management determines the strategic directions, policy and resource allocation for functional areas of Corrective Services NSW.

Juvenile Justice NSW

The Juvenile Justice NSW Executive Committee is led by the Juvenile Justice Chief Executive and comprises Deputy Chief Executive (Operations); Deputy Chief Executive (Management Services); Executive Director, Office of the Chief Executive; Regional Director Metropolitan; Regional Director Northern; Regional Director Western; Executive Director Human Resources and the Chief Financial Officer. The Executive Committee determines the strategic direction for the Division, sets corporate priorities, monitors corporate performance and approves major policy initiatives in line with corporate priorities.

Leadership Team



Photo of Ron Woodham, Laurie Glanfield, Valda Ruis (L to R)

Commissioner Corrective Services NSW

Ron Woodham PSM

Ron Woodham was appointed Commissioner of Corrective Services in January 2002. He has a history of service in the criminal justice system which spans 46 years.

Commissioner Woodham has led major innovative change in the management of offenders in custody and the community which strengthen community safety and reduce risks of re-offending. He established Aboriginal programs such as Balund-a and Yetta Dhinnakkal which have gained national and international acclaim.

Through the vision and direction of Commissioner Woodham, Corrective Services NSW can offer a broad range of specialised therapeutic programs, such as treatment for sex offenders and violent offenders. Under his leadership, mental health services for offenders in custody are considered best practice in offender management.

In August 2012 Mr Woodham retired after 10 years as Commissioner.

Director General

Laurie Glanfield AM

BA LLB (Hons)

Mr Glanfield is the Director General of the Department of Attorney General and Justice, overseeing the legal and justice systems within NSW including the Attorney General's Division, Corrective Services NSW and Juvenile Justice NSW.

Mr Glanfield holds a number of national and international positions including Secretary of the Standing Council on Law and Justice, Founding Member of the International Consortium of Court Excellence and Deputy President of the Australasian Institute of Judicial Administration. He has contributed to legal education through involvement in the Law Faculty advisory boards of several universities, the College of Law and the National Judicial College.

He has a strong interest in evidence-based policy in the justice system and social justice areas and in 2001 was made a member of the Order of Australia for services to the law, through the implementation of policies for legal reform and for making the legal system more accessible to the community.

Acting Chief Executive Juvenile Justice NSW

Valda Ruis

Valda has been in the public sector since 1981 when she commenced as a Probation and Parole Officer with the Department of Corrective Services.

Since that time, Ms Ruis has worked in a variety of roles including policy development, corporate support, and as Departmental Liaison Officer and Regional Director. Her qualifications include Bachelor of Arts, Master of Arts (Counselling) and Executive Masters in Public Administration.

Ms Ruis remained with Corrective Services until 2007 when she joined Juvenile Justice as a Regional Director. She commenced as Deputy Chief Executive (Operations) in 2008, and was appointed as the Acting Chief Executive, Juvenile Justice in April 2012.

Organisation chart

