

# CORRECTIVE SERVICES NSW

# 2

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## Introduction

### STATEMENT OF PURPOSE

Corrective Services NSW delivers professional correctional services to reduce re-offending and enhance community safety.

Corrective Services NSW provides custodial and community-based services as an important element of the criminal justice system. They include correctional centre custody of remand and sentenced inmates, home detention, parole, pre-sentence reports and advice to courts and releasing authorities, community service orders and other forms of community-based offender supervision. Offenders in custody and those supervised in the community are assessed for relevant interventions to reduce their risks of re-offending.

Corrective Services NSW works in partnership with other government and non-government justice and human services agencies in regard to inmates in custody and offenders in the community.

### PLANNED RESULTS

- Reduced risks of re-offending
- Safe, secure and humane management of offenders
- Community support and successful re-integration
- Effective corporate governance, systems and resource management

### VALUES

#### Justice and Equity

Regard for community expectations and public interest

Safety, welfare and positive development of inmates and offenders

Secure and humane management of inmates

Commitment to cultural and linguistic diversity

Understanding of, and regard for, Aboriginal history and aspirations

#### Accountability and Transparency

Continuous organisational improvement

Ethical use of public assets and resources

Quality in service delivery

#### Collaboration and Communication

Engagement with relevant government and non-government agencies to achieve corporate goals

Effective and appropriate external and internal information exchange

#### Responsibility and Respect

Professionalism

Safety and well-being of staff

Continuous learning and professional development

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The contribution of the Corrective Services NSW Bulletin team is gratefully acknowledged.



Corrective Services NSW

The Hon Mr Phillip Costa, MP  
Minister for Corrective Services  
Level 34 Governor Macquarie Tower  
1 Farrer Place  
SYDNEY NSW 2000

Dear Minister

It is my pleasure to present the Annual Report for Corrective Services NSW for the year ended 30 June 2009. It is a chapter in the Annual Report 2009/10 to be presented in Parliament for the Department of Justice and Attorney General.

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

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ron Woodham'.

RON WOODHAM  
Commissioner  
29 September 2010

## Board of Management

### Commissioner

#### **Ron Woodham** PSM

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

Commissioner Woodham has directed a capital works program which resulted in modern correctional facilities at Silverwater, Kempsey, Windsor and Wellington, with a new correctional facility opening on the South Coast. The integration of the custodial and community-based operations is one of his significant achievements.

Commissioner Woodham has been directly involved in establishing the Special Purpose Centre, the High Risk Management Correctional Centre and the highly regarded therapeutic programs for specific offender groups.

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

Commissioner Woodham has improved mental health facilities and services, and initiated full-time education in the Young Adult Offender Program. He has established an effective system for internal investigations into allegations of corrupt conduct. He has also improved and expanded programs and services to Aboriginal offenders particularly in rural and remote areas.

### Deputy Commissioner, Offender Management and Operations

#### **Ian McLean** MBA

Ian McLean was appointed Deputy Commissioner, Offender Management and Operations in January 2006. Prior to this, Mr McLean held the position of Senior Assistant Commissioner, Inmate and Custodial Services since June 2002.

Mr McLean has been with Corrective Services for over 30 years and has been employed in a variety of correctional centres and has held various senior management positions for the past 19 years.

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

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

### Deputy Commissioner, Corporate Services

#### **Gerry Schipp** MBA, MNIA

Gerry Schipp was appointed Deputy Commissioner, Corporate Services in January 2006.

Prior to this, Mr Schipp had been Executive Director, Finance and Asset Management since January 1998.

He has 30 years experience in the finance, economics and corporate support functions in the public sector.

Prior to joining Corrective Services, Mr Schipp was Assistant Director General, Corporate Services in the NSW Department of Training and Education Co-ordination.

In his current role, he is responsible for overseeing all corporate services including Human Resources, Finance, Asset Management, ICT and Legal Services for Corrective Services NSW.

## Board of Management

# 2010

### **Assistant Commissioner, Office of the Commissioner and Human Resources**

#### **Peter Peters**

Peter Peters was appointed Assistant Commissioner, Office of the Commissioner in November 2006, and in October 2007 was given the added responsibility for Human Resources.

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

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

He is responsible for managing a diverse range of significant high profile functions such as planning, policy co-ordination, legislation and parliamentary support, information access and privacy, media and community relations, research, evaluation and statistics, strategic development, human resources, administration of sentences and orders, executive services, and major projects.

### **Assistant Commissioner, Metropolitan Region**

#### **Brian Kelly**

Brian Kelly was appointed Assistant Commissioner, Inner Metropolitan Region in June 2006 and took over the responsibility of the Outer Metropolitan Region when both regions were formally amalgamated in June 2009.

Mr Kelly has 33 years experience with Corrective Services and has extensive experience in special security-related fields and correctional centre management.

Previously, Mr Kelly held a variety of senior executive positions including General Manager Metropolitan Remand and Reception Centre, Commander Security and Investigations, Commander South West and Assistant Commissioner Security and Intelligence.

### **Assistant Commissioner, South West Region**

#### **John Dunthorne**

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

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

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

### **Assistant Commissioner, North West Region**

#### **Colin Kelaher**

Colin Kelaher was appointed Assistant Commissioner, North West Region in June 2006.

Prior to this appointment, he held the position of Executive General Manager Operations for the GEO Group Australia Pty Ltd, the largest provider of outsourced correctional management in Australia.

In this role, Mr Kelaher was responsible for the operational management of correctional facilities in New South Wales, Queensland and Victoria.

He has 27 years experience in government and private sector correctional management.

### **Assistant Commissioner, Security and Investigations**

#### **Don Rodgers**

Don Rodgers was appointed Assistant Commissioner, in November 2007. His current portfolio is Security and Investigations.

Mr Rodgers has been with Corrective Services for 33 years and has held all custodial ranks.

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

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

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

## Board of Management

### **Assistant Commissioner, Offender Services and Programs**

#### **Luke Grant MSc**

Luke Grant was appointed Assistant Commissioner, Offender Services and Programs in June 2006.

He is responsible for offender services and programs in custody and in the community including Corrective Services Industries and inmate classification and case management.

Prior to this, Mr Grant was Assistant Commissioner, Offender Management since December 2000.

He has held a number of positions in the areas of inmate classification, programs and education and comes from a background in tertiary education.

### **Assistant Commissioner, Enterprise Assets and Chief Information Officer**

#### **Wayne Ruckley**

Wayne Ruckley was appointed Executive Director, Information Management and Technology in 2004.

In 2007, he was appointed Executive Director, Information, Communication and Technology (Chief Information Officer).

He is responsible for developing an Information Communications Technology (ICT) environment which fulfils the contemporary needs of Corrective Services.

Previously, Mr Ruckley was the Executive Director, Corrective Services Industries (CSI) for over a decade, bringing about a transformation of the performance of CSI that enabled CSI to be recognised as a world leader in correctional industry development.

Mr Ruckley was given added responsibility for Enterprise Assets and is now the Assistant Commissioner, Enterprise Assets and Chief Information Officer.

### **A/Assistant Commissioner, Probity, Staff Development and Safety**

#### **Jo Quigley**

**B Soc Stud, Grad Cert T&D, Dip. Corr. Admin.**

Jo Quigley has worked in justice services for 24 years, including for the former Department of Courts Administration.

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

She worked at the Brush Farm Corrective Services Academy for six years, and was appointed to the position of Executive Director, Learning and Staff Development in March 2007.

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

In January 2010, Ms Quigley was appointed as Acting Assistant Commissioner, Probity, Staff Development and Safety.

### **Executive Director, Legal Services**

#### **John Simon Dip Law, LL.M**

John Simon was appointed to the position of Executive Director, Legal Services in April 2008.

He is responsible for providing high level legal strategic advice to the Commissioner and other senior staff, leading the Legal Services Branch and liaising with the legal profession.

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

### **A/Executive Director, Learning and Staff Development**

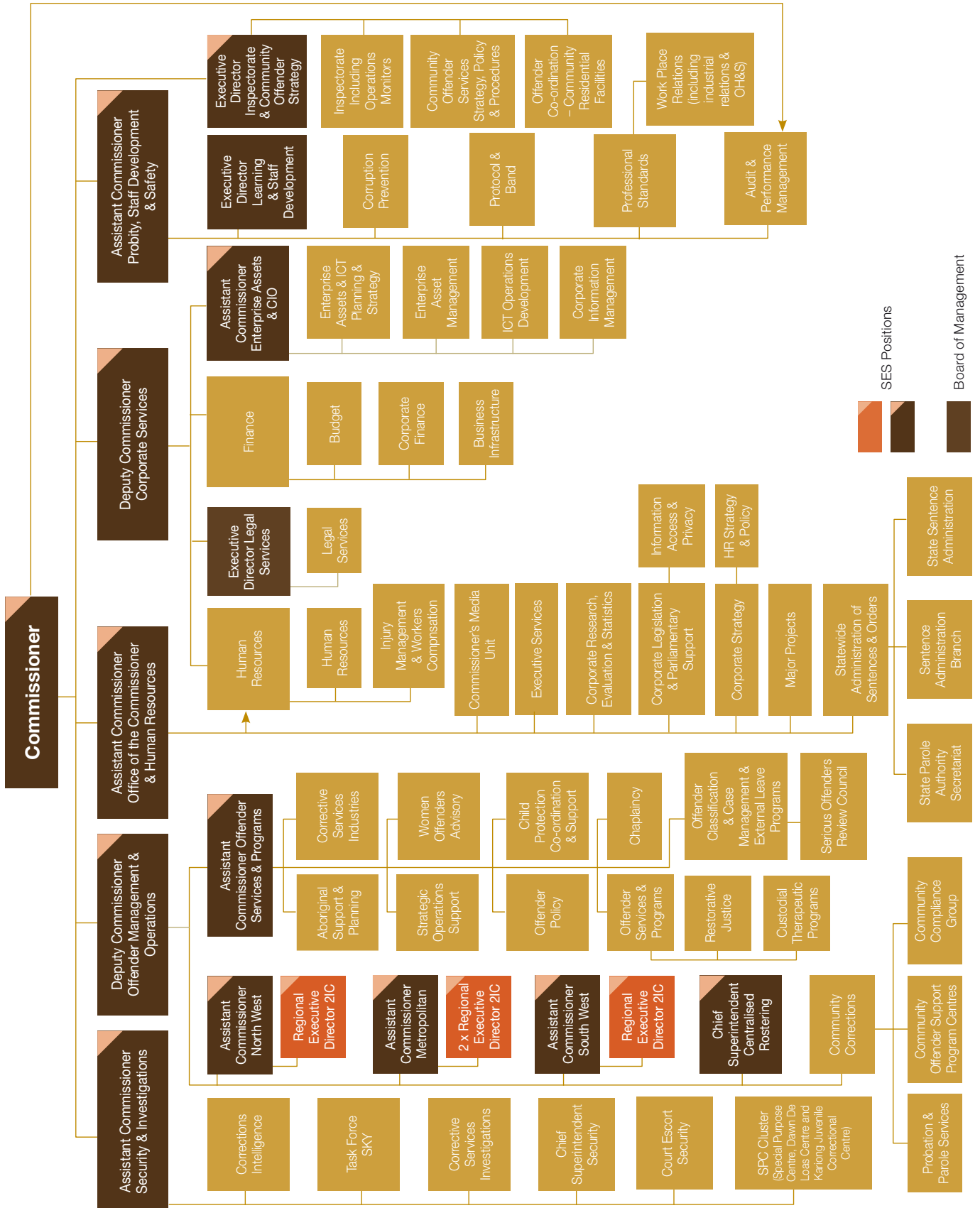
#### **Alan Moran MEd Admin**

Alan Moran joined Corrective Services NSW in September 2009 as Director, Academic Studies at the Brush Farm Corrective Services Academy. He brought with him a rich experience of almost 30 years in education having been Principal of three non-government High Schools and Director of a private business college (a registered training organisation).

Mr Moran is responsible for the delivery of staff learning and development programs, international programs and the provision of library services. He has acted in the role of Executive Director, Learning and Staff Development since April 2010.

# Organisation chart

# 2013



## Targets 2009/10

Corporate Plan Goals	Targets 2009/10	Completed/ In Progress
<b>Offender Management</b>		
Effective security and management of correctional centres	Implementation of Way Forward reforms to correctional centres	Completed
	Develop and implement a Security Threat Group intelligence gathering module and electronic exchange of urinalysis results between laboratory and Offender Information Management System (OIMS)	In progress
	Transfer management functions of Long Bay Hospital wards to Justice Health	In progress
Effective supervision and monitoring of offenders in the community	Establish Inspectorate for Community Offender Services	Completed
	Develop and implement standards and monitoring tools for the management of offenders in the community	Completed
	Revise and implement standards for the supervision of offenders in the community	Completed
	Implement monthly reporting schedule for Community Offender Services District Offices	Completed
Offender participation in effective programs to reduce risks of re-offending	Extend the CALM Program to include a maintenance program and a program for female offenders	Completed
	Establish referral program for female offenders to Balund-a at Tabulam	Completed
	Develop Aboriginal Pathways and the Walking Together Program	Completed
Effective arrangements during times of transition from community to custody and from custody to community	Complete Visits Processing Centre at Silverwater Women's Correctional Centre	Completed
	Build SHINE for Kids facility at the South Coast Correctional Centre	In progress
	Establish and open a Community Offender Support Program (COSP) centre at Cooma	Completed
	Select sites for COSPs at Wagga Wagga, Broken Hill and Dubbo	Completed
<b>Organisational Capability, Governance and Staff Support</b>		
Corporate systems, policies and support services enable achievement of operational goals and performance targets	Incorporate all correctional centre staff into the automated staff rostering system	Completed
	Develop and implement organisational capability framework	Completed
	Implement the staged Remediation Enhancement and Architecture Lifecycle (REAL) Program	
	<ul style="list-style-type: none"> <li>• Implement the Programs and Services, Integrated Schedules, Offender Snapshot, eRecords Management and Auditing in the enhancements to the Offender Integrated Management System (OIMS)</li> <li>• Deliver integrated business intelligence system within the Corporate Information Management System (CIMS) which supports decision making, performance measures and operational reporting and finalise corporate dashboard to be fully functional covering both operational and corporate services indicators</li> </ul>	Completed  In progress



## Targets 2009/10

# 2.4

Corporate Plan Goals	Targets 2009/10	Completed/ In Progress
<b>Organisational Capability, Governance and Staff Support (continued)</b>		
Corporate systems, policies and support services enable achievement of operational goals and performance targets (continued)	<ul style="list-style-type: none"> <li>Commence the refresh of the Business Integrated Management System (BIMS) that supports finance and resource management</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>Complete remediation of the core network infrastructure</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>Remediate Local Area Network (LAN) connectivity at Silverwater and Long Bay Correctional Complexes</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>Complete roll-out of broadband services</li> </ul>	Completed
	<ul style="list-style-type: none"> <li>Commence migration to a contemporary desktop environment including a contemporary email platform</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>Complete transition of a whole-of-government endorsed outsourced data centre environment (ac3)</li> </ul>	In progress
Sustainable environment management practices including energy, water and land management	Provide ongoing realistic ICT services to achieve operational targets	
	<ul style="list-style-type: none"> <li>Maintain 99 percent availability target for business-critical systems</li> </ul>	Completed
	<ul style="list-style-type: none"> <li>Maintain customer service targets for requests and incidents reports to the Service Hub</li> </ul>	Completed
	<ul style="list-style-type: none"> <li>Maintain information security certification under ISO/AS/NZ27001 standard</li> </ul>	Completed
Safe and healthy work place	Complete the Generic Correctional Centre Administrative Support Services (GCASS) project	Completed
	Release Corporate Business Continuity Plan with guidelines, templates and Business Continuity Planning Policy	In progress
	Extend grey water system at John Morony and Outer Metropolitan Multi-Purpose Correctional Centres	Completed
Cost efficiency and efficient asset management	Install permanent water consumption monitoring devices at Goulburn Correctional Complex and at Brush Farm Corrective Services Academy	Completed
	Identify additional opportunities to save water at Long Bay Correctional Complex	Completed
	Develop and implement electronic incident reporting for workplace injuries and the management of workers' compensation claims	In progress
Professional and ethical conduct	Review the bullying and harassment policy	In progress
	Publish revised Guide to Conduct and Ethics	In progress
Workforce capability supported by workforce planning and management	Commission the South Coast Correctional Centre	In progress
	Commission CSI facilities at Cessnock Correctional Centre	In progress
Workforce capability supported by workforce planning and management	Develop and implement e-recruitment	Completed
	Complete employee self-serve capability roll-out	In progress

## Targets 2009/10

Corporate Plan Goals	Targets 2010/11
<b>Offender Management</b>	
Effective security and management of correctional centres	<ul style="list-style-type: none"> <li>• Pilot online booking system for legal representatives</li> <li>• Establish a K9 dog unit at South Coast Correctional Centre</li> <li>• Upgrade security systems at Goulburn Correctional Complex and Lithgow, Bathurst and Silverwater Correctional Centres</li> <li>• Upgrade the biometric identification technology at selected correctional centres</li> <li>• Upgrade the inmate transport fleet</li> <li>• Implement a Security Threat Group intelligence gathering module and electronic exchange of urinalysis results between laboratory and Offender Information Management System (OIMS).</li> </ul>
Effective supervision and monitoring of offenders in the community	<ul style="list-style-type: none"> <li>• Community Compliance Group to supervise offenders on Intensive Correction Orders</li> </ul>
Offender participation in effective programs to reduce risks of re-offending	<ul style="list-style-type: none"> <li>• Roll out new version of the Impact of Dependence program to the community</li> <li>• Renovation of the historic Crookhaven Lighthouse</li> <li>• Carry out construction work on the expansion of Cessnock Correctional Centre</li> </ul>
Effective arrangements during times of transition from community to custody and from custody to community	<ul style="list-style-type: none"> <li>• Establish additional Community Support Program (COSP) centres at identified locations</li> <li>• Extend Balund-a referral catchment area</li> <li>• Build SHINE for Kids facility at the South Coast Correctional Centre</li> </ul>
<b>Organisational Capability, Governance and Staff Support</b>	
Corporate systems, policies and support services enable achievement of operational goals and performance targets	<ul style="list-style-type: none"> <li>• Deliver integrated business intelligence system within the Corporate Information Management System (CIMS) which supports decision making, performance measures and operational reporting and finalise corporate dashboard to be fully functional covering both operational and corporate services indicators</li> <li>• Commence the refresh of the Business Integrated Management System (BIMS) that supports finance and resource management</li> <li>• Complete remediation of the core network infrastructure</li> <li>• Remediate Local Area Network (LAN) connectivity at Silverwater and Long Bay Correctional Complexes</li> <li>• Complete transition of a whole-of-government endorsed outsourced data centre environment (ac3)</li> <li>• Release Corporate Business Continuity Plan with guidelines, templates and Business Continuity Planning Policy</li> </ul>

## Targets 2009/10

# 2.4

Corporate Plan Goals	Targets 2010/11
<b>Organisational Capability, Governance and Staff Support (continued)</b>	
Sustainable environment management practices including energy, water and land management	<ul style="list-style-type: none"> <li>• Maintain water usage at all metered correctional centres at current low levels</li> <li>• Install water monitoring devices to regional correctional centres and facilities using non-reticulated water, to enable establishment of baseline levels for developing water saving programmes and drought management plans</li> <li>• Maintain energy usage at correctional centres and facilities at current low levels</li> <li>• Investigate and install Power Factor Correction Units to correctional centres and facilities where appropriate, to improve energy efficiency</li> <li>• Decommission Underground Petroleum Storage Tanks to comply with environmental protection guidelines</li> </ul>
Safe and healthy work place	<ul style="list-style-type: none"> <li>• Roll out revised Equal Employment Opportunity policies and guidelines and a new approach for grievance handling</li> <li>• Implement a mentoring program for NSW Public Sector Indigenous cadets, a pilot for a similar program to be offered to all Aboriginal and Torres Strait Islander staff</li> <li>• Establish management groups to oversee the progress of equity plans</li> <li>• Further expand the Peer Support program to other locations</li> <li>• Revise the bullying and harassment policy</li> </ul>
Cost efficiency and efficient asset management	<ul style="list-style-type: none"> <li>• Commission the South Coast Correctional Centre</li> <li>• Commission CSI facilities at Cessnock Correctional Centre</li> </ul>
Professional and ethical conduct	<ul style="list-style-type: none"> <li>• Complete employee self-serve capability roll-out</li> <li>• Publish the revised Guide to Conduct and Ethics and distribute the document personally and electronically to all Corrective Services NSW workplaces</li> <li>• Conduct information sessions relevant to the revised Guide to Conduct and Ethics at all Corrective Services NSW workplaces</li> <li>• Have all staff acknowledge receipt of the revised Guide to Conduct and Ethics</li> <li>• Continue to increase awareness and understanding of reporting corrupt conduct including Protected Disclosures, and relevant policy and procedures</li> <li>• Continue to actively promote professional conduct through maintaining the workplace visitation program, induction training, the ethics help line and monthly Corruption Prevention News (CP News) articles</li> <li>• Update training session plans and resources</li> <li>• Prepare promotional material to assist staff in identifying, disclosing and managing conflicts of interest</li> <li>• Prepare an Internal Disclosures/Reporting Policy and Procedures</li> </ul>
Workforce capability supported by workforce planning and management	<ul style="list-style-type: none"> <li>• Complete employee self-serve capability roll-out</li> </ul>

## Commissioner's Foreword



On 1 July 2009, the NSW Government created the Department of Justice and Attorney General to administer the State's courts, tribunals, laws and justice programs. Director-General Laurie Glanfield, AM, heads the Department, of which Corrective Services NSW is now an agency.

Corrective Services NSW and the State Government are committed to making a significant and measurable contribution to reducing the rate of re-offending by 10 percent by 2016. The key strategies for Corrective Services NSW achieving this goal in 2009/10 included:

- continuing to move resources from correctional centres out into the community, to create more opportunities to reduce re-offending and strengthening supervision in the community;
- offering Australia's largest range of correctional rehabilitation programs;
- increasing the State's number of diversionary programs.

### Community Offender Support Program centres

Established in 2008/09, Community Offender Support Program (COSP) centres offer a non-custodial, community-based service, providing re-settlement support and crisis accommodation for offenders on parole, extended supervision orders or a community-

based sentence. COSPs are based on the premise that an offender who is well supervised, intensively managed, continually assessed and encouraged to take responsibility, is less likely to re-offend.

In 2009/10, COSPs began proving their worth, with increasing numbers of resident offenders obtaining employment and accommodation with the support of COSP staff. Departing residents have recorded such comments as: "I don't think I would have made it without the COSP."

In response to these positive early results, Corrective Services NSW expanded this service in 2009/10, with new locations in Windsor, Kempsey, Emu Plains, Campbelltown and Cooma. Corrective Services NSW is currently in the process of building a dedicated COSP at Nowra and purchasing a building at Dubbo. Additional locations in 2010/11 will include Bathurst, Wollongong, Tomago, Broken Hill, Wagga Wagga and Tamworth.

### Community Compliance Group

In 2007/08, Corrective Services NSW established the Community Compliance Group (CCG), to improve community supervision of serious offenders. The CCG closely monitors serious offenders on parole and serious sex offenders on extended supervision orders to help ensure the safety of the community. The CCG carries out unannounced checks and home visits to strictly supervise the compliance of these offenders.

In 2009/10, the State-wide roll-out of the CCG continued, enabling Home Detention, work release, day leave, weekend leave and the proposed Intensive Correction Orders (ICOs) to be extended across NSW.

ICOs are a new community-based sentencing option, which will be available for offenders sentenced for up to two years. Offenders will be required to engage in rehabilitative and/or educational interventions to address the factors contributing to their offending behaviour. They will also perform a minimum of 32 hours of community work per month. ICO offenders will require stringent CCG monitoring including drug testing, curfews and unannounced home visits.

### Programs to reduce recidivism

Corrective Services NSW offers a range of accredited programs based on international research about 'what works', specially designed to reduce recidivism. The year saw numerous enhancements to, and expansion of, highly successful programs including the Violent Offender

Therapeutic Program (VOTP) which now includes a maintenance program for offenders in custody and in the community. The VOTP moved to a new custodial site at Parklea Correctional Centre. The number of offenders in this program could therefore increase by almost 60 percent. Corrective Services NSW introduced a new CUBIT residential therapy program for sex offenders also at Parklea Correctional Centre.

### Pressure from a growing and challenging inmate population

In 2009/10, the daily average number of inmates has grown by 2.8 percent to 10,352, peaking at over 10,480 during the year. The number of offenders incarcerated and the length of the sentences of offenders managed by Corrective Services NSW are influenced by numerous external factors, in particular the activities of the NSW Police Force and the judiciary. NSW currently has the largest prison population of any state or territory in Australia. However, the population growth rate over the past ten years remains close to the national average – only higher than that of Queensland, Western Australia and the ACT.

### Capital works

Inmate population growth poses challenges for corrective services around the world. However, prudent long-term planning in NSW means that the system in this State can sustain the population boom in our correctional centres.

During 2009/10, key capital works projects to accommodate the growing inmate population included the 250-bed expansion of Cessnock Correctional Centre and the new, 600-bed multi-classification facility on the South Coast, which is on schedule for commissioning in December 2010.

Another important milestone occurred on 17 June 2010, when the new \$5 million Visits Centre at Silverwater Women's Correctional Centre was officially opened, completing the final stage of the six-year \$53 million upgrade of the maximum security facility.

### Workplace reforms

During 2009/10, Corrective Services NSW completed the implementation of The Way Forward, including the introduction of centralised rostering and casual correctional officers into the correctional system. The Way Forward has delivered important benefits, including new procedures for managing absenteeism and overtime as well as new correctional centre management plans.

In 2009/10, agreement was reached between Corrective Services NSW and the Public Service Association (PSA) regarding the classification restructure for Community Offender Services staff. The Award covers the grade progression of Probation and Parole officers, the new Senior Probation and Parole officer grade and the re-graded position of Unit Leader. It also outlines the duties of each of these positions.

### Outsourcing operations

On 31 October, the operation of Parklea Correctional Centre was officially handed over to GEO Group Australia. The new operator will be required to comply with the high standards of care, safety and security expected of all State-run correctional centres, and is answerable to me.

### Security

During 2009/10, video conferencing was used to facilitate 44 percent of all court appearances, reducing costs and improving security by reducing inmate movements between correctional facilities and the courts.

In 2009/10, supporting the mobile phone detection program, members of the K9 Unit became the first in Australia to be trained in phone detection, with two dogs now able to sense the lithium in mobile phones.

### Key performance indicators

Corrective Services NSW measures recidivism in two ways: the national indicator of return to corrective services (custody and community); and the State Government target of reducing the number of offenders who re-offend within 24 months of being convicted by a court. In 2009/10 the rates of re-offending were relatively stable.

Despite the challenges of managing a growing inmate population, escape rates were at their lowest ever, reflecting good case management, a robust classification system and strong security and intelligence systems.

### Balund-a (Tabulam)

On 6 August 2009, Her Excellency Professor Marie Bashir, Governor of NSW, officially opened the Balund-a diversionary program, a \$20 million facility near Casino. Balund-a is Australia's first program to divert young Aboriginal offenders from custody. The program requires young offenders to rebuild their community and family relationships. They are also given a chance to reconnect with their cultural heritage under the guidance of Elders from the Bundjalung Nation.

## Commissioner's Foreword

Balund-a is proving a breakthrough in offender management. Thirteen out of 14 offenders successfully completed the program and avoided re-offending within the first 12 months.

Aboriginal people are significantly over-represented in NSW correctional facilities. Of the total prison population, 20 percent of male and 27 percent of female offenders are Indigenous. Under the leadership of the NSW State Government, Corrective Services NSW is committed to addressing the causes of high Indigenous incarceration rates. Balund-a is a tangible example of our commitment to this goal, with the potential to break the insidious cycle of offending.

### Corrective Services Industries

Yet again, Corrective Services Industries (CSI) delivered a record breaking result in 2009/10, with \$64 million in sales, which is a ten percent increase on the previous year. CSI continues to be a world leader in correctional industry development, this year achieving 77 percent employment of the total eligible inmate population. This is considerably higher than the Australian national benchmark of 65 percent.

### Brush Farm Corrective Services Academy

During 2009/10, Corrective Services NSW also continued to lead in building inter-regional and international relations in corrections, through programs provided by the Brush Farm Corrective Services Academy. This included hosting the Australian Correctional Leadership Program, attended by a group of senior custodial and non-custodial executives from around Australia, and from China and Indonesia. The two-week program provided an opportunity to strengthen relationships between all jurisdictions and a forum to gain a better understanding of the issues facing corrections around the world.

In addition, three officers from the Academy completed a six month engagement in Indonesia, providing expert advice on improving that country's corrections system.

### Information, communication and technology

Over the last few years, the business of Corrective Service NSW has become increasingly dependent on Information, Communication and Technology (ICT). Particularly in light of a number of whole-of-government

reviews, ICT has a critical role to play in improving the quality of service delivery while reducing costs. It also offers Corrective Services NSW staff a 'tool box' to support them in undertaking their varied and complex work, providing remote access to vital information, offering analytics tools that support intelligence activities, and allowing staff and management vital insights into decisions about both offender and asset management.

During the year, the implementation of the Remediation Enhancement and Architecture Lifecycle (REAL) Program marked an important step in developing the level of ICT services required to support Corrective Services NSW in meeting its Lead Agency obligations in reducing re-offending. Importantly, this ICT investment is accompanied by a rigorous process of value demonstration, including a value framework built into ICT plans that ensures project benefits are measured and delivered.

### Premier's Public Sector Awards

In 2009/10, Corrective Services NSW received two Premier's Public Sector Awards. Corrective Services NSW was the winner of the *Engaging with the community* award with the Pups in Prison Program at Kirkconnell Correctional Centre. Corrective Services NSW was the runner-up in the Leading Change award for services for offenders with personality disorders.

### Making a positive impact

In a year dominated by major changes and challenges, Corrective Services NSW continued to make solid progress towards its goal of reducing re-offending, backed by supportive ministerial oversight. In December 2009, the Hon John Robertson MLC served his last day as the NSW Minister for Corrective Services NSW before taking up his role as Minister for Transport. I thank him for his support during the implementation of The Way Forward reforms and welcome his successor, the Hon Phillip Costa.

I also applaud Corrective Services NSW staff for continuing to make such a positive impact on the lives of NSW offenders. The work of Corrective Services NSW is often extremely difficult, requiring patience, professionalism and determination. I am proud of the dedicated men and women who have served Corrective Services so well in the past year. I look forward to continuing to work in delivering, with management and staff, professional correctional services that reduce re-offending and enhance community safety.

## Budget and Financial Results

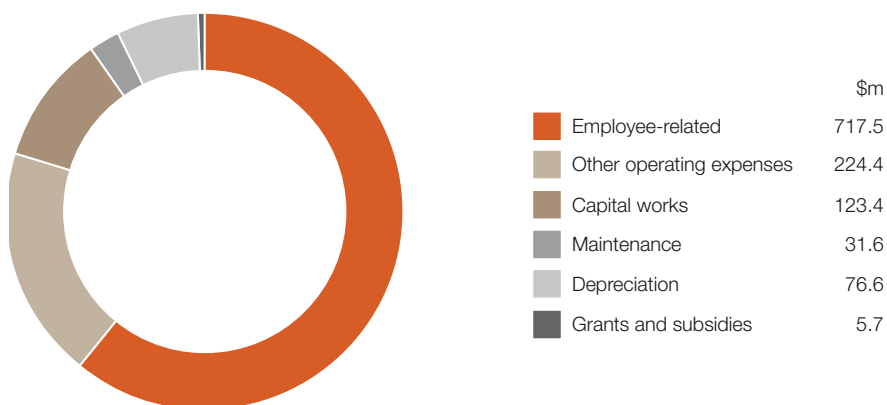
Corrective Services NSW initial recurrent allocation in 2009/10 of \$804.7 million was increased during the year by \$70.1 million to cover unavoidable cost overruns resulting in a revised recurrent budget of \$874.8 million.

The capital appropriation of \$130.2 million in 2009/10 was provided for new works in relation to information technology infrastructure and continuation of major works in progress and minor works. Additional funding of \$5.7 million was provided for to comply with the requirement for unspent capital funding at year end to be returned to Consolidated Fund which was not covered by Corrective Services NSW cash reserve.

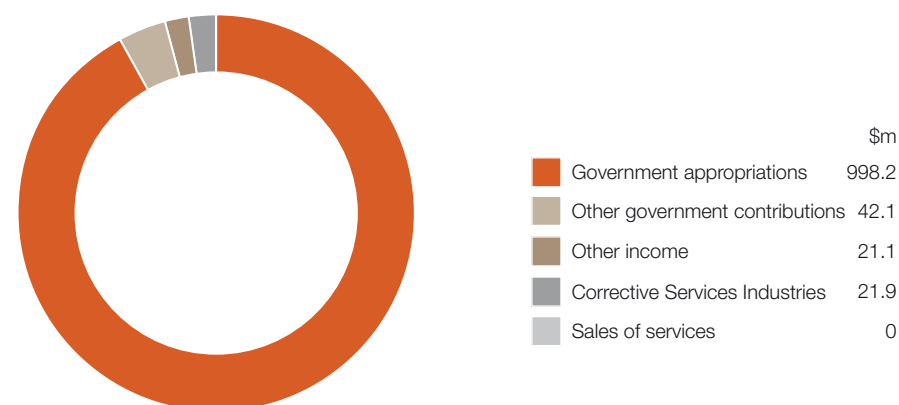
Actual program expenditure amounted to \$123.4 million.

Total recurrent and capital expenditure of Corrective Services NSW in 2009/10 was \$1,179.2 million with employee related expenditure comprising 61 percent, maintenance and depreciation 9 percent, other operating expenditure 20 percent and capital 10 percent.

## Details of Expenditure



## Source of funding



## Offender Management

### Services

- Containment of inmates and correctional centre security
- Risk assessment and intervention programs, and appropriate placement
- Referrals to mental health and other health service providers
- Additional support to specific offender groups e.g., Aboriginal, young/elderly, disabled, and culturally and linguistically diverse
- Community supervision, monitoring and support
- Timely and accurate reports and advice to courts/releasing authorities
- Interventions and programs addressing risk factors for re-offending
- Offence-specific programs relating to violence and sexual offending
- Compulsory drug treatment and other addiction programs
- Education, training and employment
- Assessment, whole-of-sentence planning and case-management
- Facilitation of visits from families and friends
- Full-time and occasional residential Mothers and Children’s program in identified correctional centres and transitional centres
- Diversionary/community-based sentencing options and accommodation support
- Information exchange with identified criminal justice agencies and human services providers



### Goal: Effective security and management of correctional centres

#### Rates of escapes from custody

In 2009/10, Corrective Services NSW continued its solid record on escapes with a record low escape rate for open custody. Over the past 15 years, the escape rate for open custody has reduced from 4.80 in 1995-96 to 0.06 in 2009/10. The escape rate for secure custody has decreased on the previous year.

#### Escape rate (per 100 inmates)\*

	2005 /06	2006 /07	2007 /08	2008 /09	2008/09 National average	2009 /10
<b>Security</b>						
Open	0.37	0.17	0.16	0.31	0.57	<b>0.06</b>
Secure	0.07	0.00	0.02	0.06	0.02	<b>0.01</b>

\* National Correctional Indicators counting rules.

#### Number of escapes\*

	2005 /06	2006 /07	2007 /08	2008 /09	2009 /10
<b>Security</b>					
Open	13	6	6	11	<b>2</b>
Secure	4	0	1	4	<b>1</b>

\* National Correctional Indicators counting rules.



## Offender Management

# 27

### Number of escapes by security level/program 2005/06 to 2009/10

Security level breached	2005/06	2006/07	2007/08	2008/09	2009/10
From within maximum security	1	–	–	–	–
From within medium security	1	–	–	4	–
From within minimum security	12	6	6	10	2
Adjacent to maximum/medium	–	–	–	–	–
Escorted – other (e.g. hospital)	3	–	1	1	1
Escorted external work party	5	1	2	1	2
Escorted external sports/educational	–	–	–	–	–
Day/Weekend leave	–	–	–	1	–
Unescorted education programs	–	–	–	–	1
Work release program	2	2	–	–	1
Other unescorted authorised absence	–	1	1	–	–
Court Complex	2	–	–	–	1
Transport (including transfers)	–	–	–	–	1
<b>Full time custody – total escapes</b>	<b>26</b>	<b>10</b>	<b>10</b>	<b>17</b>	<b>9</b>
Rate per 100 offenders years	0.29	0.11	0.10	0.17	0.09
<b>Periodic detention – total escapes</b>	<b>1</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Rate per 100 offender years <sup>1</sup>	0.4	–	–	–	–
<b>Total escapes</b>	<b>27</b>	<b>10</b>	<b>10</b>	<b>17</b>	<b>9</b>
Rate per 100 offender years <sup>1</sup>	0.29	0.10	0.10	0.17	0.08

<sup>1</sup> Rates for escapes from periodic detention centres are based on 2/7ths of the daily average number of people with live orders. Rates of escape from full-time custody (including correctional centres, transitional centres and court complexes) and periodic detention centres combined, are based on the full-time inmate daily average population plus 2/7ths of the daily average number of people with live orders.

## Offender Management



### Going green

For two years, inmates at Long Bay Correctional Complex have been reducing the plastic waste going to landfill by turning curtain material into environmentally-friendly bags. To date, the project has produced 350 bags, recycling more than 400 square metres of fabric. The materials used are so strong that the bags can be used up to 100 times. The 'green' bags are sold at a general store and art gallery in the Sutherland Shire and have been well received by the locals. Proceeds from the sale of the bags are going to the Sutherland Rural Fire Service and the Angelman Syndrome Research Foundation.

### Operational strategies to meet reporting standards

In June 2009, a new Premier's Memorandum required ministers and government agencies to respond to the NSW Attorney General within set deadlines in relation to implementing the recommendations arising from coronial inquests.

In response, the Board of Management established a Management of Deaths in Custody Committee in December 2009. The Committee is responsible for centralising the co-ordination, consideration, management and reporting of inmate deaths in custody for Corrective Services NSW.

### Security classification risk management tools and pro-active intelligence gathering and analysis

#### Enhancing the K9 Unit

Corrective Service NSW K9 Unit is part of the State Emergency Unit, used to search cells, correctional centre accommodation wings, visiting areas and in targeted intelligence-based raids. It comprises 40 staff and 40 dogs located in Kempsey, Grafton, Lithgow, Cessnock, Goulburn, Wellington and the Sydney metropolitan area.

In 2009/10, the K9 Unit became the first in Australia to train lithium sensing dogs, which can detect illegal mobile phones in correctional centres. The dogs have been taught to pick up the scent of phone batteries, casings and sim cards with exceptional accuracy.

In 2009/10, the annual NSW Service Dog Trials were hosted in the grounds of the John Morony Correctional Complex. Competing against teams from the NSW Fire Brigades, NSW Police Force, Australian Army and Australian Customs and Border Protection Services, Corrective Services NSW won awards in two of the three competitive categories.

In 2010/11, Corrective Services NSW plans to establish a dog unit at the new South Coast Correctional Centre.

### Dealing with terrorists in custody

During 2009/10, a new deradicalisation program was developed for terrorists in custody, incorporating elements of proven programs from around the world, particularly the USA. In its implementation, the program will use specialist staff and psychologists.

### Fish on Friday

The Mid North Coast Correctional Centre (MNCCC) is running a program, called Fish on Friday, to help offenders gain hospitality skills to secure long-term employment. This is the first time the catering program has been taught in a correctional setting. The program seeks to teach inmates how to handle food safely, as well as basic kitchen skills and occupational health and safety. MNCCC Indigenous inmates attended the food services and catering course with clients from the Community Offender Services District Office and two residents from Swanson Lodge Community Offender Support Program centre. On completion, participants were presented with certificates in Responsible Service of Alcohol and Responsible Conduct of Gambling, which provides the necessary certification to gain employment at licensed premises such as pubs and clubs. In addition to teaching industry skills, the program provided the group with a daily routine and the opportunity to be part of a positive peer group. Since graduating, three inmates have been offered work on their release. One inmate said the course had given him “another chance in life and something to look forward to.”

### Improving security threat intelligence gathering

In 2009/10, Corrective Services NSW developed a new security threat intelligence gathering module within the Offender Integrated Management System (OIMS). This module will greatly enhance the management of Security Threat Group (STG) offenders, allowing greater sharing of information between all the relevant stakeholders. This new module is expected to be operational by December 2010. In addition, a business case is being prepared for the electronic exchange of urinalysis results between the laboratory and OIMS.

### Strengthening the Corrections Intelligence Group

In 2009/10, the Corrections Intelligence Group (CIG) provided tactical support to help manage Security Threat Group (STG) offenders. The STG focus was primarily on outlaw motorcycle gang (OMCG) affiliations, with the CIG conducting 450 interviews to assess STG behaviour, activity and incidents. As a result, 42 offenders were issued warnings and three received letters of caution. At year end, there were seven inmates on the STG Intervention Program, 197 offenders being managed as OMCG members or their affiliates in custody and 119 offenders being managed in the community.

In 2009/10, the CIG continued to retain strong and positive partnerships with external crime agencies. Operational staff from the Australian Federal Police, NSW Police Force and the Department of Justice and Attorney General worked either full or part-time from the Corrective Services NSW intelligence office at Silverwater. The CIG also sustained strong relationships with the State Crime Command, which encompasses the Middle Eastern Organised Crime Squad and Taskforce Raptor, and partnerships with the Joint Counter Terrorism Team and both the NSW and Australian Crime Commissions.

The CIG is developing an intelligence information system that will create a central repository for intelligence holdings. This corporate system for intelligence holdings will run outside OIMS.

### Expanding the Violent Protection Offender Intervention Program

In 2009/10, the Violent Protection Offender Intervention Program was expanded to include individual mainstream offenders who exhibit violent tendencies, but do not act as part of a group. During the year, more than 80 offenders were interviewed as part of the program, 19 offenders were issued letters of caution, and 38 given verbal warnings. The program is being reviewed.

## Offender Management

### Security systems and procedures implemented to meet challenges presented by offenders in custody

As standard, NSW correctional centres use electronic security systems including CCTV systems, digital recording equipment, video motion detection, x-ray machines, baggage and ion scanners and walk-through metal detectors. In 2009/10, four additional CCTV cameras were installed at Wellington Correctional Centre.

In addition, a locksmith was appointed co-ordinator of mechanical security, to assess, evaluate, upgrade and fix locks, keys and other locking mechanisms in all correctional facilities. The co-ordinator will also rationalise the number of keys at each facility.

Every year, Corrective Services NSW securely transports inmates on approximately 162,000 occasions between correctional locations and courts. By May 2010, half of the transport fleet was refurbished, including retro-fitting intercom systems. The year also saw the continued, gradual replacement of a fleet of Toyota Hiaces with Hyundai iLoads. This is improving safety, with multiple exits for inmates and better seating and more cab space for escorting officers.

For 2010/11, Corrective Services NSW has allocated \$5 million for security system upgrades at Goulburn Correctional Complex and Lithgow, Bathurst and Silverwater Correctional Centres and \$2.5 million for upgrading biometric identification technology at 14 correctional centres. In addition, \$1.5 million will be put towards upgrading the inmate transport fleet.

### Internal audits

In December 2009, Corrective Services NSW restructured its Audit and Risk Management Committee in accordance with the requirements of the Department of Premier and Cabinet and NSW Treasury. It now consists of an independent Chair, Mr Paul Crombie, an independent member, Mr Ian Neale, and Assistant Commissioner, Office of the Commissioner and Human Resources, Peter Peters. As part of its role, the Committee is monitoring Corrective Services NSW corporate governance systems, including the risk and control framework. As at 30 June 2010, the Committee had met three times (once by former committee and twice by current committee).

In 2009/10, the Commissioner and other executives commissioned the Audit and Performance Branch to complete a number of projects, in addition to the planned audit projects. This included a special project examining rostering and overtime in the police and court cells managed by Corrective Services NSW staff. In 2009/10, 42 audits were completed which included examining operations, administration and business units.

Based on the work completed, it is the opinion of the Audit and Performance Branch that the internal controls and monitoring systems, risk management, policies and procedures of Corrective Service NSW are mostly adequate, accountable and effective. This includes the legislative and procedural compliance, service delivery and asset and records management.



### Number of inmate movements<sup>1</sup>

Category	2005/06	2006/07	2007/08	2008/09	2009/10
Prison to prison	42,655	40,105	39,945	43,560	<b>47,777</b>
Prison to hospital <sup>2</sup>	365	393	336	373	<b>294</b>
Prison to court	90,945	101,746	98,366	116,362	<b>107,144</b>
Prison to other <sup>2</sup>	4,891	4,936	4,961	4,775	<b>5,422</b>
<b>Total</b>	<b>138,856</b>	<b>147,180</b>	<b>143,608</b>	<b>165,070</b>	<b>160,637</b>

<sup>1</sup> Includes only those movements conducted by Court Escort Security Unit.

<sup>2</sup> Excludes movements to hospitals or funerals conducted by correctional centre staff.

### Rate of assaults

In 2009/10, Corrective Services NSW recorded its lowest prisoner on officer assault rate. Corrective Services NSW maintained a nil record for serious assaults by a prisoner on an officer and has only recorded one serious assault by a prisoner on an officer in the last 9 years.

#### Prisoner on Officer Assaults\*

	2005/06	2006/07	2007/08	2008/09	2008/09 National average	2009/10
Serious	0.00	0.01	0.00	0.00	0.03	<b>0.00</b>
Assaults	0.69	0.71	0.92	0.59	0.53	<b>0.56</b>

#### Prisoner on Prisoner Assaults\*

	2005/06	2006/07	2007/08	2008/09	2008/09 National average	2009/10
Serious	0.36	0.49	0.31	0.26	0.68	<b>0.15</b>
Assaults	14.97	13.26	13.07	12.83	8.66	<b>13.43</b>

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

### Rate of apparent unnatural deaths in custody

In 2009/10, there were six apparent unnatural deaths in custody.

#### Apparent Unnatural Deaths in Correctional Custody

	2005/06	2006/07	2007/08	2008/09	2009/10
Indigenous	0	2	0	1	<b>1</b>
Non-Indigenous	5	6	4	3	<b>5</b>
<b>Total</b>	<b>5</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>6</b>

#### Death rate per 100 inmates; apparent unnatural causes

	2005/06	2006/07	2007/08	2008/09	2008/09 National average	2009/10
Indigenous	0.00	0.10	0.00	0.05	0.01	<b>0.04</b>
Non-Indigenous	0.07	0.08	0.05	0.04	0.05	<b>0.07</b>
<b>Total</b>	<b>0.05</b>	<b>0.08</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.06</b>

## Offender Management

### Average out-of-cell hours per day

In 2009/10, the average daily time out-of-cells for open custody has increased. A more strict interpretation of the counting rules was applied and therefore, showed a large increase in the average daily time out-of-cells. There was a marginal decrease in average daily time out-of-cells for secure custody.

#### Time out-of-cells (hours per day)

Security	2005 /06	2006 /07	2007 /08	2008 /09	2008/09	2009 /10
					National average	
Open	11.86	12.64	11.86	13.41	14.70	<b>19.13</b>
Secure	7.56	7.58	7.15	7.08	9.20	<b>6.67</b>
Average	9.24	9.51	8.89	9.32	10.60	<b>11.14</b>

### Mannus masterpiece

Mannus Correctional Centre has launched the sixth edition of *Authors and Artists of Mannus*, an anthology of poetry, short stories, songs and photographs of art work by inmates. The anthology helps to build inmate confidence by showcasing their work, inspiring contributors to keep going with their writing and art. At its launch, contributors were acknowledged for their willingness to share their thoughts and feelings through written expression and artistic impressions. They were given copies of the book to share with their families and friends. One former contributor has already had a book published. Another contributor plans to have his songs and poetry published following release.

### Annual trends in the inmate population – 2005/06 to 2009/10

Financial year	Full time custody daily average <sup>1</sup>	% change in average from last year	Lowest daily total	Highest daily total	Difference between lowest and highest daily total	
					Number	% of average
2005/06	9,101	2.0%	8,895	9,354	459	5.0%
2006/07	9,468	4.0%	9,183	9,729	546	5.8%
2007/08	9,634	1.8%	9,471	9,928	457	4.7%
2008/09	10,068	4.5%	9,852	10,492	640	6.4%
<b>2009/10</b>	<b>10,352</b>	<b>2.8%</b>	<b>10,124</b>	<b>10,482</b>	<b>358</b>	<b>3.5%</b>

<sup>1</sup> Includes correctional centres, transitional centres and court cell complexes (24 hour and other).

## Offender Management

### Supporting legal services

In 2009/10, Corrective Services NSW worked with Legal Aid NSW, Aboriginal Legal Services, community legal groups and private practitioners to provide a high level of service to legal practitioners and their clients in NSW correctional centres. In 2009/10, this included the following projects:

#### Webcam access to legal clients

Corrective Services NSW invited representatives from the Law Society of New South Wales, New South Wales Bar Association, Legal Aid NSW, Aboriginal Legal Services and Justice Agencies Conferencing Support, to participate in a pilot for private practitioners to use a webcam to access their clients in participating NSW correctional centres. The pilot made contact between private practitioners and their clients in NSW correctional centres more straightforward and has outlined issues that still need to be addressed for this facility to be fully operational.

#### Legal practitioners' webpage

A legal practitioners' webpage was in production as an addition to Corrective Services NSW internet site. The new page will allow legal practitioners to view correctional centre visiting times and key contact numbers. It will also enable legal practitioners to be notified of correctional centre lockdowns in real time so that they can avoid travelling to a correctional centre during those times.

#### Number of court appearances facilitated by video conferencing

2005/06	2006/07	2007/08	2008/09	2009/10
17,214	19,125	27,700	31,338	<b>31,345</b>

Note: The data which represents the number of video conferences for 2007/08, 2008/09 and 2009/10 is captured on a post-conference basis, as against a pre-conference basis in previous years.



**Goal: Effective supervision and monitoring of offenders in the community**

### Community Compliance Groups

In 2009/10, the State-wide roll-out of the Community Compliance Group (CCG) continued, increasing the monitoring and surveillance of high-risk offenders, violent offenders and sex offenders in the community. CCG offices are now established in Campbelltown, Blacktown, Dubbo, Tamworth, Grafton, Newcastle, Broken Hill, Wollongong, Wagga Wagga and Bathurst.

The CCG is also responsible for supervising offenders on Home Detention, on Drug Court Programs, External Leave Programs and for case-managing Extended Supervision Orders and high-risk/high-profile offenders in the community. In 2010/11, the CCG will supervise offenders on the new Intensive Correction Order and be responsible for random drug testing in the community.

## Offender Management

### Number of community-based orders (National Correctional Indicator categories<sup>1</sup>)

	2005/06	2006/07	2007/08	2008/09	2009/10
Restricted movement (Home Detention)	208	213	152	175	<b>148</b>
Reparation* (Community Service Orders)	4,759	4,318	4,015	4,088	<b>4,139</b>
Supervision (Parole Orders, Probation Orders)	13,974	14,265	15,079	15,109	<b>14,602</b>
Total rate of completion	18,037	17,970	17,988	18,124	<b>17,683</b>

<sup>1</sup> National Correctional Indicator figures do not show data revisions from previous years in the Report on Government Services. They have been amended in this Annual Report. Some differences are also due to rounding of figure.

### Number of community-based orders

<b>Home Detention (Restricted movement)</b>	2005/06	2006/07	2007/08	2008/09	2009/10
Monthly average supervised	208	213	152	175	<b>148</b>
Percent change	+9.3%	+2.2%	-28.6%	+15.1%	<b>-15.4%</b>
Annual caseload intake	443	446	290	361	<b>298</b>
Percent change	-1.3%	+0.7%	-35.0%	+24.5%	<b>-17.5%</b>

<b>Community Service Orders (Reparation)</b>	2005/06	2006/07	2007/08	2008/09	2009/10
Monthly average supervised	4,759	4,318	4,051	4,088	<b>4,138</b>
Percent change	+1.8%	-9.3%	-6.2%	+0.9%	<b>+1.2%</b>
Annual caseload intake	5,783	5,568	5,307	5,770	<b>5,436</b>
Percent change	-2.5%	-3.7%	-4.7%	+8.7%	<b>-5.8%</b>

<b>Parole Orders (Supervision)</b>	2005/06	2006/07	2007/08	2008/09	2009/10
Monthly average supervised	3,967	3,983	4,143	4,295	<b>4,309</b>
Percent change	+4.7%	+0.4%	+4.0%	+3.7%	<b>+0.3%</b>
Annual caseload intake	5,115	5,184	5,524	5,940	<b>6,324</b>
Percent change	+11.5%	+1.3%	+6.6%	+7.5%	<b>+6.5%</b>



## Offender Management

# 2010

<b>Probation Orders (Supervision)</b>	2005/06	2006/07	2007/08	2008/09	<b>2009/10</b>
Monthly average supervised	10,278	10,560	11,235	11,131	<b>10,600</b>
Percent change	+2.3%	+2.7%	+6.4%	-0.9%	<b>-4.8%</b>
Annual caseload intake	14,606	14,690	15,325	15,991	<b>14,933</b>
Percent change	-0.2%	+0.6%	+4.3%	+4.3%	<b>-6.6%</b>

### Successful completion of community-based orders

	2005/06	2006/07	2007/08	2008/09	2008/09 National average	<b>2009/10</b>
Restricted movement (Home Detention)	83.39	82.82	87.53	79.69	78.2	<b>82.96</b>
Reparation* (Community Service Orders)	77.71	79.91	81.15	82.25	65.9	<b>83.20</b>
Supervision (Parole Orders, Probation Orders)	82.22	81.34	80.15	79.34	73.6	<b>80.63</b>
Total rate of completion	81.00	80.98	80.55	80.00	71.2	<b>81.25</b>

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

### A better night's sleep

Staff and inmates from Grafton Correctional Centre are making a real difference to the lives of those living on the streets. Since May 2008, inmates in the Corrective Services Industries Textiles business unit have made 2,000 swags for the non-profit organisation Street Swags, which provides durable bedding for the homeless. Inmates have been proud to be part of this initiative, as many of them have lived on the street themselves.

## Offender Management

### Diversionsary programs

#### Biyani

Biyani provides a programmed pathway for women offenders with a mental health disorder and co-existing alcohol and drug problems, as an alternative to a custodial sentence. In 2009/10, 24 female offenders participated in this diversionary program, receiving 24-hour accommodation and support to help stabilise their mental health and drug and alcohol issues, and to assist them gaining access to long-term residential rehabilitation programs or appropriate community rehabilitation resources.

In 2009/10, Corrective Services NSW began establishing a second, similar diversionary facility at Cessnock. Here, an existing facility is being completely refurbished using inmate labour to accommodate up to 12 offenders. Inmates involved in the project gained carpentry skills by fixing door jams and replacing windows. They also painted the facility's cottages inside and out.

#### Balund-a

The Balund-a Program is an innovative and intensive approach to managing predominantly Aboriginal offenders in a community-based residential facility. Developed as a court diversionary program, Balund-a is managed by Community Offender Services with the clear objective to break the cycle of re-offending.

Balund-a aims to:

- provide a range of programs for residents that target issues related to offending behaviour, including drug and alcohol abuse, anger management and family violence;
- deliver programs and activities that increase residents' educational and vocational skills;
- recognise and restore residents' cultural links with their land;
- undertake activities that use the property's natural resources.

In 2009/10, 88 offenders entered the Balund-a program. Of those completing the program, 88 percent received a community-based rather than a custodial sentence. Importantly, in October 2009, Balund-a began to accept female offenders.

In its second year of operation, one of the key aims of the Balund-a program has been to build relationships with government agencies, non-government



organisations and community groups, with a view to implementing local initiatives to provide interventions to address the criminogenic needs of Balund-a residents.

In 2009/10, this included:

- Department of Education, Employment and Workplace Relations (DEEWR) funding via Adult Community Education North Coast for a pre/post release employment project;
- a local agreement with Housing NSW regarding service provision to Balund-a residents;
- approval to support the Work and Development Orders Scheme, administered by the State Debt Recovery Office;
- an exhibition of Balund-a residents' art work facilitated by the Northern Rivers Arts;
- local community work opportunities.

In 2010/11, Balund-a will extend its referral catchment area, starting with Taree and Tamworth.

### Community Service Order successes

Community Service Order offenders supervised in Parramatta are being offered employment and starting their own businesses. After one of the young men completed his 400 hours order, the agency he was working for offered him a job. Another, who had completed his 350 hours order, has since started volunteering at Meals Plus and is now looking at enrolling in a welfare course. Meanwhile, a third has started his own cleaning business after completing 200 hours of CSO cleaning duties. His agency was so impressed with his work that they have now contracted him to work for them.

## Offender Management

# 2010

<b>Pre-sentence reports</b>	2005/06	2006/07	2007/08	2008/09	2009/10
Number of reports	27,198	27,280	26,668	28,419	<b>26,633</b>
Percent change	-1.5%	+0.3%	-2.2%	+6.6%	<b>-6.3%</b>

<b>Post-sentence assessments</b>	2005/06	2006/07	2007/08	2008/09	2009/10
Number of reports (Home Detention)	696	813	833	967	<b>828</b>
Number of reports (Drug Court)	52	79	94	55	<b>65</b>
Percent change	+4.2%	+19.3%	+3.9%	+10.2%	<b>-12.6%</b>

<b>Pre-release reports</b>	2005/06	2006/07	2007/08	2008/09	2009/10
Number of reports	3,677	3,352	3,283	3,534	<b>4,013</b>
Percent change	-6.0%	-8.8%	-2.1%	+7.6%	<b>+13.6%</b>

## Rate of offenders returning to corrective services

The rate of prisoners returning to prison showed a marginal decrease in 2009/10 and prisoners returning to corrective services showed a marginal increase. These results relate to prisoners discharged in 2007/08 on completion of a sentence who returned with a new sentence within two years of discharge in 2007/08. It should be noted that changes in rates are affected by changes in profile of inmates being discharged. For example, the decrease in 2009/10 could be explained in part by a decrease in the proportion of inmates with higher risk of re-offending rather than a decrease in the actual rate of re-offending for all prisoners discharged in that year.



**Goal: Offender participation in effective programs to reduce risks of re-offending**

	2005/06	2006/07	2007/08	2008/09	2008/09 National average	2009/10
Prisoners* returning to prison	43.3	43.8	43.0	42.9	39.3	<b>42.4</b>
Prisoners returning to corrective services**	46.1	46.3	45.2	44.9	44.6	<b>45.2</b>
Offenders returning to community corrections <sup>1</sup>	13.2	13.0	12.5	12.7	17.8	<b>13.0</b>
Offenders returning to corrective services <sup>1**</sup>	23.8	23.4	23.0	22.7	27.8	<b>23.9</b>

\* Terminology of the Report on Government Services. CSNSW's standard terminology is inmates, offenders and correctional centres.

\*\* Includes a prison sentence or community corrections order.

<sup>1</sup> Figures for community offenders returning to community corrections and corrective services have been revised following modification of calculation method which more closely matches national standards adopted for the Report on Government Services.

## Offender Management

### Rate of offenders re-convicted by a court within two years of a previous conviction

In 2009/10, the rates of re-offending were relatively stable with the exception of the rate at which prisoners return to prison which continued to decline. The same is true for the rate of return to Corrective Services for both prisoners and community offenders which marginally increased. The adoption of new standard counting rules for the Report on Government Services means that re-offending data presented in previous annual reports cannot be used for comparison. Re-calculated rates of return from 2005/06 forward are presented in this annual report.

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

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

The NSW State Plan has a broader measure of re-offending that includes all offenders convicted of an offence in NSW and are reconvicted by a court within two years. The impact of government initiatives on reducing re-offending will not yet be apparent, as the State Plan was not implemented until late 2007, and it may take several years to see results from the initiatives that have been implemented.

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

justice system over the year in question, and then generates a predicted rate of re-offending.

In 2009/10 the actual rate of re-offending for adults released from custody in 2006/07 was slightly lower than the predicted rate calculated by GRAM, but the difference was not statistically significant.

### Level of Service Inventory – Revised

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

Through the LSI-R, offenders identified as medium to high risk of re-offending, receive a higher level of intervention. For example, they are required to participate in targeted group work programs and interventions, with closer supervision and monitoring, including more home visits and employment checks for community offenders.

In 2009/10, 29,513 LSI-Rs were completed for offenders in the community and in correctional centres. Additional assessments, which came online during the year, included the South Oaks Gambling Assessment, STATIC99 (for sex offenders), Work Readiness Assessment and Core Skills (Literacy and Numeracy) Assessment.

### Celebrating Aboriginal art

Aboriginal inmates from St Heliers Correctional Centre have had 12 of their artworks featured in a NAIDOC exhibition. Their work was displayed along with more than 50 pieces by other local Aboriginal artists (including former inmates) at the Muswellbrook Regional Arts Centre. An inmate involved in the exhibition said: "This has made me feel good and very proud. It has made me think about making a stand for myself. I know that there is something better than drinking my life away."

### **Evidence-based accredited programs**

In 2009/10, the ongoing integration of community and custodial program delivery took a significant step forward with a common services and programs module developed for the Offender Integrated Management System, OIMS. Roll-out of this module, which began in June 2010, resulted in the integrated referral, scheduling and reporting of programs and services.

Recruitment and training of the new Program Facilitator positions also proceeded apace, with the fourth cohort of facilitators starting advanced group work training in April 2010. By year end, nearly half of the projected number of facilitators were trained and in place.

Supervision and support for these positions was improved, with the introduction of monthly clinical supervision in addition to the program supervision and support already provided by the Offender Programs Unit.

### **Program participation**

In 2009/10, the number of offenders enrolled in major compendium programs rose significantly, as did the numbers of sessions attended by individual offenders. This indicates an increase in the intensity of program provision, which is important in terms of reducing re-offending.

### **Violent Offender Therapeutic Program**

In 2009/10, the Violent Offender Therapeutic Program (VOTP) expanded significantly and moved to a new site at Parklea. The number of offenders in this program increased from 99 in the previous year to 167. This included 72 offenders in the VOTP Maintenance Program across custody and community settings.

### **Sex offender programs**

In 2009/10, Corrective Services NSW introduced an additional treatment location to the Custody-Based Intensive Treatment Program (CUBIT) at Parklea Correctional Centre, greatly increasing the capacity to treat high-risk sex offenders. A new program, for those who categorically deny their offences, was also added to the suite of sex offender programs, allowing access to treatment for a group who previously self-excluded. In addition, a residential, self-regulation program was introduced for men who have sexually abused adults and/or children and who have an intellectual disability or other cognitive impairment.

### **CALM**

In 2009/10, the CALM (Controlling Anger and Learning to Manage it) program was revised in line with extensive feedback from the field and with support from clinical psychologist Dr William Winogron, whose encouragement is gratefully acknowledged. This new version is the first major revision of the program material to accommodate specific local issues.

A small-scale evaluation of the CALM participants, to date, showed significant improvement in post-program test scores on indices of anger. Further evaluations are planned for the new version as part of an ongoing collaboration between Corrective Services NSW and the University of New South Wales.

### **The Impact of Dependence program**

The Impact of Dependence program focuses on the impact of addictions on health, lifestyle, significant others, society, and on the ability to move forward. In 2009/10, Corrective Services NSW ran a new version of this program in 15 correctional centres. The new version is more accessible to participants. Participant feedback indicated offenders find the new program insightful and feel it had a positive impact on their lives. It will become available for offenders in the community in 2010/11.

### **Self Management and Recovery Training: Getting SMART and SMART Recovery**

In 2009/10, Getting SMART continued to expand in both custody and community settings, equipping offenders with the skills and knowledge to participate fully in the community-based SMART Recovery programs. Attendance at SMART Recovery meetings increased by 30 percent, indicating that many more offenders are following the desired pathway into maintenance.

### **Out of the Dark**

The Out of the Dark domestic abuse program is provided for women as victims rather than as offenders. In 2009/10, 60 women completed the program, which is currently the subject of a process evaluation as part of the post-graduate forensic psychology program at the University of New South Wales. Representatives from Corrections Victoria and from several non-government organisations have expressed interest in the program.

## Offender Management

### Sober Driver Program

The Sober Driver Program, which is funded by the Roads and Traffic Authority, targets adult offenders convicted of repeat drink driving offences. The program addresses a range of issues including the consequences of drink driving, the effects of alcohol, relapse prevention and stress management. In 2009/10, Corrective Services NSW provided 74 Sober Driver programs. Following the first, very positive outcome evaluation of the program, a second major evaluation has begun, with the final report expected in the second half of 2010.

### Compendium programs – July 2009 to June 2010

In 2009/10, 5,941 offenders participated in compendium programs. 'Occasions of Service' is a critically important reporting component, since it is the measure that shows the intensity of the programs. This is particularly significant when research indicates that the level of intensity has a direct bearing on recidivism.

Compendium category	Program name	Occasions	Number of programs	Average number of sessions per individual
<b>Aggression and Violence</b>	Anger Management (nz) – withdrawn from Compendium August 2009	288	4	8
	CALM – Controlling Anger and Learning to Manage it	2,734	13	15
	Domestic Abuse Program	794	6	12
	Violent Offender Therapeutic Program (VOTP) – High Risk	1,706	4	11
	Violent Offender Therapeutic Program (VOTP) – Maintenance	294	3	4
	Violent Offender Therapeutic Program (VOTP) – Moderate	339	3	19
<b>Aggression and Violence – Total</b>		<b>6,155</b>	<b>33</b>	
<b>Alcohol, Drugs and Addictions</b>	Alcoholics Anonymous (AA Meetings)	4,822	n/a	4
	Drug and Alcohol Addiction (DAAP)	1,631	22	7
	Drugs: The Impact of Dependence (a readiness program)	2,107	13	14
	Getting SMART	16,020	105	8
	Narcotics Anonymous (NA Meetings)	1,039	n/a	3
	Ngara Nura	1,221	2	20
	PATHWAYS – Criminal Conduct and Substance Abuse Treatment (Adult version)	4,467	10	30
	Relapse Prevention (RPP)	168	3	5
	SMART Recovery Maintenance Groups	2,134	n/a	4
	The Best Bet ... Is The One You Don't Have	1,559	16	9
<b>Alcohol, Drugs and Addictions – Total</b>		<b>35,168</b>	<b>171</b>	

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Compendium category	Program name	Occasions	Number of programs	Average number of sessions per individual
Cognitive Skills	Life Management	589	10	3
	Think First	843	3	17
<b>Cognitive Skills – Total</b>		<b>1,432</b>	<b>13</b>	
Community Engagement	Nexus	1,338	24	2
	Responsibilities and Rights	59	4	1
<b>Community Engagement – Total</b>		<b>1,397</b>	<b>28</b>	
Health Promotion	Health Survival Program	1,317	90	1
	Peer Supporter Program	128	2	5
<b>Health Promotion – Total</b>		<b>1,445</b>	<b>92</b>	
Readiness	Managing Emotions (Men's version)	1,792	21	7
	Managing Emotions (Women's edition)	892	8	7
	Motivational Enhancement	125	7	1
	Personal Effectiveness – 1 Communication	979	10	4
	Personal Effectiveness – 2 Mental Fitness	251	3	5
	Personal Effectiveness – 3 Working in Groups	280	6	2
	Personal Effectiveness – 4 Self and Others	680	7	3
	Seasons for Growth	239	7	5
	The R Program	354	20	1
<b>Readiness – Total</b>		<b>5,592</b>	<b>89</b>	
Sexual Offending	Sex Offender Program – CORE (CUBIT Outreach)	1,253	9	21
	Sex Offender Program – CUBIT	3,072	8	35
	Sex Offender Program – Maintenance (Custody)	295	n/a	6
	Sex Offender Program – Preparatory	681	9	11
	Sex Offender Program – Understanding Sexual Offending	165	2	6
<b>Sexual Offending – Total</b>		<b>5,466</b>	<b>28</b>	
Women Offender Programs	Mothering at a Distance	60	1	9
	Women's DV Program – Out of the Dark	318	8	5
<b>Women Offender Programs – Total</b>		<b>378</b>	<b>9</b>	
<b>All Programs – Total</b>		<b>57,033</b>	<b>463</b>	

## Offender Management

### Education, training and employment

#### Adult Education and Vocational Training Institute

Corrective Services NSW Adult Education and Vocational Training Institute (AEVTI) is a Registered Training Organisation (RTO) able to provide accredited courses and nationally recognised education and vocational qualifications to inmates. RTOs are required to lodge an annual report, including learner engagement and employer satisfaction surveys, as well as data on student completion rates. In 2009/10, AEVTI reported an 81 percent learner overall satisfaction rating; a 76 percent employer overall satisfaction rating; and a unit completion rate of 73.5 percent.

In 2009/10, AEVTI worked to improve the literacy, language and numeracy skills of all inmates to a level equivalent to Year 10 standard, and to provide further education and vocational training for inmates who need to improve their skills and qualifications for post-release employment. It also contributed to inmate readiness and motivation to participate in offence-related programs such as the Violent Offenders Therapeutic Program and the Custody-Based Intensive Treatment (CUBIT) Sex Offender Program through providing opportunities to develop functional literacy and effective communication skills.

AEVTI conducts regular reviews to continually improve its service and to meet the standards of the Australian Quality Training Framework. In 2009/10, AEVTI carried out seven full site audits and paper audits of all its correctional centre delivery sites.

AEVTI also started converting all paper-based inmate education records to electronic records, with a view to integrating them within the Corrective Services NSW case management system. In 2009/10, 6,500 inmate paper education files were registered electronically.

AEVTI's registration with the Vocational Education and Training Accreditation Board (VETAB) requires teaching staff to hold a current training and assessment qualification. In 2009/10, Corrective Services NSW supported 20 teachers to obtain Certificate IV in Training and Assessment, with plans to similarly support another 40 teachers in the coming year.

#### Skills assessment

In 2009/210, Corrective Services NSW completed 4,440 core skills assessments to determine offenders' reading, writing and numeracy skill levels as Australian Core Skills (ACS) framework scores on a scale of ACS 1–5. Those



scoring ACS 2 and below are deemed to have the highest needs, requiring intervention to increase their reading, writing, communication and numeracy skills. The results of the inmate assessments were 41 percent for reading, 73 percent for writing and 78 percent for numeracy.

#### Access Employment Education and Training Framework

Corrective Services NSW is licensed by TAFE NSW to deliver qualifications from the Access Employment Education and Training (AEET) Framework. The Framework enables inmate students to complete units that build towards short statement of attainment (SoA) courses, allowing Corrective Services NSW to customise units of competency and package them into courses for particular learner groups. For example, a range of SoA courses have been developed at Certificates 1 to 3, including Workplace Communication, Job Seeking Skills, Inmate Delegate Skills, Work Readiness, Program Participation and Preparation for Release.

The AEET Framework contains two units that support inmates to identify their skills and develop a plan for further education and employment. In 2009/10, 618 inmates completed these units: Identify Own Essential Skills; or Plan for Education and Employment. In addition, Corrective Services NSW conducted 1,551 Education Profile Interviews to discover inmate education and employment histories, aptitudes, learning styles and career aspirations.



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### Awards in 2009/10

AEVTI Statements of attainment for unit completions	<b>7,901</b>
AEVTI Completed Certificates	<b>139</b>

Unit completions	2008/09	2009/10
AEVTI	9,101	<b>7,899</b>
Traineeships	1,120	<b>1,792</b>
Library Training	59	<b>40</b>
Distance Education	872	<b>528</b>
<b>Total</b>	<b>11,152</b>	<b>10,259</b>

Completed Certificates	2008/09	2009/10
AEVTI	162	<b>139</b>
Traineeships	80	<b>128</b>
Library Training	6	<b>6</b>
Distance Education	109	<b>36</b>
<b>Total</b>	<b>357</b>	<b>309</b>

Tertiary distance education programs completed	2008/09	2009/10
Tertiary Preparation Programs	-	<b>18</b>
Diploma/Associate Degree/ Advanced Diploma	10	<b>2</b>
Bachelors Degree	10	<b>6</b>
<b>Total</b>	<b>20</b>	<b>26</b>

Annual Individual Participation	2008/09	2009/10
Aboriginal and Torres Strait Islanders (ATSI)	2,578	<b>2,514</b>
Non-English Speaking Background	1,572	<b>1,825</b>
Young Adult Offender (YAO)	2,663	<b>2,698</b>
Women	1,166	<b>1,220</b>
<b>Total</b>	<b>7,979</b>	<b>8,257</b>

### Educational outcomes

In 2009/10, 12,960 inmates received education services, a 12 percent increase on the previous year. This included 10,278 individuals who enrolled in one or more education and/or vocational training course as part of their case management plan, or 53 percent<sup>1</sup> of the offender population.

In 2009/10, inmates enrolled in 11,013 units of competence on the AEVTI scope of registration, with a unit completion rate of 72 percent. In all, 309 Certificate courses were completed.

### Big aspirations

The Intensive Learning Centre (ILC) at John Morony Correctional Centre is leading inmates to aspire to tertiary studies. During 2009/10, ILC staff worked closely with nearly 40 young male offenders over six months teaching them basic numeracy, literacy and computer skills. Some of the inmates now intend to undertake university courses in engineering or science, while others are keen to enrol in TAFE small business management or marketing and advertising courses. In addition, custodial staff have noticed a positive change in the inmates' behaviour. Since the ILC program began in late 2003, 161 inmates have graduated.

<sup>1</sup> This rate is calculated by obtaining the annual number of individuals enrolled in one or more education course as a percentage of the total inmates flow number for the year. The participation rate is calculated using different rules from those under which Corrective Services NSW reports in the Report on Government Services.

## Offender Management



### Traineeships

The Corrective Services NSW inmate traineeship program is part of the Commonwealth Australian Apprenticeship Program, under the auspices of the NSW Department of Education and Training. Inmates on traineeships are engaged in a program of work and training for at least 12 months. More than 600 traineeships have been started since 2004, with an overall completion rate of approximately 75 percent, comparing favourably with the national average for completions of around 50 percent.

In 2009/10, the number of correctional centres operating traineeships increased from 20 to 22 to include Wellington and Tamworth. During the year, the number of inmates engaged in a traineeship at any one time peaked at 180, with 136 inmates starting and 128 inmates successfully completing a traineeship. The year also saw an increase in the number of clerical traineeships. In addition, Corrective Services Industries provided work opportunities for trainees at the 22 correctional centres listed below.

Correctional Centres	Traineeship Qualifications	Corrective Services Industries and other workplaces
1 Berrima	Business Services (Business Administration) Certificate III	Clerical
2 Cessnock	General Construction Certificate II	Demountables
3 Cooma	Business Services (Business Administration) Certificate III	Clerical
	Textile Care (Laundry Operations) Certificate II	Laundry
4 Dillwynia	Business Services (Business Administration) Certificate III	Clerical
	Business Services (Business Administration) Certificate IV	
	Retail Operations Certificate II	Gloria Jean's Café
	Telecommunications (Customer Contact) Certificate II	Call Centre
	Transport and Distribution (Warehousing and Storage) Certificate II	Warehouse
5 Emu Plains	Agriculture (Dairy Production) Certificate III	Dairy
	Business Services (Business Administration) Certificate IV	Clerical
	Food Processing Certificate II	Milk Processing
	Transport and Distribution (Warehousing and Storage) Certificate II	Warehouse
6 Glen Innes	Horticulture (Parks and Gardens) Certificate II	Grounds Maintenance Community Projects
7 Goulburn	Furnishing – Furniture Making Certificate III	Furniture

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Correctional Centres	Traineeship Qualifications	Corrective Services Industries and other workplaces
8 Grafton	Business Services (Business Administration) Certificate III	Clerical
	Textile Care (Laundry Operations) Certificate II	Laundry
	Textile Fabrication Certificate II	Textiles
9 John Morony	Engineering Certificate II	Engineering
	Engineering – Production Systems Certificate III	
10 Kirkconnell	Business Services (Business Administration) Certificate III	Clerical
	Forest and Forest Products (Forest Growing and Management) Certificate II	Forestry
	Forest and Forest Products (Timber Manufactured Products) Certificate II	
	Furnishing – Furniture Making Certificate II	Furniture
	Horticulture (Landscape) Certificate II	Grounds Maintenance
11 Lithgow	Transport and Distribution (Warehousing and Storage) Certificate II	Warehouse
	Clothing Production (Complex and Multiple Processes) Certificate II	Textiles
	Automotive Services (Automotive Vehicle Body Paint Preparation) Certificate II	PSBU “Bumpers”
12 Mannus	Forest and Forest Products (Forest Growing and Management) Certificate II	Forestry
	Business Services (Business Administration) Certificate III	Clerical
13 Mid North Coast	Hospitality (Kitchen Operations) Certificate II	Food Services
14 MSPC 1 Long Bay	Textile Care – Dry Cleaning Operations Certificate II	PSBU “Dry Cleaners”
15 MSPC 2 Long Bay	Health Support Services (Laundry Support) Certificate II	Laundry
	Business Services (Business Administration) Certificate III	Clerical
	Textile Fabrication Certificate II	Textiles
	Food Processing Certificate II	Food Services
		Reg Boys Bakery
16 MSPC 3 Long Bay	Business Services (Business Administration) Certificate III	Clerical
	Food Processing Certificate II	Food Services
	Hospitality (Kitchen Operations) Certificate II	Long Bay Café
		Reg Boys Bakery
17 Parklea	Textile Care (Laundry Operations) Certificate II	Laundry

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Correctional Centres	Traineeship Qualifications	Corrective Services Industries and other workplaces
18 Silverwater	Engineering Certificate II	Engineering
	Food Processing Certificate II	Food Services
	Business Services (Business Administration) Certificate III	Clerical
19 Silverwater Women's	Business Services (Business Administration) Certificate III	Clerical
	Transport and Distribution (Warehousing and Storage) Certificate II	Warehouse
	Transport and Distribution (Warehousing and Storage) Certificate IV	
20 St Heliers	Business Services (Business Administration) Certificate III	Clerical
	Textile Care (Laundry Operations) Certificate II	Laundry
21 Tamworth	Business Services (Business Administration) Certificate III	Clerical
22 Wellington	Food Processing Certificate II	Food Services
	Textile Care (Laundry Operations) Certificate II	Laundry
	Engineering Certificate II	Engineering

## TAFE NSW

Correctives Services NSW has a Memorandum of Understanding (MOU) with TAFE NSW to provide inmates with vocational education and training equal to that provided by TAFE Institutes in the community. As part of this, both organisations work together to strengthen pathways for inmates to continue study and other training opportunities with TAFE NSW post-release.

In 2009/10, Corrective Services NSW provided \$1.965 million towards the TAFE NSW courses, including an allocation to cover TAFE teacher travel costs and security induction training. In addition, the Aboriginal Education and Training Directorate, Department of Education and Training contributed \$210,000 for TAFE courses to meet the needs of Aboriginal and Torres Strait Islander offenders.

In 2009/10, 16,623 hours of TAFE NSW courses were provided to inmates at all correctional centres, excluding Junee and Parklea, where services are not covered by the MOU. The following hours were allocated to specific offender groups:

TAFE NSW Course Delivery (Hours)		
Offender Groups	2008/09	2009/10
Aboriginal inmates	5,365	4,300
Young adult offenders	1,312	1,800
Female inmates	1,780	1,650
Inmates with an intellectual disability	620	650
Juvenile offenders (Kariiong Juvenile Correctional Centre only)	150	120

## Offender Management

### Pathways to Employment, Education and Training

The NSW Drug Summit funds Community Offender Services (COS) to deliver the Pathways to Employment, Education and Training (PEET) Program in partnership with TAFE for the period 2007/8 to 2010/11. The PEET program is designed to enable community-based offenders with past drug issues to develop the skills necessary to either enter employment or the adult education system. In 2009/10, 39 PEET programs were conducted through 23 COS District Office locations.

	Semester 2 2009 (June–December)	Semester 1 2010 (February–June)
Offenders enrolled	265	292
Completed the program	131	136
Obtained employment	29	19
Started further education	25	28
Intention to start further education or employment	60	70



### Nationally accredited short courses delivered by TAFE NSW in 2009/10

- Aboriginal Cultural Awareness
- Asbestos Sheet Removal
- Backhoe Loader Operations
- Construction
- Crane Operations
- Engineering
- First Aid
- Forklift Operations
- Horticulture
- Hospitality (including Responsible Service of Alcohol and Responsible Conduct of Gambling)
- Information Technology
- Landscape
- Mentoring in the Community
- Music Industry
- Nutrition Healthy Eating
- Occupational Health and Safety
- Parenting Skills
- Rigging/Dogman
- Rural Skills/Agriculture
- Skidsteer Loader Operations
- Small Business Management
- Textile Care
- Test and Tagging
- Transport and Distribution
- Visual Arts
- WorkCover NSW Construction Induction Certificate
- Work Cover NSW High Risk Work Licence

## Offender Management

### Linking back into the community

At the Bundaleer Community Offender Support Program (COSP) centre, a TAFE teacher comes in once a week to teach residents about banking, responding to mail and basic computer skills. Many of the Bundaleer residents are medium to high-risk offenders with disabilities, mild intellectual disabilities and dual diagnosis. Many have very poor literacy and numeracy skills. As a result, they tend to avoid filling out forms, doing their banking and reading correspondence from government and community agencies. As well as being vital life skills, the literacy and numeracy skills create opportunities for the residents to study other TAFE courses.

### Offenders with disabilities

Following reception screening, and at any stage of their custodial or community sentence or order, Corrective Services NSW staff can electronically refer offenders suspected of having a disability to the specialist Statewide Disability Services (SDS) unit. SDS provides a number of services to meet the additional support needs of offenders with disabilities in custody and the community. Referrals are also accepted from friends, lawyers, service providers or community members.

In 2009/10, 1,317 offenders were referred to SDS. The main reasons for referral are outlined below.

Reason for referral	Number referred	
	2008/09	2009/10
Suspected intellectual disability	676	<b>624</b>
Suspected cognitive disabilities	184	<b>249</b>
Suspected hearing impairment	85	<b>114</b>
Suspected vision impairment	57	<b>55</b>
Suspected mobility or physical impairment	209	<b>229</b>

In 2009/10, Corrective Services NSW operated four Additional Support Units (ASUs), which accommodate offenders who, because of their disability, require placement outside the mainstream correctional centre environment. Offenders are housed in the ASUs for assessment, general management or to participate in a specific program to address offending behaviour:

### Offenders from cultural and linguistically diverse backgrounds

In 2009/10, 234 offenders from cultural and linguistic diverse (CALD) backgrounds attended the AEVTI special education program. This course included Certificates 1, 2 and 3 in Spoken and Written English. CALD offenders also participated in adult basic education and vocational courses and in compendium programs including Aggression and Violence; Alcohol, Drug and Addictions; Cognitive Skills; Health Promotion; Readiness; Sexual Offending and, for female offenders, Mothering at a Distance and Out of the Dark.

In the community, offenders continued to participate in the Pacific Islander Program at Mt Druitt Community Offender Services. In 2009/10, 25 offenders participated in the 13 weeks program.

In 2009/10, the Vietnamese Offenders Drug and Alcohol Program continued to operate at Fairfield Community Offender Services. During this period, it was held three times, with 69 participants completing the program.

### Confidence in intellectually disabled workers

St John Ambulance Australia has awarded staff and inmates from Corrective Services Industries with certificates of appreciation for their work. Inmates with intellectual disabilities at the Metropolitan Special Programs Centre (MSPC) have been assembling first aid kits. They also assembled 30,000 food packs for fire fighters during the Victorian bushfires. On presenting the certificates, the Assembly Supervisor at St John's National Business Centre said that St John had gained confidence in the unit and decided to allocate it more work. "When St John was first approached by CSI we were a little wary," he said. "We were worried about your attention to detail, but you have proven excellent in your ability to manage this work. You have given us confidence to put more work your way."

### Aboriginal offenders

#### Two Ways Together initiative

Two Ways Together is the NSW Aboriginal Affairs Policy for 2003-2012. It responds to the findings of the Productivity Commission's *Overcoming Indigenous Disadvantage – Key Indicators 2003 Report*, and establishes a new framework for a wide range of government agencies to work with each other and with Aboriginal communities to improve the lives of Aboriginal people. Corrective Services NSW successfully applied for funding under the Two Ways Together initiative, receiving \$970,000 for 2008–12 across three locations, as follows:

- **Rekindling the Spirit (Lismore and Tabulam)**

Rekindling the Spirit targets Aboriginal men and women, and their families, providing a range of services to address the cultural needs of Aboriginal offenders, with specific attention to family violence, drug and alcohol abuse, and child abuse and neglect within the family. In 2009/10, 64 male and 16 female Aboriginal offenders started the program.

- **Yindyama La Family Violence Project (Dubbo)**

This project works with Aboriginal men, families and communities to address the issue of family violence in regional communities. Originally built on Aboriginal knowledge and experience, it was further developed by Corrective Services NSW in conjunction with the Dubbo Domestic Violence Co-ordinating Committee. Recruitment difficulties during the early 2009/10 were a barrier to implementation; however, the program recommenced in March 2010 with 11 offenders, and a further 14 offenders starting the program in June 2010.

- **Walking Together Project (Newtown/Redfern)**

Walking Together: Aboriginal Pathways is a nine-session group-based initiative enabling supervised Aboriginal male and female offenders to identify their strengths and engage with further education or vocational training. In 2009/10, 12 male and female offenders started the program.



#### Colourful welcome

A colourful mural painted by inmates from the Aboriginal and Torres Strait Islander (ATSI) cultural arts now welcomes visitors at the gate of St Heliers Correctional Centre. The mural recognises St Heliers traditional owners, the Wanaruah People. It also depicts the landscape and featuring animals that represent Aboriginal people from different areas that come to the Centre. The mural is bordered by a Dreamtime serpent, which is meant to accompany offenders on their journey from corrections into the community. While the inmates were painting the mural, they were also studying for certificates in ATSI Cultural Arts at the Hunter Institute of TAFE.

During the year, the Walking Together strategy was further enhanced by the Walking Together: Drug and Alcohol Addiction/Relapse Prevention program, comprising 12 two-hour group-based sessions designed to assist Aboriginal offenders to remain drug free. In 2009/10, 13 Aboriginal male and female offenders undertook this Relapse Prevention program.

## Offender Management

### Aboriginal/Torres Strait Islander (ATSI) attending Compendium Programs within Correctional Centres – July 2009 to June 2010

Accredited Program category	Accredited program name	Total occasions of service for Program	Total ATSI occasions of service	Total number of individuals in the Program	Total number of ATSI individuals in the Program	% of ATSI individuals in Program
<b>Aggression and Violence</b>	Anger Management – New Zealand	288	43	34	7	21%
	CALM – Controlling Anger and Learning to Manage it	2,743	861	186	66	35%
	Domestic Abuse program	829	445	65	35	54%
	VOTP – Assessment Phase	523	174	35	11	31%
	VOTP – Community Meeting	184	57	55	17	31%
	VOTP – Disclosure	95	29	21	6	29%
	VOTP – Life Patterns	247	71	22	8	36%
	VOTP – Maintenance	294	26	72	11	15%
	VOTP – Motivation Enhancement	44	8	21	5	24%
	VOTP – Non-criminal thinking	231	68	21	6	29%
	VOTP – Offence Cycle	102	30	14	4	29%
	VOTP – Relapse Prevention	94	26	21	5	24%
	VOTP – Treatment Induction	11	4	11	4	36%
	VOTP – Victim Empathy	252	60	99	19	19%
<b>Alcohol, Drugs and Addictions</b>	Alcoholics Anonymous	4,828	758	1,215	277	23%
	Criminal Conduct and Substance Abuse	4,479	1,592	150	49	33%
	Drug and Alcohol Addiction Program (DAPP)	1,673	334	234	55	24%
	Drugs – Impact on Dependence	2,107	427	153	29	19%
	Getting SMART	16,089	3,546	1,902	437	23%
	Narcotics Anonymous	1,064	217	409	94	23%
	Ngara Nura 01 : PEP	173	31	19	3	16%
	Ngara Nura 02 : AOD & GA	413	52	48	6	13%
	Ngara Nura 03 : Preparation for Process	326	37	37	5	14%
	Ngara Nura 04 : Managing Anger	174	23	26	4	15%
	Ngara Nura 07 : Throughcare Planning/Self Check	55	12	19	4	21%
	Relapse Prevention – RPP	168	65	35	16	46%
	SMART Recovery Maintenance Groups	2,162	273	499	78	16%
	The Best Bet – is the one you don't have	1,559	157	182	18	10%



## Offender Management

# 2017

Accredited Program category	Accredited program name	Total occasions of service for Program	Total ATSI occasions of service	Total number of individuals in the Program	Total number of ATSI individuals in the Program	% of ATSI individuals in Program
<b>Cognitive Skills</b>	Life Management	589	146	173	46	27%
	Think First	843	98	50	12	24%
<b>Community Engagement</b>	Hey Dad	117	43	17	6	35%
	Hey Dad – Aboriginal	40	20	8	4	50%
	Nexus	1,381	257	728	149	20%
	Responsibilities and Rights	59	12	58	11	19%
<b>Health Promotion</b>	Health Survival Program	1,325	362	1,178	329	28%
	Peer Supporter Program	128	1	27	5	19%
<b>Readiness</b>	Managing Emotions (Men's version)	1,872	358	262	62	24%
	Managing Emotions (Women's edition)	892	138	120	24	20%
	Motivational Enhancement	125	24	113	19	17%
	Personal Effectiveness – 1 Communication	979	246	271	54	20%
	Personal Effectiveness – 2 Mental Fitness	251	60	54	17	31%
	Personal Effectiveness – 3 Working in Groups	280	73	135	26	19%
	Personal Effectiveness – 4 Self and Others	680	124	221	37	17%
	Seasons for Growth	239	67	52	16	31%
	The R Program	354	44	275	36	13%
<b>Sexual Offending</b>	Sex Offender Program – CUBIT	3,072	426	88	16	18%
	Sex Offender Program – Maintenance	295	52	52	10	19%
	Sex Offender Program – Preparatory	681	20	62	6	10%
<b>Women Offender Programs</b>	Mothering at a Distance	60	16	7	2	29%
	Women's DV program – Out of the Dark	318	83	60	17	28%
<b>Total</b>		<b>55,787</b>	<b>12,096</b>	<b>9,616</b>	<b>2,183</b>	<b>23%</b>

## Offender Management

### Legal status of full-time custody offenders<sup>1</sup> held as at 30 June 2009 by Aboriginality<sup>2</sup> and Gender

Legal Status	Aboriginal/Torres Strait Islander		Non-Aboriginal/Torres Strait Islander		Aboriginality Unknown		Total	
	Male	Female	Male	Female	Male	Female	Male	Female
Full-time sentence	1,509	165	5,236	345	108	7	6,853	517
Forensic patient	8	5	36	2	–	–	44	7
Fine Default	–	–	–	–	–	–	–	–
Periodic Detention	75	6	639	66	5	1	719	73
<b>Total – Sentenced</b>	<b>1,592</b>	<b>176</b>	<b>5,911</b>	<b>413</b>	<b>113</b>	<b>8</b>	<b>7,616</b>	<b>597</b>
Appellant	72	8	225	23	6	1	303	32
Remand/Trial	482	52	1,667	151	234	22	2,383	225
Awaiting Deportation	–	–	–	–	–	–	–	–
Awaiting Extradition	–	–	4	–	–	–	4	–
Civil Prisoner	–	–	–	–	–	–	–	–
<b>Total</b>	<b>2,146</b>	<b>236</b>	<b>7,807</b>	<b>587</b>	<b>353</b>	<b>31</b>	<b>10,306</b>	<b>854</b>

<sup>1</sup> Includes offenders held in gazetted correctional centres, transitional centres, court cells and periodic detention centres.  
Note that definition has been amended from previous years.

<sup>2</sup> Aboriginality as self reported on reception into custody.

## Offender Management

# 2017

### Number of inmates in NSW Custody<sup>1</sup> as at 30 June by Aboriginality<sup>2</sup>

	Full time custody				Periodic detention			
	Non-Aboriginal/Torres Strait Islander		Aboriginal/Torres Strait Islander		Non-Aboriginal/Torres Strait Islander		Aboriginal/Torres Strait Islander	
	Male	Female	Male	Female	Male	Female	Male	Female
1990	4,682	306	515	35	757	43	28	1
1991	5,048	287	578	47	1,050	54	35	4
1992	5,331	287	567	43	1,157	62	32	6
1993	5,440	265	647	40	1,146	52	38	4
1994	5,383	261	717	59	1,155	85	47	4
1995	5,297	268	773	46	1,212	84	58	11
1996	5,126	272	803	66	1,249	92	75	8
1997	5,206	293	851	61	1,336	112	83	15
1998	5,214	288	903	84	1,134	97	91	13
1999	5,749	354	1,083	107	962	103	69	6
2000	5,809	371	1,068	99	1,024	96	71	11
2001	6,133	412	1,126	130	892	70	75	8
2002	6,064	387	1,276	149	744	61	70	8
2003	6,210	380	1,355	149	676	52	48	11
2004	6,611	447	1,377	152	640	55	43	4
2005	6,912	453	1,472	168	734	62	49	10
2006	6,745	470	1,705	210	622	51	42	9
2007	7,073	491	1,779	214	615	67	67	12
2008	7,271	508	1,866	214	567	53	64	6
2009	7,516	551	2,071	230	644	67	75	6

<sup>1</sup> Includes offenders held in gazetted correctional centres, transitional centres, court cells and periodic detention centres.  
Note that definition has been amended from previous years.

<sup>2</sup> Aboriginality as self reported on reception into custody.

## Offender Management

### Female offenders

Women form seven percent of the total number of offenders in NSW correctional centres, of that number, 35 percent are Indigenous.



#### Bringing mothers and children closer together

In April 2010, Corrective Services NSW began piloting the Storytime project at Emu Plains Correctional Centre. As part of this program, female inmates record bedtime stories for their children. The project fosters a closer maternal relationship and also provides a strong incentive for female inmates to improve their literacy. A copy of the CD which features a label with a photo of the mother is sent to the child's carer together with the story book.

One of the inmates, who recorded a story for her five year-old daughter, described the project as "wonderful".

"My daughter can listen to my voice whenever she is missing me. I got teary at the beginning and end of the recording, but it has given me a better bond and greater communication with her", she said.

As part of the project, SHINE for Kids also sends out a children's activity pack with a stamp-addressed envelope for the child to write or draw a message to their mother in custody.

### Education

In 2009/10, 52 percent of female offenders participated in education and vocational training programs, a two percent increase on the previous year. Educational programs aim to restore women to society with the confidence to gain meaningful employment and/or further educational and training opportunities, thereby reducing recidivism. Many of the programs for women have an emphasis on developing community networks, and a greater understanding of the role of the individual in the community.

### Mothers and Children's Program

Corrective Services NSW operates a Mothers and Children's program, which is supported by SHINE for Kids. This program provides a range of options for female inmates who wish to assume an active parenting role. The guiding principle of this program is the best interest of the child, so all decisions about participation are made according to that criterion. Participant mothers are offered offence-specific programs, as identified in the women's individual case plans, and are helped to acquire the skills for successful re-integration back into the community. They are also assisted in building future community support networks for them and their children.

In 2009/10, Corrective Services NSW received 71 referrals from female offenders expressing an interest in participating in the program. Over half the applicants were pregnant. Following assessment, 16 women were approved to participate in the full-time and occasional care programs.

In 2009/10, 21 children and ten mothers participated in the full-time residential program, while occasional residence participants included ten mothers and 11 children. Two of the permanent care children attended pre-school in the local community.

In 2009/10, the Sydney West Area Health Service continued to run an early childhood health clinic for participants, with child and family health nurses conducting incremental age, health and development checks and screening mothers for post-natal health issues. The nurses also provided information, education, support and advice about breastfeeding, parenting, immunisation and other relevant community and specialist services post release.

To promote the program, posters, a DVD and a new brochure were developed for distribution to relevant correctional facilities.

### Programs for Aboriginal and Torres Strait Islander women

In 2009/10, Corrective Services NSW provided specific programs for Indigenous women in custody, including cultural awareness, arts and craft and parenting courses. The percentage of Indigenous women participating in these and mainstream programs increased to 1,220 in 2009/10 from 1,166 in the previous year.

### Young adult offenders

Corrective Services NSW has a Young Adult Offender Strategic Framework 2009-2012, with the objective of reducing the recidivism rates of young adult offenders.

### Young adult female offenders

In 2009/10, the Young Adult Female Offender Steering Committee continued to develop a program pathway, resulting in Women's Adventure-Based Challenge programs being delivered to 83 young female offenders.

In addition, a multi-purpose accommodation building, Kookaburra Cottage, was built at Oberon Correctional Centre to house female offenders participating in the adventure-based challenge at Oberon. The Steering Committee is currently in the process of establishing a statistical research tool to assist in the evaluation of the program and measuring the recidivism rates of young female offenders.

### Gurnang Life Challenge

In 2009/10, the Gurnang Life Challenge, which is part of the wider specialised program for young adult males, continued to deliver young adult offender program interventions. The Challenge has 13 intakes per year, with 17 offenders participating on each program. In 2009/10, Corrective Services NSW established a work release program to provide work opportunities for Gurnang Life Challenge graduates who have attained a C3 minimum security classification.

### Satellite programs

Corrective Services NSW continues to deliver shortened versions of the interventions used in the specialised program as satellite programs, ensuring greater access for young adult offenders.



### Offenders with a risk of suicide or self-harm

Following reception screening, and at any stage of their sentence, offenders can be identified as at risk of suicide, self-harm or having a diagnosed mental disorder. These offenders are made a priority for assessment and intervention. Male and female offenders with mental disorders are assessed and treated in the Mental Health Assessment Unit at the Silverwater Correctional Complex.

Having introduced a computer-based process for reception screening in April 2009, Corrective Services NSW now has a snapshot of the at-risk individuals received into custody. During the period May 2009 to April 2010, 28,629 individuals were received into correctional facilities or court cells operated by Corrective Services NSW. Of the 13,793 released from the court cells on bail, 20 percent were identified as having an indicator for a mental disorder or risk of suicide or self-harm. Of the 14,836 received at correctional centres, 39.9 percent were identified as having an indicator for a mental disorder or risk of suicide or self-harm.

In 2009/10, the newly refurbished Mum Shirl Unit began trialling an intervention based on Dialectical Behaviour Therapy for self-harming female offenders. This was in addition to the two Acute Crisis Management Units for male offenders assessed as at acute risk of suicide.

## Offender Management

### Compulsory drug treatment

The Compulsory Drug Treatment Program provides comprehensive drug treatment and rehabilitation to convicted male offenders who have repeatedly committed crimes to support their drug dependence. The three stage program, which is unique in Australia, is an interagency project between NSW Drug Court, Justice Health and Corrective Services NSW.

- Stage 1:** Secure detention at the Compulsory Drug Treatment Correctional Centre for at least six months to address physical and mental health needs and complete therapeutic programs.
- Stage 2:** Semi-open detention with community access for at least six months with access to education, employment and social programs.
- Stage 3:** Community custody with ongoing supervision from Corrective Services NSW and the Drug Court with support from community-based agencies until eligible for parole.

Since August 2006, 140 offenders have received a Compulsory Drug Treatment Order.

In July 2010, an independent evaluation of 109 participants by the NSW Bureau of Crime Statistics and Research (BOSCAR) revealed:

- 84 percent of participants wanted assistance for drug-related problems;
- 96 percent understood what was expected of them.

Of 14,529 urine drug tests conducted, 96 percent were found to be drug-free and only 1.8 percent were found to be positive for illicit drugs.

Corrective Services NSW, in partnership with Deakin University, received an Australian Research Council Linkage Grant to conduct an outcome study. This evaluation will expand on the BOSCAR findings using a larger sample, providing a comparison group over a longer timeframe (2006-2013).

### Drug and Alcohol Addiction Program and Relapse Prevention Program

The NSW Drug Summit funds Community Offender Services (COS) to deliver the Drug and Alcohol Addiction Program (DAAP) and Relapse Prevention Program (RPP) for the period 2007/08 to 2010/11.

Both programs are predicated on 'what works' in reducing offending research, based on the premise that interventions targeting those at higher risk of recidivism have greater impact. The programs, which are designed for offenders with addiction/dependency issues, actively teach new skills and motivate offenders to participate.

In 2009/10, 17 facilitators were trained to deliver the programs. Four of each program were run at six Community Offender Services District Office locations, with 101 offenders participating. Of these, 67 percent successfully completed their program.

### Creating a rehabilitative correctional environment

Corrective Services NSW is committed to creating and maintaining a humane and rehabilitative correctional environment. This includes providing access to legal, psychological, medical and other services, providing opportunities for family visits and visits from children, acknowledging and providing for cultural and religious needs and providing access to appropriate recreational activities such as creative arts and sports. It also means providing access to offence-related programs that reduce the risk of re-offending, including education and training, and meaningful employment.

### Cleaning up Lake Macquarie

For ten years, offenders have been picking up litter and collecting discarded rubbish from the streets of Lake Macquarie. In exchange, Lake Macquarie City Council provided a ute and created a full-time position to supervise the offenders, who now also remove excess seaweed from the lake's shores. Now, the Council is planning to expand its street beautification program by providing an additional vehicle and supervisor. The clean-up program has been a huge saving for the Council and ratepayers. The partnership has also enabled Corrective Services NSW to secure job placements for offenders who require more intensive supervision.

### Access to communications

In 2009/10, Corrective Services NSW began upgrading and standardising the offender telephone system to improve capacity for offenders to keep in contact with family and friends, legal practitioners and services agencies.

### Access to legal assistance

Corrective Services NSW facilitates a legal education program by providers including Legal Aid NSW, community legal centres, Aboriginal Legal Service, Tenant Advocacy and Financial Counselling groups. In 2009/10, these information sessions were augmented by a comprehensive legal information intranet site developed in partnership with the NSW Legal Assistance Forum. The site includes plain English information on a range of topics, such as police and the courts, family law, wills and guardianship, money matters, visa deportation and transfers.

### Access to well maintained offender library facilities

Centrally managed libraries within correctional centres provide workplace, educational and recreational information and resources for all inmates. In 2009/10, a new library was commissioned for the South Coast Correctional Centre and new libraries were set up at the new Community Offender Support Program (COSP) centres as they were opened.

In 2009/10, 37 percent of new items sent to inmate libraries were supplied by donations, a 40 percent increase on the previous year. In addition, the Aboriginal Land Council voted to donate \$5,000 worth of books to the libraries and to assist in negotiating increased discounts with publishers of Indigenous materials.

### Access to computers

Corrective Services Industries has a repair and recycle computer shop at Parramatta Correctional Centre, which produces 'green' computers for inmate usage. By June 2010, there were 1,137 inmate computers spread across all centres, an increase of 65 percent since this project started in late 2006.

The 'green' computers are supported by a centrally controlled secure network, which delivers applications and monitors inmate computer usage. Programs installed on inmate computers include interactive learning programs, educational and cultural resources, and the newly developed legal information portal.

### Access to physical and cultural activities

In 2009/10, inmates were provided with opportunities for regular physical activity in gyms and on ovals. Musical instruments such as guitars and recreational art programs were provided in many centres. Family days and cultural celebrations such as Waitangi Day and National Aboriginal and Islander Day Observance Committee (NAIDOC) celebrations were regular events in all correctional centres.

## Offender Management

### Restorative Justice Unit

In 2009 the Restorative Justice Unit celebrated 10 years of restorative practices in Corrective Services NSW.

To date the Restorative Justice Unit has facilitated 145 restorative practices following extensive assessment, preparation and followed by debriefing, support and referral. The Unit regularly facilitates processes involving people who have been impacted upon by murder, manslaughter, dangerous driving occasioning death, assaults occasioning actual and grievous bodily harm and aggravated robbery.

The Restorative Justice Unit is the main point of contact in Corrective Services NSW and the provider of support, information and services for victims of crime. Regular liaison also takes place with victim support and advocacy groups, including key agencies such as the Homicide Victims Support Group, the Enough is Enough Antiviolence Movement, the Victims of Crime Assistance League and the group Homicide Survivors Support after Murder.

The Unit is also the liaison point with other government and community agencies that provide victims of crime with information, support or services at all stages of their engagement with the criminal justice system. Close contact is maintained with the Victims Services and Crime Prevention divisions of Department of Justice and Attorney General, the Office of the Director or Public Prosecutions, NSW Juvenile Justice and Justice Health.

The Restorative Justice Unit provides programs and services which address the needs of victims of crime and encourage offenders to accept responsibility for their offending behaviour. Offenders assessed as suitable for involvement and the victims of their offences can voluntarily participate in a dialogue to discuss ways of repairing some of the harm resulting from those offences.

Conferences are conducted in respect to offences for which the offender is already either in custody or under the supervision of Corrective Services. Whilst this program aims at facilitating a consensus about how to reduce the harm caused by the offending, the primary aim of the process is to address unresolved issues and to provide a process for transforming the conflict generated by criminal behaviour, healing people affected by the crime, enhancing human relationships and reintegrating offenders into the community.

### Restorative justice helps victims and offenders

When Suzy and her partner walked into a Restorative Justice conference, they didn't know what to expect. Both had been deeply affected by the robbery in their home. Despite installing deadlocks, Suzy now felt unsafe and 'on guard' all the time, and refused to go into the front rooms of her house where the burglar had entered. Pam, who had committed the offence, and her husband (attending as her support person) listened to their story. They heard about the trauma Suzy experienced and the couple's increased home insurance premiums. Then it was Pam's turn. She spoke about what had led her to offend. She said how sorry she was to have done what she did. Pam's husband spoke of his and her parents' commitment to supporting his wife in any way they could. After lengthy discussion, Suzy and her husband forgave Pam. Suzy and Pam agreed to communicate through the Restorative Justice Unit in a year's time, so Suzy could keep track of Pam's progress. Immediately after the conference Pam asked if there were any more people that she had offended against and has since participated in an indirect mediation with another of her victims.



## Encouraging healthy life styles

In 2009/10, offenders had access to information, programs, services and resources that promote the benefits of healthy life style choices and reduce the harm caused by drug use. Corrective Services NSW continued to supply condoms and disinfectants to reduce the risk of transmission of blood borne and sexually transmitted infections such as HIV/AIDS, Hepatitis C and Hepatitis B in correctional facilities. In addition, a wide range of information resources, including the Hepatitis Review and Transmission Magazine, were distributed in correctional centres. During the year, the Health Survival Program was extensively revised and is being produced as a DVD to enable a greater number of opportunities for delivery.

## Engagement with local community and opportunities where offenders are involved in local community projects

Corrective Services NSW organises and supervises community work programs to provide offenders with opportunities to develop social, interpersonal and work-related skills to enhance their integration back into the community. These projects, which are never at the expense of local jobs, also provide reparation to the community. Typically, they involve improving community amenities or assisting community organisations.

In 2009/10, NSW inmates were involved in:

- ground maintenance at local cemeteries, churches, schools, war memorial sites, fetes, go-kart tracks, police boys' clubs, showgrounds and race courses, scout halls and playgroups;
- debris clearing, including foreshore and flood clean-ups, Clean up Australia Day activities, riverbank clean-ups and landscaping work;
- gardening, including weed removal, planting native gardens, tree plantings and lawn mowing for elderly citizens;
- cutting fire breaks and containment lines around domestic properties;
- property improvement including footpath paving, road gutter cleaning, fencing, painting community buildings and painting of murals on bridges.



## Marvellous maintenance

Twice a week, offenders on Community Service Orders (CSOs) carry out maintenance work around the Gunnedah district. Their work is becoming increasingly useful, with more local councils and community groups beginning to rely on the CSO team. In the last five months of 2009/10, seven offenders completed more than 1,500 hours of garden maintenance and landscaping around Quirindi. The CSO workers also performed ground maintenance work at Barraba and general ground maintenance for the Coonabarabran Jockey Club, receiving accolades from the benefiting communities and in the local paper.

## Offender Management

In addition, Mobile Outreach Program teams worked on projects within national parks, including protecting culturally-sensitive areas; protecting native flora and fauna; and harvesting seed and native plant propagation for the revegetation of national parks.

In 2010/11, new projects will include inmates from the South Coast Correctional Centre renovating the historic Crookhaven Lighthouse and 100 construction jobs on the expansion of Cessnock Correctional Centre. These jobs will help to forge closer links with local industry, with a view to creating employment opportunities for apprentices.

### Winning a Premier's Public Sector Award

In November 2009, the Pups in Prison Program at Kirkconnell Correctional Centre was the joint winner in the Engaging with the Community category of the Premier's Public Sector Awards. The program, which has been operating at Kirkconnell since 2002, supports Assistance Dogs Australia. As well as assisting people with disabilities, the program helps to reduce re-offending behaviour by giving inmates valuable work skills.

### Community service supports aged care

For ten years, people on Community Service Orders (CSOs) have been assisting in the kitchen at a Sutherland aged care facility. Thanks to their hard work, the facility received, an A-rating in food safety standards, following a NSW Food Safety Authority audit in March 2010. The Residential Manager said the organisation would not have achieved such a high rating without CSO assistance. "The CSO workers are extra pairs of hands," she said. "They assist my staff by cleaning the kitchen, wiping down benches, preparing food and cleaning dishes." She also described the team of CSO workers as very helpful. "Our residents enjoy talking to them."

## Corrective Services Industries

In 2009/10, Corrective Services Industries (CSI) continued to provide real work opportunities in 95 commercial business units and 58 service industries within 27 correctional centres. In doing so, it supported the operation of correctional centres making them self-sufficient in food services, laundry operations, inmate buy-up requirements, centre hygiene and ground building maintenance.

During the year, CSI established the Nurra Warra Umer business unit for up to 20 Aboriginal maximum security inmates at Goulburn Correctional Complex, providing them with opportunities in Aboriginal artefact production, cultural awareness and education.

It also increased real world work opportunities for inmates with intellectual disabilities at a range of correctional centres including Goulburn Correctional Complex and Parramatta, Dillwynia and Mid North Coast Correctional Centres, the Metropolitan Remand and Reception Centre and the Metropolitan Special Programs Centre.

In addition, CSI expanded its environmental initiatives by introducing a green disinfection system for its laundry operations, adding new worm farms to process waste and paper, and recycling metals, plastics and cardboard at all correctional centres.

In conjunction with the Adult Vocational Education and Training Institute (AEVTI), CSI also continued to focus on increasing the number of inmate traineeships and work opportunities in the community for inmates upon their release. This included adding new information on post-release employment and inmate traineeships to its redesigned website.

CSI also continued to roll out its Business Management Operating System, which is improving accountability, reducing waste and increasing financial performance in 22 of its commercial business units.

## Offender Management

### Commercial Performance

In 2009/10, CSI provided sales of \$64.0 million compared to the previous year's \$57.7 million with a gross return to Corrective Services NSW of \$25.7 million.

Year	Sales	Gross Contribution (Trading Profit)
2005/06	\$49.6m	\$18.6m
2006/07	\$51.0m	\$18.7m
2007/08	\$54.9m	\$22.1m
2008/09	\$57.7m	\$21.5m
<b>2009/10</b>	<b>\$64.0m</b>	<b>\$25.7m</b>



### Shear hard work

For two weeks, they travelled more than 200 kilometres to work in a wool shed where, on some days, the temperature exceeded 47 degrees. Despite the heat, eight inmates from the Ivanhoe Warakirri Centre completed the basic shearing and wool handler course in November 2009. The selected minimum security inmates attend the two week TAFE course at the Shear Outback complex in Hay. As a sign of the community support, the Hay Local Aboriginal Land Council provided the use of the Glen Hope Homestead where the inmates from Ivanhoe with a correctional officer and overseer stayed. After completing the two week course, the inmates were able to shear up to 15 sheep a day. A number of inmates commented on how much the course would help them with future employment opportunities on their release.

### Correctional Industries Consultative Council of NSW

The Correctional Industries Consultative Council of NSW (the Council) is an integral part of correctional industries. During 2009/10, members of the Council represented the NSW Business Chamber, Unions NSW, Australian Industry Group and the NSW community. The Council also included Corrective Services NSW staff including two as ex-officio members. The Council is appointed by the Minister for Corrective Services and approved by Cabinet.

The role of the Council is to ensure that Corrective Services Industries (CSI) do not adversely impact on other businesses and in particular community employment. The Council also oversees the maintenance of a formal grievance handling system that is available on CSI website: [www.csi.nsw.gov.au](http://www.csi.nsw.gov.au)

During 2009/10, representations from private businesses were again at a low level. This is a direct result of the organisational and grievance handling arrangements covering the development and operation of correctional industry programs in NSW, and the continuing commitment of the members of the Council.

The Council met at a number of correctional centres during 2009/10 which gave members a good appreciation of the challenges facing CSI. Cabinet approved the appointment of the community representative and a new representative from NSW Business Chamber following the passing of Patrick Donovan AM RFD ED, a highly respected member of the Council for over four years.

The Council maintained oversight of occupational health and safety practices and performance within CSI. The Council again noted that CSI performed better than its private sector counterparts in relation to workplace injuries when compared to the workplace injury statistics provided by Work Cover in similar industries. Staff and offenders are to be congratulated for their efforts.

## Offender Management

The Council's activities in 2009/10 included:

1. Approval of seven business development opportunities that have the potential of providing employment for over 230 offenders. These were related to import replacement, new opportunities and opportunities where there was a shortage of skilled labour.
2. Continued focus on the provision of offender employment through self-sufficiency projects including the maintenance of correctional centres and the continued expansion of CSI's Buy-Up scheme to an increased number of Corrective Services NSW correctional centres.
3. Establishment of a business unit at St Heliers Correctional Centre for the purpose of constructing transportable homes for Aboriginal communities in remote areas. These transportable homes will be constructed by Aboriginal inmates on construction traineeships. The project is supported by the Minister for Aboriginal Affairs, the Minister for Housing, the Aboriginal Housing Organisation, Construction Forestry, Mining and Energy Union (CFMEU), Department of Education, Employment and Workplace Relations (DEEWR) and Corrective Services NSW.
4. Significant input in the design of the CSI website related to the operation of the Council, resettlement and reintegration and inmate traineeships.
5. Assistance in setting the protocols which have been accepted by the relevant unions and companies within the laundry/dry cleaning sector and approval by the Commissioner of Corrective Services NSW for the establishment of a commercial laundry at the Long Bay Correctional Complex that will focus on providing trained operators to the community.
6. Encouraging CSI to maintain its focus on developing and establishing industries (using modern equipment) that are relevant to the community in those fields where there is a known skills shortage.
7. Monitoring of the basic education, vocational education and training opportunities and the number of offender traineeships.

## Inmate employment

	2005/06	2006/07	2007/08	2008/09	2008/09 National average	2009/10
Inmates employed	5,297	5,282	5,469	5,561	Not applicable*	5,569
% of eligible inmates employed	74.03%	78.66%	80.57%	75.93%	74.80%	76.92%

\* There is only a national standard for the percentage of eligible inmates employed as the Australian jurisdictions vary greatly in size and a comparison of actual inmate numbers would be misleading.

In 2009/10, CSI remained at the forefront of Australia's correctional industry programs, achieving 83 percent employment of the total available inmate population. This is substantially higher than the Australian national benchmark of 65 percent.



### Greyhounds as pets

Ex-racing greyhounds now have a chance of a happy retirement thanks to the Greyhounds as Pets program, a joint venture between Corrective Services and Greyhound Racing NSW at the Dillwynia Correctional Centre. The program aims to find homes for retired greyhounds after care and training by female inmates at Dillwynia. The inmates are required to care for the dogs and complete units in a TAFE animal welfare course over eight weeks. Inmates say participation in the program gives them a sense of responsibility and accomplishment.



## Goal: Effective arrangements during times of transition from community to custody and from custody to community

### Number of visits from family/friends

	2005/06	2006/07	2007/08	2008/09	2009/10
Visits	213,254	212,533	202,209	202,890	214,746
Rate per 100 prisoner	23.41	22.45	20.98	20.15	20.74

### Facilitate visits with families and friends and other contact services

#### Opening a new Visits Centre at Silverwater

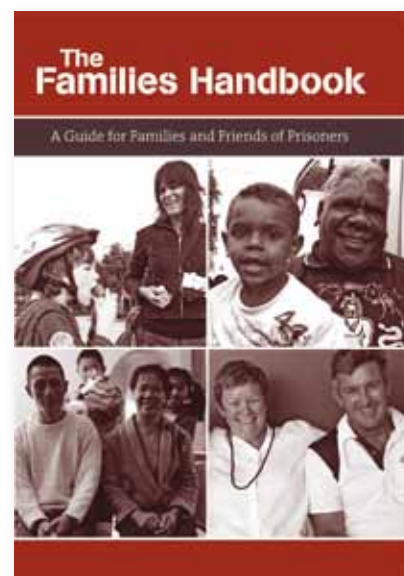
In June 2010, Corrective Services NSW opened a new \$5 million Visits Centre at Silverwater Women's Correctional Centre, the largest correctional centre for females in NSW. The new Visits Centre provides a purpose-built area for scheduled visits by family and friends, two separate contact visits rooms, a non-contact visits area, an outdoor children's play area, a mothers' feeding/sitting area and nappy changing room, four legal visits rooms and a legal interview room.

#### Developing a handbook for families

In May 2010, Corrective Services NSW launched *The Families Handbook – A guide for Families and Friends of Prisoners*, which was produced in collaboration with the Community Restorative Centre (CRC). The handbook details the range of services available to friends and relatives of inmates when a family member is arrested, remanded, appears in court, is incarcerated or returns to the community.

#### Communicating with families

In 2009/10, staff and residents at Balund-a produced a bi-monthly newsletter for the families of residents, the wider Tabulum community and various government agencies. The newsletter allows residents to show their families and the wider community what they are achieving at Balund-a.



#### A smooth transition

Corrective Services NSW has produced a DVD to encourage more female offenders to apply for transfer to a transitional centre in the last three to 18 months of their sentence. Transitional centres support female offenders to prepare for reintegration to the community. In the centres, staff are case workers not officers, and do not wear a uniform. They link residents with community-based services such as health, housing and employment. The results are often inspiring, such as the former Aboriginal resident who went on to become a radio broadcaster.

## Offender Management

### Programs to enhance re-integration after release from custody

#### Improving employment prospects

In 2009/10, Corrective Services NSW continued to provide inmates with opportunities to learn and practice skills that will assist them in securing employment post-release. In many cases, this involved inmates working to service or construct correctional centre facilities, saving tax payer money while also instilling job-ready skills. Such projects included inmates working at:

- Dillwynia Correctional Centre, where they learn barista skills at a Gloria Jean's Café in the visits area;
- Oberon Correctional Centre, where 25 of them spent six weeks bricklaying, concreting, gyprocking, tiling and roofing a new multi-purpose unit;
- Long Bay Hospital, where seven spent six months expertly refurbishing the activities area, gaining fabrication, welding, carpentry, plumbing, painting, concreting and tiling skills whilst working on the project.

In addition, Corrective Services NSW offered a wide range of vocational opportunities including animal handling through the RSPCA NSW's dog and horse rescue schemes, and shearing and wool handling.

By the end of 2009/10, production and employment at the sawmill at Glen Innes Correctional Centre had doubled as a result of negotiations with Forests NSW for a five year supply agreement. The sawmill provides inmates with qualifications and contributes to the local economy at the same time.



#### Re-educating man's best friend

The Dog Rehabilitation Program is a joint venture based on a Service Partnership Agreement between the Chief Executive Officer of the RSPCA NSW and the Commissioner of Corrective Services NSW. The Program gives selected minimum security inmates an opportunity to learn pet industry-related vocational skills which can help them find employment after their release from custody.

Inmates who have been selected for participation in the Program complete nationally recognised qualifications so they can train, exercise and care for dogs rescued by the RSPCA NSW. When a dog responds well to the Program, and once the dog is considered safe and healthy, the RSPCA NSW will arrange for the dog to be adopted as a well-behaved pet.



### Building independent living skills

In May 2010, Corrective Services NSW opened a new cottage at Nunyara, a COSP facility in the grounds of the Long Bay Correctional Complex. Wattle Cottage is a free-standing five bedroom cottage, which helps well-performing Nunyara residents enhance their independent living skills.

### Number of residents from Community Offender Support Program (COSP) centres with stable accommodation arrangement

COSP centre	Number of Residents in program 2009/10	Residents obtain stable accommodation as per exit and resettlement plan	
		Number	%
Swanson Lodge	88	73	83%
Nunyara	92	53	58%
Boronia	54	24	44%
Bundaleer	108	55	51%
Campbelltown	99	33	33%
Cooma	6	1	17%

### Partnerships with other government and non-government agencies ensuring community support for offenders and to meet re-settlement needs

#### Housing and Human Services Accord

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

In 2009/10, projects under this Accord included shared access operating agreements and the new Parolee Support Initiative (PSI) for offenders with intellectual disabilities who are at risk of homelessness and re-offending.

During the year, shared access operating agreements were operational at Nowra, Gosford, Newcastle and Bathurst. The PSI project was extended from Liverpool/Fairfield to include the Parramatta/Granville area, where it continued to receive strong support from all partner agencies, achieving better and more successful interagency collaboration and case management of mutual clients. The PSI, which is funded until 30 June 2011, is being evaluated.

### Making a positive change

Since opening two years ago, the Boronia Community Offender Support Program (COSP) centre at Emu Plains has successfully returned almost half of its residents to the community. COSP residents are referred to specific programs to address individual offending behaviour. They are also linked to community service providers, such as Housing NSW, as well as health and mental health services, and counselling programs for gambling, alcohol and drug abuse. These programs and links allow the women to gain the skills and support networks to function in the community, without reverting back to offending behaviour.

## Offender Management

### Community Funding Program

The Community Funding Program (CFP) allocates funding to community-based non-profit organisations that provide support services to offenders, former inmates and their families. The CFP is a key element in delivering the Corrective Services NSW Throughcare Strategy, with funded agencies often involved in the case management process from entry point into the correctional system through to optimising post-release opportunities in the community.

In 2009/10, the following agencies were allocated CFP funding:

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

### Victims program

In 2009/10, Corrective Services NSW allocated \$500,000 from Corrective Services Industries income to:

- **Victims of Violent Crime Grants Program** – funding 36 agencies to carry out a range of projects including producing and distributing resources State-wide to general practitioners to assist in identifying and responding to abuse of older women.
- **Victim Awareness Project** – funding the Enough is Enough Anti-Violence Movement Inc to offer its “R” Program in NSW correctional centres. The “R” Program explores the three themes of responsibility, rehabilitation and reintegration with offenders. The program encourages inmates to accept responsibility for their crimes and gives them an appreciation of the damage caused by crime on the victim, the victim’s family and friends. In 2009/10, Corrective Services NSW funded 38 presentations in 12 correctional centres with 494 inmates attending. The following funding has been provided:

Year	Amount (excluding GST)
2004/05	\$80,000
2005/06	\$82,000
2006/07	\$99,376
2007/08	\$98,014
2008/09	\$100,995
<b>2009/10</b>	<b>\$104,446</b>



### Child protection and child wellbeing

Corrective Services NSW has a Child Protection and Co-ordination Support Unit (CPCSU) responsible for implementing its Child Contact Assessment Policy (CCAP). CCAP requires inmates who have had a child victim to be assessed if they wish to have visits with children. The CPCSU also works closely with the NSW Police Force Child Protection Registry, providing it with information when prohibition orders are sought, and with many other agencies, including Housing NSW, SHINE for Kids and Community Services. For example, in 2009/10, the CPCSU received 746 Section 248 information exchange requests from Community Services.

In 2009/10, the CPCSU managed 2,188 intakes, providing case management, risk assessment advice and assistance to Corrective Services NSW staff and other agencies. In addition, 432 inmates were referred for review, processing and/or assessment. Of those referrals, 254 were seeking child visits. All were reviewed and 93 assessments prepared.

2009/10 also saw the development of new policies, following the State Government's Keep Them Safe initiatives. These policy changes were communicated via 37 training sessions throughout NSW, including in regional and remote areas.

In 2009/10, the CPCSU continued its representation on key committees to ensure children's wellbeing is a priority within offender management. These included the Families of Offenders Steering Committee, the Mothers and Children's Committee and the interagency Learning and Development Forum.

### Set in concrete

Male and female inmates at Wellington Correctional Centre have completed the backbreaking task of laying 400 metres of concrete in their respective sections, replacing the centre's clay pathways, which became slippery and dangerous in the wet. The concreting project was offered to inmates as a training course in which they could gain qualifications and certification to work on any building site. During the ten-week course, the inmates had to complete practical and study units based on building calculations, ratios and volume. Both male and female inmates were enthusiastic about gaining hands on experience. One inmate said: "The course left me feeling positive about myself." Others were glad to have completed something they felt was worthwhile.



## Offender Management

## Persons under Detention in each Correctional Centre – end June 2009 and 2010

	Population at 28 June 2009					Population at 27 June 2010				
	Remand <sup>1</sup>		Sentenced		Total	Remand <sup>1</sup>		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
Full-time custody <sup>2</sup>	2,339	229	7,302	563	10,433	2,480	212	7,101	571	10,364
Correctional centres <sup>3</sup>	2,275	214	7,292	534	10,315	2,415	209	7,097	537	10,258
<b>Bathurst</b>	111	5	441		557	73		459		532
- Main (Medium)	111	5	282		398	73		303		376
- X Wing (Minimum)			159		159			156		156
<b>Berrima</b>				75	75				69	69
<b>Brewarrina (Yetta Dhinnakkal)<sup>4</sup></b>								19		19
<b>Broken Hill</b>	16	3	59	1	79	17	1	58	6	82
- Main (Medium)	16		32		48	17		30		47
- X Wing (Minimum)		3	27	1	31		1	28	6	35
<b>Cessnock</b>	52		167		219	66		281		347
- Maximum	52		52		104	66		30		96
- Minimum			115		115			251		251
<b>Compulsory Drug Treatment</b>			65		65			51		51
<b>Cooma</b>			135		135			156		156
<b>Dawn De Loas</b>			276		276			266		266
<b>Dillwynia</b>		48		153	201		53		145	198
- Medium		48		126	174		53		117	170
- Minimum				27	27				28	28
<b>Emu Plains</b>		27		159	186		34		155	189
<b>Glen Innes</b>			150		150			144		144
<b>Goulburn</b>	77		459		536	102		405		507
- Main (Maximum)	72		310		382	102		287		389
- High Risk Management Unit <sup>5</sup>	5		31		36					
- X Wing (Minimum)			118		118			118		118
<b>Grafton</b>	57	2	188	17	264	38	3	195	13	249
- Main (Medium)	57		78		135	38		85		123
- C Unit (Minimum)			110		110			110		110
- June Baker Unit (Minimum)		2		17	19		3		13	16
High Risk Management <sup>5</sup>						1		33		34
<b>Ivanhoe (Warakirri)</b>			51		51			44		44
<b>John Morony I</b>			281		281	5		268		273

## Offender Management

# 2010

	Population at 28 June 2009					Population at 27 June 2010				
	Remand <sup>1</sup>		Sentenced		Total	Remand <sup>1</sup>		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
<b>Junee</b>	101	1	684	1	787	90	2	682		774
- Medium	101	1	545	1	648	90	2	543		635
- Minimum			139		139			139		139
<b>Kariong Juvenile</b>	20		13		33	17		19		36
<b>Kirkconnell</b>			248		248			231		231
<b>Lithgow</b>	50		269		319	55		268		323
<b>Long Bay Hospital</b>	90	2	215	5	312	131	1	87	2	221
- Aged Care and Rehabilitation Ward	2		8		10	3		11		14
- Medical Ward	9	1	15	1	26	4		10	1	15
- Psychiatric Unit	11	1	11	4	27	16	1	20	1	38
- Hospital Annexes <sup>6</sup>			3		3	1		4		5
- Area 2	68		178		246	107		42		149
<b>Mannus</b>			163		163			152		152
<b>Metropolitan Remand and Reception</b>	601		324		925	631		274		905
<b>Metropolitan Special Programs Centre</b>	127	14	789	1	931	144		725		869
Maximum Security	127	14	237	1	379	144		202		346
- Acute Crisis Management Unit	3		4		7	2		2		4
- Additional Support Unit (Maximum)	11		10		21	9		22		31
- Assessment Unit	50		49		99	41		58		99
- Kevin Waller Unit		14		1	15			9		9
- Medical Transit Unit	63		150		213	92		111		203
- Violent Offender Therapeutic Program <sup>7</sup>			24		24					
Minimum Security			552		552			523		523
- Additional Support Unit (Minimum) <sup>8</sup>								15		15
- Ngara Nura Program			24		24			61		61
- Other Programs			144		144			88		88
- Sex Offenders Unit			384		384			359		359
<b>Mid-North Coast</b>	135		465		600	111	8	417	16	552
- Medium	135		289		424	111		308		419
- Minimum <sup>9</sup>			176		176		8	109	16	133

## Offender Management

	Population at 28 June 2009					Population at 27 June 2010				
	Remand <sup>1</sup>		Sentenced		Total	Remand <sup>1</sup>		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
<b>Oberon</b>			130		130			118		118
<b>Outer Metropolitan Multi-Purpose</b>			214		214			247		247
<b>Parklea<sup>10</sup></b>	505		297		802	432		332		764
- Maximum	505		218		723	432		252		684
- Minimum			79		79			80		80
<b>Parramatta</b>	185		186		371	373		187		560
<b>St Heliers</b>			276		276			279		279
<b>Silverwater</b>			150		150			148		148
<b>Silverwater Women's</b>		107		83	190		100		93	193
<b>Special Purpose Centre</b>	13	1	35	2	51	16	1	31	2	50
<b>Tamworth</b>	26		68		94	28		55		83
- Medium	26		38		64	28		27		55
- Minimum			30		30			28		28
<b>Wellington</b>	109	4	494	37	644	85	6	466	36	593
- Maximum	109		371		480	85		347		432
- Minimum		4	123	37	164		6	119	36	161
<b>Transitional centres<sup>11</sup></b>				<b>29</b>	<b>29</b>				<b>34</b>	<b>34</b>
Bolwara House				14	14				15	15
Parramatta				15	15				19	19
<b>Police/court cell complexes</b>	<b>64</b>	<b>15</b>	<b>10</b>		<b>89</b>	<b>65</b>	<b>3</b>	<b>4</b>		<b>72</b>
24 Hour police/court cells <sup>12</sup>	42	13	10		65	45	3	4		52
Albury						3	1			4
Batemans Bay	2	2			4	1	1			2
Campbelltown						3				3
Dubbo	1				1	1				1
Lismore	5				5	3		1		4
Moree	2	1	1		4	4		2		6
Newcastle	3				3	2	1			3
Parramatta	3	1			4	3				3
Penrith						3				3
Port Macquarie		1			1	3				3
Queanbeyan						4		1		5
Surry Hills	22	5	9		36	10				10
Wagga Wagga	3	1			4	1				1
Wollongong	1	2			3	4				4
Other courts <sup>13</sup>	22	2			24	20				20

## Offender Management

# 27

	Population at 28 June 2009					Population at 27 June 2010				
	Remand <sup>1</sup>		Sentenced		Total	Remand <sup>1</sup>		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
<b>Periodic detention centres<sup>14</sup></b>			<b>755</b>	<b>74</b>	<b>829</b>			<b>670</b>	<b>54</b>	<b>724</b>
Administration			8	1	9			5	1	6
Bathurst			34	6	40			26	5	31
Grafton			45		45			43		43
Mannus			12	2	14			15		15
Silverwater Stage 1 (Midweek) <sup>15</sup>			94		94			101		101
Silverwater Stage 1 (Weekend) <sup>15</sup>			225		225			138		138
Silverwater Stage 2 <sup>15</sup>			109		109			124		124
Tamworth			17		17			21		21
Tomago			126	18	144			114	20	134
Wollongong			85	47	132			83	28	111
<b>Total – All offenders<sup>16</sup></b>	<b>2,339</b>	<b>229</b>	<b>8,057</b>	<b>637</b>	<b>11,262</b>	<b>2,480</b>	<b>212</b>	<b>7,771</b>	<b>625</b>	<b>11,088</b>

1 Includes offenders held on remand and those held beyond the expiry of any sentence pending deportation. Includes offenders held as police custody (Form 7) detainees managed in 24 hour police/court cell complexes and fresh custody persons discharged on the same day managed in other courts (see explanatory notes 12 and 13). Appellants are included under sentenced orders.

2 Full-time custody includes offenders held in gazetted correctional centres, transitional centres and court cell complexes operated by Corrective Services NSW (CSNSW). Offenders temporarily absent from a correctional centre are also included. Separate totals for transitional centres and police/court cell complexes are also presented in this table.

3 Includes gazetted correctional centres only.

4 Brewarrina (Yetta Dhinnakkal) Correctional Centre was temporarily closed on 27 February 2009 following a severe storm which damaged all accommodations units. The centre was re-opened on 19 October 2009.

5 The High Risk Management Unit of Goulburn Correctional Centre was gazetted as the High Risk Management Correctional Centre on 24 July 2009.

6 Prince of Wales Hospital (Secure Unit).

7 The last inmates at the Violent Offender Therapeutic Program unit at the Metropolitan Special Programs Centre were moved to the Violent Offender Therapeutic Program unit at Parklea Correctional Centre on 26 January 2010.

8 The first offenders at the Additional Support Unit (Minimum) at the Metropolitan Special Programs Centre were received on 24 August 2009.

9 Female inmates were once again housed at Mid-North Coast (Minimum) from 21 May 2010.

10 Parklea Correctional Centre operations came under the management of a private contractor on 31 October 2009.

11 Transitional centres house offenders temporarily released under s26(2j) of the Crimes (Administration of Sentences) Act 1999. Transitional centres are not gazetted as correctional centres and therefore these offenders are not included in the totals for gazetted correctional centres but are included in the totals for full-time custody.

12 CSNSW manages 14 court cell complexes throughout NSW which operate on a 24 hour basis. The number of offenders held in these complexes varies widely during the week. Offenders temporarily absent from a correctional centre who were held overnight in a court complex are recorded against the correctional centre from which they are absent rather than against the court complex. Figures include Police custody detainees.

13 Other courts are courts that operate normal court business hours only and therefore do not hold offenders overnight. Offenders shown here are those received and discharged on the same day under the management of corrective services staff. Court cells are not gazetted correctional centres and therefore these offenders are not included in the totals for gazetted correctional centres but are included in the totals for full-time custody.

14 Periodic detention is an alternative to full-time imprisonment which requires an offender to be held in custody within a periodic detection centre for two days of each week for the duration of the sentence. In Stage 2 of the program, eligible offenders may be authorised to attend a designated work site (which is under the supervision of corrective services staff) where the offender is no longer required to be held overnight at a period detention centre. Totals include a small number of offenders held in full-time custody for whom a periodic detention order remained active.

15 The first offenders at Silverwater PDC (Weekend, Mid-Week and Stage 2 programs) were received on 31 May 2009 (having been transferred from the Metropolitan PDC).

16 Total offenders includes offenders held in full-time custody and period detention centres. This total includes a small number of offenders held in full-time custody for whom a periodic detention order remained active. These offenders are counted twice in this total.

## Organisational Capability, Governance and Staff Support

### Services

- Administration of sentences and legal orders
- Operational support
- Technology, planning, development and support
- Corporate information, communication and business intelligence
- Performance reporting and planning
- Finance and asset management
- Monitoring of contracts
- Sustainable energy, water and land management
- Human resources management
- Learning and development programs
- Complaints handling and resolution



**Goal: Corporate systems, policies and support services enable achievement of operational goals and performance targets**

### Board of Management Policy Committee

Policies	Total 2008/09	Total 2009/10
Re-submitted	4	6
Submitted	35	15
Held over	10	1
Approved	29	7
Signed off by BOM	23	9

### Governance

Both operational arms of Corrective Services NSW provide regular performance reports to senior Corrective Services NSW executives. District Offices of the Community Offender Services division report monthly against established Key Performance Indicators. These individual office reports are consolidated on a regional basis and available on the intranet. This makes office-specific and regional performance comparable and informs revisions and fine-tuning of offender management and monitoring practices in the community.

Akin to this, individual correctional centres provide monthly reports to their regional management against performance indicators specified in the performance agreements of General Managers of correctional centres.

As part of established governance processes, the Annual Report 2008/09 was tabled in Parliament in November 2009 in a timely fashion. The feedback from the Committee Manager of the Public Bodies Review Committee on the quality of this Annual Report was positive. It stated, for example, that it contained “priorities for the reporting year with clear linkage to State Plan objectives” and “successful outcomes are set out in clear succinct sub-sections”.

Although not required by NSW Treasury on an annual basis anymore, the Corrective Services NSW Results and Services Plan continues to be an important reporting as well as forward-estimates document. It is maintained to complement the annual budget papers.

### Strategic and business planning

The new Corrective Services NSW Corporate Plan came into effect at the beginning of the 2009/10 financial year. It carries the Corrective Services NSW Statement of Purpose which is clearly linked to the NSW State Plan: "Corrective Services NSW delivers professional correctional services to reduce re-offending and enhance community safety".

This Annual Report 2009/10 reports against each of the Corporate Plan's Key Performance Indicators and lists all the services which support the achievement of the Corrective Services NSW stated goals.

Continuing with its regular process of planning review, the South West Region of Corrective Services NSW developed its 2009/10 Business Plan linked to the Corrective Services NSW Corporate Plan 2009-2012. It has a clear focus on the regional priorities of commissioning and opening the new South Coast Correctional Centre, the establishment of new Community Offender Support Program (COSP) centres, the involvement of local communities in the development of pathways for offenders after release and specific staff training and development opportunities.

In 2009/10, Corrective Services NSW developed a comprehensive Disability Action Plan based on the "Guidelines for disability action planning by NSW Government agencies", complying with the NSW *Disabilities Services Act*. As required, this document was submitted to Aging, Disability and Home Care NSW and to the Human Rights Commission.

### Risk management and business continuity

Corrective Service NSW's integrated risk management approach has further evolved in 2009/10.

The Corrective Services NSW Agency-wide Risk Management Policy was amended to provide a clear focus for the Agency-wide Risk Management Committee in relation to implementing a high-level business continuity plan (based on a risk register linked to identified objectives in the Corrective Services NSW Corporate Plan 2009-2012), the implementation of a legal compliance sign-off process to meet relevant audit requirements, and the implementation of effective pandemic planning.

The Corrective Services NSW Corporate Strategy Unit developed a guide to business continuity planning including templates so that all Corrective Services NSW managers can systematically identify their "critical activities" and develop "work-arounds" should these "critical activities" become interrupted by factors outside their own control. This work formed the basis for engaging an expert business continuity planning consultant, who conducted business impact assessment workshops. The business continuity project is expected to be finalised in November 2010.

Corrective Services NSW must provide evidence to the Auditor General that it complies with all legislation and regulation for which it is principally responsible and which is fundamental to the functioning of Corrective Services NSW. It must also provide evidence of compliance with those acts and regulations that have only a partial impact on the functioning of Corrective Services NSW.

This Corrective Services NSW Legal Compliance Register lists all State and Commonwealth legislation under which Corrective Services NSW has legal obligations. It names the position of each Deputy Commissioner who is accountable for compliance for each identified act or regulation, with the Commissioner having overall accountability for the organisation.

All managers of Corrective Services NSW must complete a compliance report on an annual basis for the specific sections and clauses of the acts and regulations which are deemed "priority 1" in the Compliance Register and for which their position is responsible.

At the end of the financial year 2010/11, the first compliance report based on the completed reports of the accountable Deputy Commissioner will be submitted to the Board of Management.

### Organisational Capability, Governance and Staff Support

#### Information, communication and technology solutions

##### Implementing the Remediation Enhancement and Architecture Lifecycle (REAL) Program

In 2009/10, the implementation of the four year REAL program began, representing the State's single largest departmental investment in technology. The project involves remediating the three core applications within Corrective Service NSW, including the Offender Integrated Management System (OIMS), and their supporting infrastructure. During 2009/10, 60 individual projects commenced, with all deliverables meeting their targets, on schedule and within budget at year end.

The enhancements to OIMS included implementing a revised programs and services module, which has significantly improved offender case management by making collaborative data available to improve decision making.

Significant progress was also made in remediating ICT infrastructure and platforms, including the data centre environment, which influences the availability and performance of corporate systems to drive workplace efficiencies.

##### Automating officer rostering

In 2009/10, a highly sophisticated officer rostering and call system was implemented to complement the centralised management of staff rostering within Corrective Services NSW, which is driving savings of \$20 million per annum. In addition, the system supports rostering best practice, ensuring staff are employed on a qualitative basis and equalising rosters.

##### Improving digital record keeping

Over recent years, Corrective Services NSW has made significant strides in ensuring the records management practices accord with the legislative requirements of the State Records Act. This year's independent audit indicated high maturity in that compliance, reflecting Corrective Services NSW's ability to aggregate the information kept in digital records to provide new levels of business intelligence. Bringing together disparate pieces of information from across Corrective Services offers a different and expanded view of each situation, enabling more strategic and informed decision making.

The next iteration of this capability – an integrated correctional intelligence system – is already being implemented and is due for completion in October 2010. The new system will support the effective management of today's increasingly complex correctional environment.

##### Creating the State Parole Authority e-Office

In 2009/10, the remaining State Parole Authority's paper-based systems and procedures were transitioned to an e-Office environment, enabling SPA members to review case files and meeting agendas electronically and automating the process of creating member meetings. Given an individual offender's case file can contain up to 60 documents, and meetings are held every day of the working week for 50 weeks of the year, the savings in paper, consumables and off-site filing costs have been considerable. The project will save Corrective Services NSW over \$100,000 per annum.

##### Improving availability and performance

In 2009/10, Corrective Services NSW operated around 5,000 staff-based PCs, over 800 notebooks and over 250 blackberries, enabling staff to transact business 24/7 and reflecting the role of mobility in technology deployment.

The offender computer environment, which enables offenders to access information, such as educational programs, to fulfil their case plan responsibilities, grew to over 1,000 computers, subject to a rigorous security regime.

Service metrics covering all aspects of the technology environment, including availability and speed of response, were maintained in accordance with agreed service level agreements with the business. For example, 95 percent of staff calls to the ICT service hub were answered within two minutes, and 65 percent of those calls were resolved at the tier of enquiry. Additionally, an enhanced ICT service kiosk was implemented in 2009/10, improving the time taken to resolve service faults.



### Website communication

2009/10 was the second full year of operation of the enhanced Corrective Services NSW website, which has simplified the process for members of the general public to make enquiries, lodge complaints and make comments about the site.

In 2009/10, 1,206 enquiries were received, up from 874 and 281 in the previous two financial years, reflecting the public's increasing use of the internet as a primary source of information. Approximately a third of these enquiries were about careers with Corrective Services NSW, reflecting significant recruitment activity during the year, including the extensive recruitment of casual correctional officers. The next most common enquiry was from families and friends seeking information on an inmate.

The feedback received through the website enabled Corrective Services NSW to refine and improve the information provided, ensuring it continues to meet the needs of its clients.

The year also saw the launch of an enhanced site for the Corrective Services NSW Museum, which includes photos of the Museum's environment and a 'walk through' of some of the exhibits.

### Changes in legislation

In 2009/10, the following legislative changes were introduced:

#### ***Crimes (Administration of Sentences) Amendment Act 2010***

The *Crimes (Administration of Sentences) Amendment Act 2010* was assented to on 18 March 2010. The Act amended the *Crimes (Administration of Sentences) Act 1999* and other legislation with respect to the making of parole orders for Norfolk Island prisoners, corrective services dogs and the provision of information; and for other purposes, including:

- conferring on the State Parole Authority functions relating to parole orders for Norfolk Island prisoners held in New South Wales; (Under the Act, the State Parole Authority is authorised to consider the release to parole and the setting of appropriate parole conditions for Norfolk Island inmates held in NSW correctional centres.)
- updating references to certain officers;

- enabling members of staff responsible for the Victims' Register kept under the *Crimes (Administration of Sentences) Act 1999* to provide certain information to victims on behalf of the State Parole Authority and the Serious Offenders Review Council;
- providing for corrective services dogs to have the same treatment under the *Companion Animals Act 1998* as police dogs;
- enabling spent convictions to be required to be disclosed by persons seeking employment as members of staff of Corrective Services NSW;
- enabling an inmate to be compelled to attend before the Mental Health Review Tribunal; and
- other provisions of a savings and transitional nature.

These amendments addressed a number of deficiencies in the existing legislation.

#### ***Crimes (Sentencing Legislation) Amendment (Intensive Correction Orders) Act 2010***

The Act amended the *Crimes (Sentencing Procedure) Act 1999*, the *Crimes (Administration of Sentences) Act 1999* and other laws and was assented to on 28 June 2010, has been proclaimed to commence from 1 October 2010.

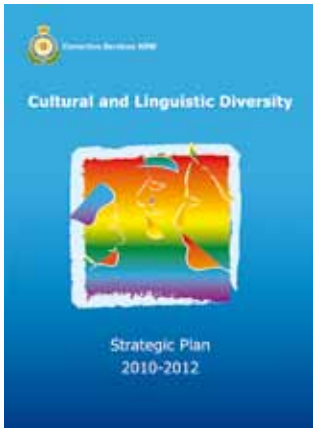
The Act amends the *Crimes (Sentencing Procedure) Act 1999*, the *Crimes (Administration of Sentences) Act 1999*, the *Crimes (Sentencing Procedure) Regulation 2005* and the *Crimes (Administration of Sentences) Regulation 2008* and makes consequential amendments to other Acts.

The object of the Act is to introduce Intensive Correction Orders (ICOs) as a community-based sentencing option in New South Wales and to abolish Periodic Detention Orders. The Act was based on recommendations contained in the New South Wales Sentencing Council's report *Review of Periodic Detention* published in December 2007.

## Organisational Capability, Governance and Staff Support

### Cultural inclusion

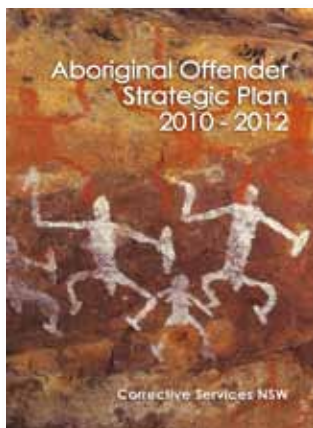
#### Multicultural Policies and Services Program



In February 2010, the Commissioner launched the *Cultural and Linguistic Diversity Strategic Plan for 2010–2012*, in line with the Community Relations Commission’s *Multicultural Policies and Services Program Planning Framework*. The *Cultural and Linguistic Diversity Strategic Plan* focuses on three key results areas (KRAs): planning and evaluation; capacity

building and resources; and programs and services. Each KRA is underpinned by series of strategies and key performance indicators designed to deliver specific planned outcomes for people from culturally and linguistically diverse (CALD) backgrounds. This document complements the *Corrective Services NSW Equal Employment Opportunity Management Plan* and was developed in line with the *NSW Multicultural Policies and Services Program (MSPSP) Multicultural Planning Framework* against which Corrective Services NSW reports at regular intervals to the Community Relations Commission.

In May 2010, the Commissioner signed-off the Aboriginal Offender Strategic Plan 2010-2012. Its major focus is on a reduction on rate of Aboriginal re-offending aligned with the re-offending target in the State Plan;



a reduction in the rates of self-harm among Aboriginal offenders and an increase in the number of Aboriginal offenders who complete vocational education courses and traineeships, for example. It also sets a target of increasing the number of Aboriginal offenders who are completing community-based orders and programs.

### Staff cultural training

As part of capacity building, Brush Farm Corrective Services Academy (BFCSA) continued to provide a range of cultural training for staff. In 2009/10, the Cultural Inclusiveness course was held three times, with 21 staff participating in the program. In addition, 549 staff members participated in the Integrated Induction’s Cultural Awareness module.

### Communication

In 2009/10, Corrective Services NSW documents were translated into community languages, including Dinka and Vietnamese. Corrective Services also invested \$74,614 in accredited interpreter and translator services for CALD people. In addition, Corrective Services NSW has 75 bi and multi-lingual staff on the Community Language Allowance Scheme (CLAS) compared to 78 in 2008/09. These CLAS officers provide basic interpreting services in 38 community languages to offenders in custody and the community and visitors to correctional centres. An additional five languages have been included in the interpreting service since the previous financial year.

### Community engagement

In 2009/10, the Department of Justice and Attorney General participated in a community engagement forum with community leaders. The aim of this forum was to inform CALD communities and non-government agencies about the core business of Corrective Services NSW and to examine ways to establish partnerships to deliver positive outcomes for CALD offenders and their families.

Corrective Services NSW staff also participated in the Open Community Forum ‘Talanoa’. The forum brought together government, community, legal and religious representatives to examine the causes of, and to develop a response to, the growing number of Pacific Island offenders in custody.

## Complaint handling

Corrective Services NSW encourages the resolution of complaints at the local level. Members of the public can direct their complaints to the relevant correctional centre, Community Offender Services district office or head office staff or management. Members of the public may also write to the Minister for Corrective Services or the Commissioner of Corrective Services, and they may lodge complaints via the Corrective Services NSW website.

Formal avenues through which inmates can make inquiries and/or raise complaints are set out in both legislation and Corrective Services NSW policies and procedures.

Data is not centrally retained on complaints received locally. Data is retained on complaints made by inmates to the Corrective Services Support Line (CSSL) and to Official Visitors appointed by the Minister for Corrective Services.

In addition, data is retained on written complaints received by the Minister for Corrective Services and the Commissioner of Corrective Services from inmates and members of the public, and on complaints from members of the public lodged via the Corrective Services NSW website.

## Minister and Commissioner

In 2009/10, a total of 233 written complaints were received by the Minister and Commissioner. The highest number of complaints was about visits, placement, unfair treatment, property, and parole/release.

## Corrective Services Support Line

The Corrective Services Support Line (CSSL) answered 4,804 calls in 2009/10 from inmates in correctional centres. Of these, 989 complaints were received from 923 callers. The highest number of complaints was about property, medical issues, placement, unfair treatment, and OHS issues.

## Official Visitors

Inmates raised 5,367 matters in 2009/10 with Official Visitors that were recorded as complaints. These were about medical issues, property, food, offender services and programs, and buy-ups.

## NSW Ombudsman

The NSW Ombudsman wrote to the Commissioner of Corrective Services in 2009/10 on 249 occasions concerning 154 separate matters.

This included two matters under section 16 of the *Ombudsman's Act 1994* (Notice of Formal Investigation):

- (1) investigation regarding the adequacy of the Corrective Services systems for monitoring and investigating uses of force; and investigation regarding the supervision of an offender [on a section 9 bond] by Community Offender Services.
- (2) 140 matters, including 126 under section 13AA of the *Ombudsman's Act 1994* (preliminary investigations) and 14 matters that were inquiries or requests (outside of section 13AA), the highest categories being:

• property	48
• use of force/assault	24
• treatment and care	17

There were 12 'other' matters in 2009/10 including:

• FOI	3
• Review of legislation	4
• Reviewable child death	3

As at 30 June 2010, of the 126 matters under section 13AA, 41 matters had not been finalised by Corrective Services NSW, and Corrective Services had not received a final response from the Ombudsman in regard to 31 matters. (It should be noted that the Ombudsman does not provide a final response to all matters.)

Of the remaining 54 matters, the Ombudsman indicated that either no further action was required (25) or Corrective Services NSW should respond directly to the complainant (29).

The Ombudsman also made recommendations or suggestions in regard to nine of these matters.

## Organisational Capability, Governance and Staff Support



### Goal: Cost efficiency and efficient asset management

#### Cost of custody services per inmate per day

In 2009/10, there was a decrease in the overall recurrent cost per day per prisoner, with a decrease of \$7.95 from the cost per day in the previous year.

2005/06	2006/07	2007/08	2008/09	2008/09 National average	2009/10
\$189.69	\$195.76	\$210.48	\$205.94	\$209.72	\$197.99

Note: previous years figures have been revised to reflect 2009-10 \$ equivalent.

#### Cost of community-based correctional services per day

In 2009/10, the operating cost of community-based correctional services increased slightly and is slightly higher than the national average from the previous year.

2005/06	2006/07	2007/08	2008/09	2008/09 National average	2009/10
\$10.37	\$11.65	\$12.40	\$20.23	\$16.98	\$21.48

Note: previous years figures have been revised to reflect 2009-10 \$ equivalent.

#### Rate of correctional centre utilisation

In 2009/10, the total rate of correctional centre utilisation increased from the previous year and is slightly higher than the national average.

	2005/06	2006/07	2007/08	2008/09	2008/09 National average	2009/10
Open	107.3	105.3	103.7	96.3	96.4	102.9
Secure	101.4	106.6	105.7	112.0	103.7	113.3
Total	103.6	106.1	104.9	105.9	101.6	109.4

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

In 2009/10, a Corrective Services NSW Monitor operated at the newly out-sourced Parklea Correctional Centre. The responsibility of the Monitor, as defined in the *Crimes (Administration of Sentences) Act*, is to monitor the performance and contract compliance of the management of any privately operated correctional centre. A Monitor also operates at the Junee Correctional Centre. In 2010/11, Monitors will also start operating in

the Metropolitan Remand and Reception Centre, High Risk Management Correctional Centre, Mid North Coast Correctional Centre, Silverwater Women's Correctional Centre, Dillwynia Correctional Centre and Lithgow Correctional Centre. A Monitor will also be responsible for monitoring court and escort security, as well as boom gate and perimeter security.

## Junee Correctional Centre

### 2009/10 Performance Assessment Report

#### 1. Background

The GEO (Global Expertise Outsourcing) Group Australia operates Junee Correctional Centre. Junee Correctional Centre is one of two privately operated correctional centres in NSW, under a management agreement with Corrective Services NSW. GEO has been operating the centre since it first opened in April 1993.

Under section 242 *Crimes (Administration of Sentences) Act 1999*, a person referred to as the Monitor is appointed under the *Public Sector Employment and Management Act 2002* to monitor the performance and contract compliance of the management of any privately operated correctional centre.

In accordance with section 242 (4) (a) of the Act, the Monitor attends Junee Correctional Centre on a regular basis to conduct performance assessment. These performance assessments include:

- validation of the data supplied by GEO each month to show compliance with the components of the Performance Linked Fee (PLF);
- review of GEO's compliance with essential monitoring elements; and
- review of compliance with selected minimum standards for privately operated correctional centres.

#### 2. Methodology

The following methodology was used for the 2009/10 performance assessment:

- During each visit to Junee the Monitor validated data supplied monthly by GEO, including their level of performance against each of the indicators in the PLF. (The validation process involves going back to source documentation held at Junee Correctional Centre).
- During each visit to Junee, the Monitor reviewed Junee's compliance with specified procedures itemised in the Monitor's Monthly Checklist. This compliance tool is used to identify possible security issues and areas of risk including: the management of unit records; logs and registers; segregated and protective custody directions; inmate movements; management and maintenance of security keys; weapons and electronic security systems; search information and management records; and urinalysis procedures. It also includes the observation of staff

in the performance of their duties and questioning them about their understanding of their roles and responsibilities. Source documentation relating to the elements of the checklist are also reviewed.

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

#### 3. Monitor's Checklist

The Monitor's Monthly Checklist was used to assess significant security systems including the management and maintenance of:

- official documents, logs, registers and journals;
- segregated and protective custody directions and processes;
- inmate movements and processes underpinning movements;
- security keys, weapons and emergency equipment;
- electronic security systems;
- inmate information and management records; and
- urinalysis procedures.

There were a number of recurring issues identified during the contract year including a consistency related to the daily armoury inspections, validating inmate community work hours and frequency with which management checked and validated official records/registers/journals and logs.

#### 4. Performance Linked Fee

Each financial year, the PLF is calculated as a maximum payment of 2.5 percent of the Operational Service Level Fee and is paid annually in arrears. It is primarily intended as an incentive for the achievement of the highest possible standard of correctional programs and services.

Payment of the PLF is conditional and is linked to the level of attainment of agreed Key Performance Indicators (KPIs). Agreed KPIs have a specified Base Level Performance and Best Practice Performance. GEO's annual performance is measured against these KPIs. GEO will not receive the portion of the PLF if their performance falls below the base level performance level for any of the agreed KPIs. For performance assessed above the Base Level, the portion of the PLF will be based upon a sliding scale, up to that of Best Practice Performance.

## Organisational Capability, Governance and Staff Support

At the time of preparing this 2009/10 report, the Commissioner had not determined the amount of PLF funds that would be paid to GEO for the 2009/10 contract year.

### 5. Minimum standards

The following minimum standards were assessed during the contract year and Junee Correctional Centre management met the stated performance outcomes for all of the following minimum standards:

- 1.8 correctional centre intelligence;
- 1.9 contraband;
- 1.19 emergency response capability;
- 1.21 female inmates;
- 1.23 management of inmates requiring protection;
- 1.27 inmate cell alarms;
- 1.30 inmate hygiene;
- 1.35 discharging inmates;
- 2.7 escorting inmates outside the correctional centre;
- 2.10 drug interdiction program;
- 2.12 key control;
- 2.13 armoury inspections;
- 2.22 segregation.

### 6. Yearly highlights

#### Habitat for Humanity Program

Initial discussions have commenced with community groups to establish the Habitat for Humanity Program. This program provides affordable housing for families who ordinarily could not afford a house. Inmates who have completed their Certificate II in Building and Construction will construct the building framework under the tutorage of TAFE NSW.

#### Indigenous Employment Program (IEP)

The Commonwealth funded Indigenous Employment Program allows Indigenous offenders to be trained and receive work experience at local participating businesses. Wage subsidies are available to employers to employ offenders post release. Statistics gleaned from this program indicate four out of five offenders participating in the program receive serious job offers.

#### Programs and services

The new service provider, TAFE NSW Riverina Institute transitioned successfully and delivered quality services. TAFE NSW is conducting numeracy/literacy assessments (Core Skills) on every offender received into the centre and have been consistently double the state average in numbers of offenders facilitated.

#### Community relationships

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

- bicycle replacement program (disused bikes are refurbished by offenders and donated to the community);
- offenders provided 14,382 hours of work to the local community including maintenance of parks, gardens, roadways, schools, churches and local cemeteries;
- TAFE NSW and offenders designed and are currently constructing a sensory garden at the dementia wing of Wagga Base Hospital;
- GEO funded the community sports/beach volley ball day;
- GEO staff continue to support the Australian Red Cross with 161 blood donations;
- sponsoring an annual fun run to raise money for cancer;
- the modified 1984 Holden Commodore rally planned for September to raise money for Cystic Fibrosis;
- continued support for the Riverina Cancer Care Centre; and
- continued training of assistance dogs and introducing a pilot program in training a diabetic alert dog.

### 7. Conclusion

GEO met its contractual obligations for the year 2009/10.



### **Goal: Sustainable environment management practices including energy, water and land management**

#### **Implementing the Government's Waste Reduction and Purchasing Policy**

In 2009/10, Corrective Services NSW continued to meet the requirements of its Environmental Management Plan and began developing a Waste Reduction and Purchasing Policy. Consistent with previous years, Corrective Services NSW is using spare resources from one project to the next.

#### **Reducing waste generation and reusing or recycling material**

In 2009/10, Corrective Services NSW continued to carry out the following waste avoidance and recycling practices:

- double-sided printing;
- reusing single-sided paper of drafts and notebooks;
- replacing printed material with emails;
- intranet and electronic publishing;
- extended normal office refurbishment cycles;
- accurately estimating material quantities;
- ordering materials in standard sizes to minimise off-cuts waste;
- paper and cardboard recycling;
- toner cartridge collection;
- recycling co-mingled containers;
- reusing, mulching or composting vegetation waste; and
- establishing worm farms to recycle organic matter.

#### **Green fingered COSP residents give back**

At the Campbelltown Community Offender Support Program (COSP) centre, residents have transformed a large expanse of patchy grass and weeds into 12 garden beds and veggie patches. Two of the residents, who are keen gardeners, are happily sharing their skills with others who are new to gardening. The residents' sense of achievement at seeing things grow and flourish is immense. They intend to use their produce at the centre and donate any extra to local charities, such as the Harmony House mental health recovery centre, giving back to the community as part of their reintegration.

#### **Corrective Services NSW Energy Management Program**

As part of the CSNSW Energy Management Program, NSW Public Works has compiled and submitted the annual energy consumption report to the Department of Environment, Climate Change and Water in October 2010. The report indicates that electricity consumption in correctional facilities "has remained fairly constant" in 2009/10, and that there "was negligible change" in CSNSW's energy consumption in office accommodation. Transport energy consumption increased slightly by 2.2 percent from the previous year.

In 2009/10, the overall energy consumption and greenhouse gas emissions for CSNSW increased by 6.3 percent and 3.5 percent respectively. However, it is important to note that this increase in overall consumption is primarily due to additional correctional facilities. When energy consumption is measured against the Key Performance Indicator (Mega Joules per square meter), there has been significant improvement in energy efficiencies in 2009/10.

## Organisational Capability, Governance and Staff Support

### Water management

Corrective Services NSW continued implementing the Water Savings Action Plan for the Sydney metropolitan correctional centres and Parramatta, Emu Plains and Parklea and Silverwater, Long Bay and John Morony Correctional Complexes. The installation of remote monitoring devices to water meters in all metropolitan centres has allowed daily management of water usage and the instant detection of leaks and water misuse. The usage and cost of water usage to the Corrective Services NSW is now kept constant.

Corrective Services NSW was a finalist in the Sydney Water Every Drop Counts Water Efficiency Award for the largest volume reduction in water usage for the John Morony and Emu Plains Correctional Centres.

### Hazardous Materials Management Program

Corrective Services NSW Hazardous Materials Management Program has continued with site evaluations completed for all centres. A program for the identification and removal or remediation of underground petroleum storage tanks has commenced. The Hazardous Material and Asbestos Register is now being prepared, with remediation works undertaken at the following correctional sites:

Bathurst Correctional Centre	\$13,850
Cooma Correctional Centre	\$16,850
Emu Plains Correctional Centre	\$23,980
Goulburn Correctional Complex	\$70,000
John Morony Correctional Complex	\$140,000
Long Bay Correctional Complex	\$58,850
Newington House, Silverwater Correctional Complex	\$13,700
Norma Parker Correctional Centre	\$13,850
Oberon Correctional Centre	\$53,850
Parklea Correctional Centre	\$100,000
Parramatta Correctional Centre	\$16,450
Tamworth Correctional Centre	\$41,650
Silverwater Correctional Complex	\$125,600



### Garden retreat

Staff and offenders from Community Offender Services in Batemans Bay are improving the wellbeing of residents at a local retirement village by building waist-height wooden garden boxes for the elderly. Some of the residents enjoy gardening, but are unable to bend down to work in the garden. The raised boxes have made a real impact to the residents lives and give offenders the opportunity to put more back into the community.



## Organisational Capability, Governance and Staff Support

# 28

### Property management

In 2009/10, Corrective Services NSW managed 83 commercial leases to support Community Offender Services offices and other operational and administration areas with a total of approximately 41,149m<sup>2</sup>. In addition, shopfronts were leased in Bathurst, Dubbo, Goulburn, Newcastle and Lithgow during the 2009/10 summer holiday period to assist with the recruitment campaign.

The average space utilisation ratio for the office accommodation portfolio was 17m<sup>2</sup> per employee with a projected utilisation of 14m<sup>2</sup> per employee in 2014, in accordance with the Government's Accommodation Guidelines. In 2009/10, 19 leases were renewed and six new leases were negotiated for new premises and three properties were vacated with leases terminated.

Corrective Services NSW liaised with State Property Authority to co-ordinate the vesting of leases in 2009/10, five leases remain to be vested in October 2010.

### Asset maintenance

In 2009/10, the Agency continued implementing the asset maintenance program, with a budget of \$31.7 million.

### Heritage management

Corrective Services NSW owns and manages State Heritage Items on 14 correctional centre sites, as listed on the s170 Register. During 2009/10, conservation building works to Heritage Buildings were undertaken at the following sites:

Bathurst Correctional Centre	\$256,860
Berrima Correctional Centre	\$11,000
Cooma Correctional Centre	\$21,600
Camelot Building, Long Bay Correctional Complex	\$19,700
MSPC, Long Bay Correctional Complex	\$233,000
Newington Chapel, Silverwater Correctional Complex	\$5,200
Newington House, Silverwater Correctional Complex	\$342,500
Tamworth Correctional Centre	\$10,000

### Fire Safety Audits

Corrective Services NSW Fire Safety Audits continued in 2009/10 for all correctional centres, owned properties and leased premises. Compliance measures are being implemented on a continual basis. Fire compliance audits were commenced for all clinics in all correctional centres to assist with Justice Health compliance requirements. Compliance works have been undertaken at the following sites:

Bathurst Correctional Centre	\$157,860
Broken Hill Correctional Centre	\$40,000
Cessnock Correctional Centre	\$94,300
Glen Innes Correctional Centre	\$81,800
Goulburn Correctional Complex	\$53,680
Ivanhoe Correctional Centre	\$30,000
Kirkconnell Correctional Centre	\$8,500
Lithgow Correctional Centre	\$11,700
Long Bay Correctional Complex	\$70,000
Norma Parker Correctional Centre	\$20,000
Parklea Correctional Centre	\$50,000
Silverwater Correctional Complex	\$16,500
St Heliers Correctional Centre	\$13,500
Wollongong PDC preparation for COSP	\$25,000

### Disability access

Corrective Services NSW maintains a register of all correctional centres with accessible cells and facilities to assist in management of inmates with disabilities. Disabled access facilities, including lifts and toilets, are being included in all new leased office premises where possible and during refurbishment works. Disabled access facilities were upgraded at Kariong Juvenile Correctional Centre for \$26,000.

## Organisational Capability, Governance and Staff Support



### Goal: Safe and healthy workplace

#### Safety

To sustain a safe and healthy workplace in 2009/10, Corrective Services continued its workplace level audits of Occupational Health and Safety (OHS) and injury management systems, revealing a high level of compliance with legislation and a high take-up of corporate strategies and systems. In addition, local management conducted OHS risk assessments, with the assistance of OHS Committees or representatives. Corporate OHS supported this process wherever technical advice was sought, where WorkCover was called in, or for issues of State-wide significance.

During the year, in-house OHS training also continued across the State. To deal with health and safety issues in shared workplaces, Corrective Services NSW co-operated with other agencies, such as Justice Health, Department of Justice and Attorney General and NSW Police Force. Such co-operation took the form of joint risk assessments or through working parties such as the Justice Agencies OHS Forum and the Justice Health and Corrective Services NSW Tobacco Working Group.

#### Staff support

In 2009/10, staff support included access to psychological support for a range of work and personal issues and a range of tailored training and development interventions relating to resilience, work-life balance, stress management and alcohol and other drug education. The Peer Support program was extended, with a program trial in Community Offender Services. The Peer Support program is now active in 40 work locations across the State, with further expansion planned in 2010/11.

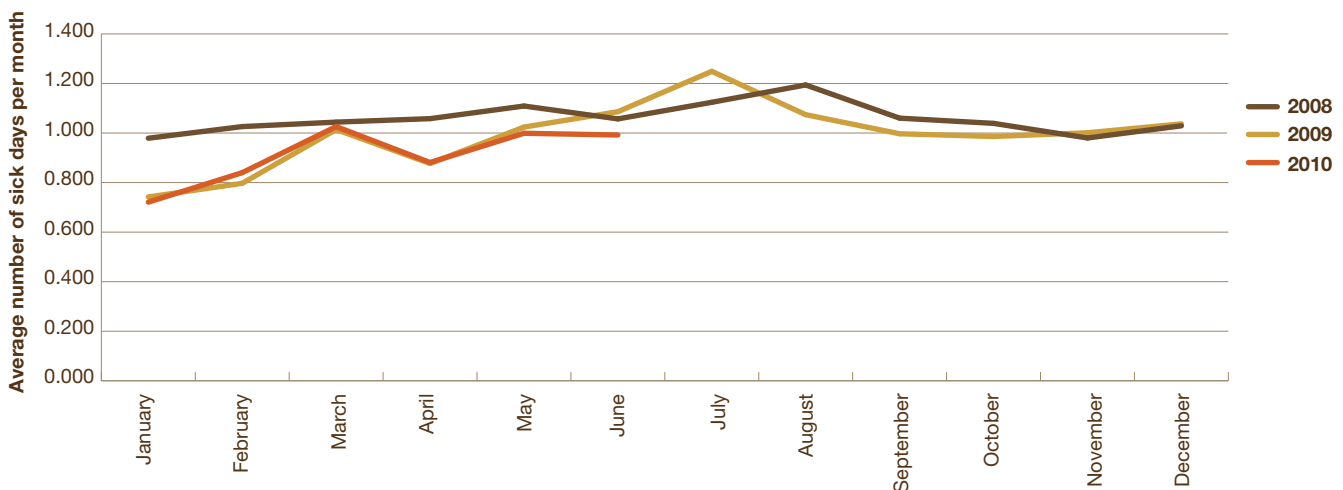
#### Injury management

In the claim year 2009/10, there was a reduction in the numbers of injuries per 100. There was a decrease in the cost of claims overall, however there was an increase in the average claims cost. The Injury Management Unit has commenced implementation of innovative changes to address claims cost for 2010/11.

	2008/09	2009/10
Claim costs	\$6,966,490.00	\$5,712,635.00
Claim numbers	896	912
Staff numbers	6,859.84	7,025.50
Claims per 100	13.06	12.98
Costs per 100	\$101,846.25	\$134,198.00
Average costs per claim	\$7,797.42	\$10,329.00

#### Average number of sick days

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



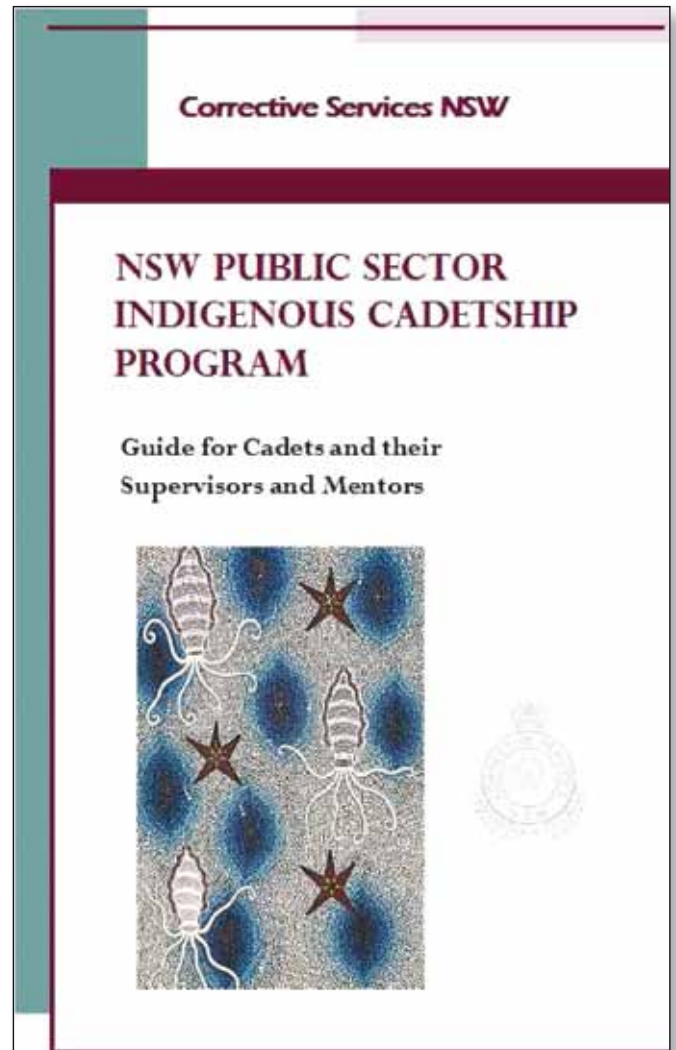
2008 total staff average 12.6 days / 2009 total staff average 11.8 days

## **Equal Employment Opportunity (EEO) outcomes**

Corrective Services NSW filled the new position of Manager Equity and Diversity, and developed a new Equity and Diversity Management Plan, Aboriginal and Torres Strait Islander Employment and Careers Plan and Disability Action Plan. An Equity and Diversity staff intranet site was established and all equity and diversity policies and procedures were reviewed and re-drafted, including the Equal Employment Opportunity, Grievance Management and Managing Work-related Bullying and Harassment policies. Corrective Services NSW participated in the NSW Public Sector Indigenous Cadetship Program and offered cadetships in the areas of Community Offender Services, Teaching and Psychology. It also launched a new recruitment advertising image to attract Aboriginal and Torres Strait Islander job applicants, the image featuring the artwork of an Aboriginal inmate.

In 2010/11, Corrective Services NSW will roll out its revised EEO policies and guidelines and a new approach for grievance handling. It will also implement a mentoring program for its NSW Public Sector Indigenous cadets, this being a pilot for a similar program to be offered to all Aboriginal and Torres Strait Islander staff. The establishment of management groups to oversee the progress of Corrective Services NSW equity plans will provide the opportunity for EEO group members to continue to have input into and guide the implementation of the plans. Corrective Services NSW will continue to actively promote to staff its extensive training and development programs, will explore new entry pathways for Aboriginal and Torres Strait Islander peoples wishing to work in front-line positions, and will review its EEO and associated data collection to ensure it is able to effectively measure its workplace equity performance.

Corrective Services NSW also contributed to the Department of Justice and Attorney General Reasonable Adjustment Policy.



*Artist: Lee Cruse*

## Organisational Capability, Governance and Staff Support

### Equal Employment Opportunity (EEO) Statistics

A. Trends in the representation of EEO Groups		% of total staff			
EEO Group	Benchmark or Target	2007	2008	2009	2010
Women	50%	38%	38%	38%	<b>39%</b>
Aboriginal and Torres Strait Islanders	2.6%	4%	4.3%	4.2%	<b>4.3%</b>
People whose first language was not English	19%	14%	14%	14%	<b>14%</b>
People with a disability	12%	7%	7%	7%	<b>7%</b>
People with a disability requiring work-related adjustment	7%	2.1%	1.7%	1.9%	<b>1.8%</b>

B. Trends in distribution of EEO Groups		Distribution index			
EEO Group	Benchmark or Target	2007	2008	2009	2010
Women	100	100	100	101	<b>101</b>
Aboriginal and Torres Strait Islanders	100	97	97	97	<b>96</b>
People whose first language was not English	100	97	97	97	<b>98</b>
People with a disability	100	103	103	102	<b>102</b>
People with a disability requiring work-related adjustment	100	105	118	105	<b>105</b>

Notes:

1 Staff numbers are as at 30 June.

2 Excludes casual staff

3 A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by ODEOPE.

4 The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

## Organisational Capability, Governance and Staff Support

# 28



### Goal: Professional and ethical conduct

#### Ethical behaviour and professional conduct

In 2009/10, Corrective Services NSW Ethics Officers reached 1,716 staff through informal visits, training sessions and speaking engagements. They also handled 347 requests for advice from staff on professional conduct and assistance with ethical decision-making. Enquiries came from all levels of Corrective Services NSW, encompassing both individual and general management issues.

In 2009/10, Corrective Services NSW introduced a new Gifts and Benefits Policy and a Contact with Offenders Policy, as well as revising its Conflicts of Interest Policy. It also updated the Contact with Offender Declaration and developed a more rigorous Statement of Business Ethics for Contractors and Suppliers to Corrective Services NSW.

#### Professional Standards and Administrative Law Branch

In 2009/10, the Professional Standards and Administrative Law Branch (PSALB) continued to provide legal advice and services to Corrective Services NSW in relation to all employment and administrative law related matters as well as managing all serious misconduct and performance related matters. PSALB is also responsible for the Professional Conduct Management Committee (PCMC), the Risk Assessment Committee and the mandatory notification of all reportable conduct allegations (incidents involving children and employees) to the NSW Ombudsman.

PSALB caseload	2005 /06	2006 /07	2007 /08	2008 /09	2009 /10
Professional Conduct Management Committee	397	448	338	496	373
Legal Cases	103	67	133	76	58
Risk Assessment Committee	69	94	59	69	31
<b>Total</b>	<b>569</b>	<b>609</b>	<b>530</b>	<b>641</b>	<b>462</b>

PSALB has a strong focus on supporting local managers with advice about the various issues and presents training from time to time on these issues as requested. PSALB is also responsible for training of all Corrective Services NSW staff on reportable conduct issues

#### Investigations

Corrective Services NSW Investigations Branch is responsible for conducting assessments and investigations under the provisions of the *Public Sector Employment and Management Act 2002*, including the investigation of Corrective Services NSW operational response into deaths in custody and escapes. It is also responsible for providing critical and targeted alcohol and drug testing.

In 2009/10, the Investigations Branch completed the following:

- 80 assessments
- 47 formal disciplinary investigations
- 25 death in custody investigations
- 12 escape from custody investigations
- 14 drug and alcohol critical and target tests (9 mandatory and 5 targeted)
- 2771 random drug and alcohol tests

In 2009/10, the Corrective Services NSW Investigations Branch changed its management structure, with the branch now managed by a General Manager who also assumes command and control of the Special Investigations Unit, previously referred to as Task Force Sky. In addition to this, the Investigations Branch has moved into the Security and Investigations Building at the Long Bay Correctional Complex.

In addition, a review was completed of the investigations structure and the Corrective Services NSW Complaint Management process. A number of recommendations made in this review are in the process of being implemented.

These changes will see an enhanced operational interface between Investigations Branch, Special Investigation Unit and the CSIU pertaining to matters of serious and criminal misconduct, response to critical incidents and a joint response to deaths in custody following extensive consultation between the General Manager, Corrective Services NSW Investigations, the Commander, the Corrective Services Investigations Unit (CSIU), the Chief Executive Officer, Justice Health and the NSW State Coroner.

The Branch continues to present at primary training for casual correctional officers and also at training days for local centres.

## Organisational Capability, Governance and Staff Support



### Goal: Workforce capability supported by workforce planning and management



### Develop and implement e-recruitment

Corrective Services NSW was a pilot Agency for the whole-of-government e-recruitment system. E-recruitment has now been fully implemented and supports the full end to end recruitment process and provide standardised and streamlined processes for more efficient recruitment to support the core business and role of Corrective Services NSW.

Achievements to date include:

- alignment of position descriptions to capability framework;
- reduction in paper based processing with all applicants now applying on line;
- marketing and promotional materials rebranded and made more contemporary to attract better candidates;
- selection panels managing recruitment process online.

In addition, e-recruitment has supported full scale entry level recruitment campaigns and the JumpSTART cadetship program.

The staff separations rate for 2009/10 is 5.86 percent.

### Number of recruitment actions against vacancies

Total number of vacancies	1,345
Total number of recruitment actions	1,100 82%

Average number of employees by category	2006/07	2007/08	2008/09	2009/10
<b>Custody of inmates and detainees</b>				
Operational staff, custodial centres and courts	4405.60	4668.37	4537.39	<b>4729.74</b>
Administrative, management and other staff	1176.99	1269.23	1334.11	<b>1315.95</b>
<b>Community supervision</b>				
Operational staff	659.19	666.6	788.4	<b>783.66</b>
Administrative, management and other staff	158.49	158.2	199.94	<b>196.15</b>
<b>Total</b>	<b>6400.27</b>	<b>6762.41</b>	<b>6859.84</b>	<b>7025.5</b>

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.

## Organisational Capability, Governance and Staff Support

# 2-8

### Promotional appeals to Government and Related Employees Appeal Tribunal (GREAT)

	2005/06		2006/07		2007/08		2008/09		2009/10	
	Number	%	Number	%	Number	%	Number	%	Number	%
Disallowed	24	30.4%	109	64.9%	185	26.7%	12	32.4%	<b>36</b>	<b>41.0%</b>
Allowed	2	2.5%	7	4.2%	18	2.6%	2	5.4%	<b>4</b>	<b>4.5%</b>
Withdrawn	49	62.0%	45	26.8%	401	57.9%	18	48.7%	<b>43</b>	<b>48.9%</b>
Struck out	4	5.1%	6	3.6%	50	7.2%	5	13.5%	<b>1</b>	<b>1.1%</b>
Pending	–	–	–	–	–	–	–	–	–	–
Lapsed	–	–	1	0.6%	39	5.6%	–	–	<b>4</b>	<b>4.5%</b>
<b>Total</b>	<b>79</b>	<b>100%</b>	<b>168</b>	<b>100%</b>	<b>693</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>88</b>	<b>100%</b>

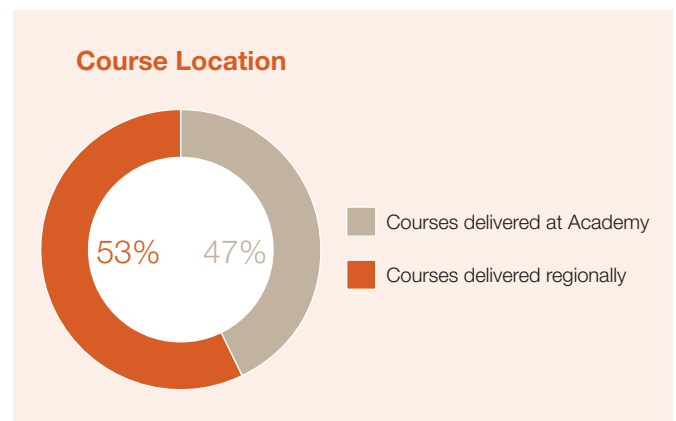
## Brush Farm Corrective Services Academy

### Quality management

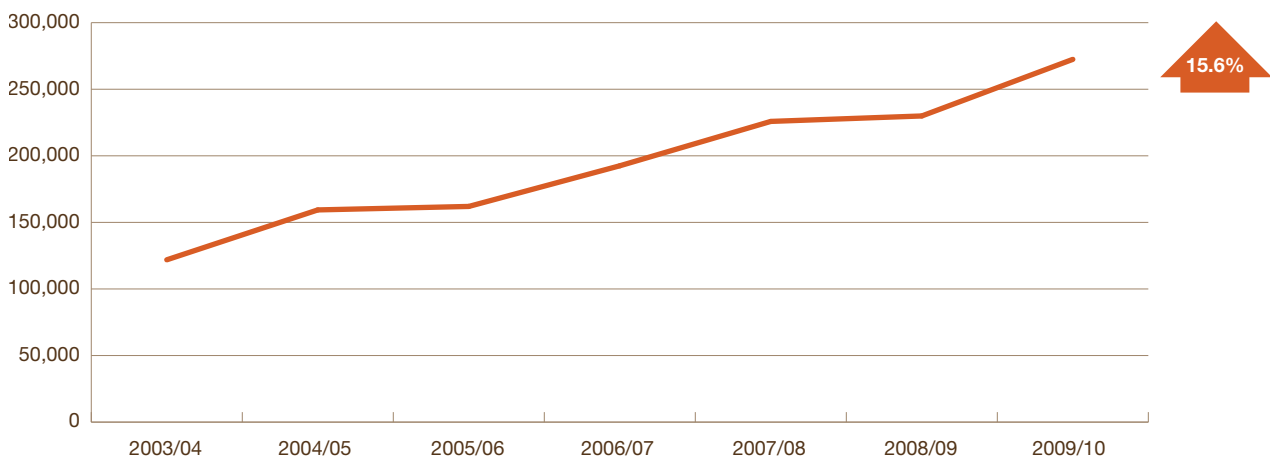
For the tenth consecutive year, Brush Farm Corrective Services Academy (BFCSA) was successfully recertified in 2009/10 through the annual external audit process for Quality Management System ISO9001. BFCSA is currently in the process of implementing the new Australian Quality Training Framework.

### Training provision

In 2009/10, BFCSA delivered 142 learning and development programs and a 15.6 percent increase in training hours.

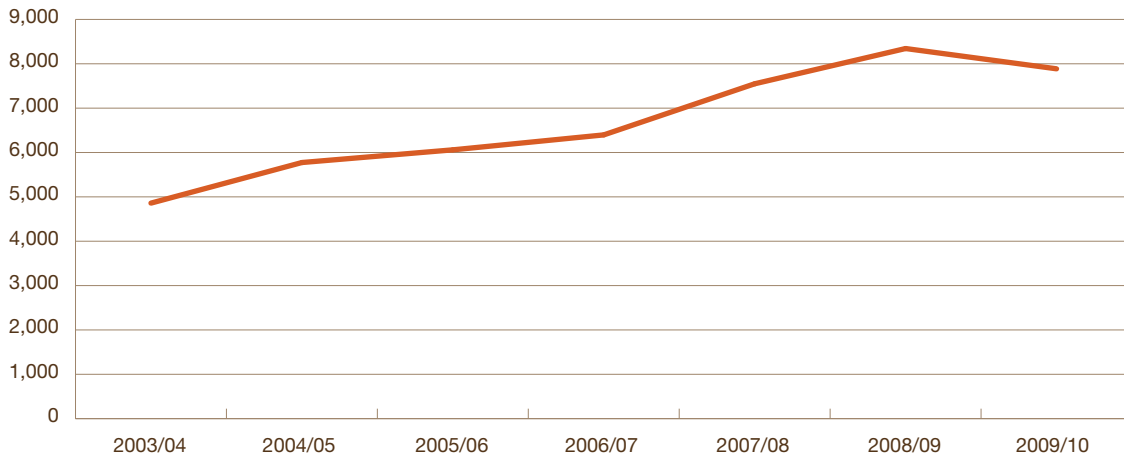


### Total training hours delivered per financial year



## Organisational Capability, Governance and Staff Support

Total participants attending Academy training courses per financial year



### Custodial training

In 2009/10, BFCSA trained 382 casual correctional officers and 17 overseers, with 68 correctional officers receiving the Certificate III in Correctional Practice (Custodial). In addition, 756 staff enrolled in short custodial courses, with 37 percent of these participants being trained in regional locations.

### Community training

In September 2009, intensive Report Writers and Case Managers Courses were piloted to 91 Case Managers, with a high degree of success. During the year, the Community Compliance Group training was accelerated by the use of eLearning modules. The year also saw the implementation of mandated Unit Leader training, with all Unit Leaders trained in policy and procedures relevant to their positions.

### Induction training

All new members of staff are required to undertake an Integrated Induction Program, which has a special emphasis on policy, probity and security related issues. In 2009/10, 557 staff attended 11 induction courses.

### Professional development

In 2009/10, a series of in-house training programs in program evaluation, project management, financial management and 'how to have difficult conversations with employees' were provided to agency staff in partnership with the Institute of Public Administration of Australia (IPAA). The Senior Executive Succession Program was introduced with 15 senior officers selected to participate in this two year program. In addition, eight professional development grants of up to \$3,000 were provided. During the year, a second round of professional development grants was advertised, with a view to offering a further seven grants.

	2009/10
Case Management Refresher	333
Community Service Orders	53
Various Offender Management Courses	913
Motivational Interactions	244
Report Writing and Case Managers	91
COS Unit Leaders Course	128



## Organisational Capability, Governance and Staff Support

# 2008

Program/Qualification	Attendance 2008/09	Attendance 2009/10
Australian Correctional Leadership Program	23 executives from Australasia	20 executives from Australasia
Executive Leadership Program	51 senior managers	34 senior managers
Action Management Program	50 middle managers	52 middle managers
Frontline Management Program	31 supervisors	121 supervisors
Career Development Program	40 managers and senior managers	67 managers and senior managers

### Site improvements

In 2009/10, BFCSA continued with its external beautification program, planting new native gardens and completing an extensive painting program. BFCSA also developed and launched a new website, [www.bfcsa.nsw.gov.au](http://www.bfcsa.nsw.gov.au), which will serve as a portal for access to online learning opportunities.

An extensive internal refurbishment of the Administration Building commenced, which will enable all staff to be accommodated together and deliver significant improvements in terms of facilities and access.

BFCSA won a 2009 Green Globes Achievement Award for integrating environmental management into its business planning and operations. Environmental initiatives during the year included:

- upgrading the lighting system in the Education Block with energy efficient lamps;
- installing a further 30,000 litres of rainwater tanks, water check meters and water saving shower heads;
- delivering smarter training solutions that use 22 percent less printed material; and
- conducting a solar feasibility study.

### eLearning

The Academy's eLearning capability continued to be strengthened, with the launch of an online repository of eLearning materials, now accessed by 1,000 staff per month. In 2010/11, a Learning Management System will be implemented, providing the capacity to offer formal online learning to all staff.

### Training Matrix

The Training Matrix project evolved to encompass the competency profiling of every position within Corrective Services NSW. This project has close links with the roll-out of the NSW Public Sector Capability Framework and promises to deliver an individualised training plan for every person within Corrective Services NSW.

### International and interstate programs

The Academy hosted 13 international delegations and study programs for over 50 participants from a variety of countries including Cambodia, China, Indonesia, New Zealand, South Africa, Thailand, Uganda and Vietnam. Some of the delegations were of a very high level including the Deputy Prime Minister of Cambodia, the Director-General of Corrections Indonesia and the Commissioner of Community Services of Uganda.

The highlight of the year was the deployment of four officers to Indonesia Corrections, funded by the Department of Foreign Affairs and Trade (DFAT). Within the first six months of placement, training was delivered to 238 Prison staff and 228 Probation and Parole staff in Indonesia. DFAT described the program as an "outstanding success" and has allocated funding to extend this program for another two years.

August 2009 saw the launch of the Commissioner's Brush Farm International Scholarship. Two outstanding recipients from Indonesia and China brought a wealth of ideas and experience into the Australian Correctional Leadership Program, enriching the sharing of international best practice during their two week program.

## Addresses

### Regional offices

#### Metropolitan Regional Office

Long Bay Correctional Complex  
Anzac Parade  
MALABAR NSW 2036  
PO Box 13  
MATRAVILLE NSW 2036  
Telephone: (02) 8304 2000  
Fax: (02) 9289 2100

#### Blacktown Office

Level 3  
22 Main Street  
BLACKTOWN NSW 2148  
PO Box 177  
BLACKTOWN NSW 2148  
Telephone: (02) 9854 7200  
Fax: (02) 9621 0062

#### North West Regional Office

2 Francis Street  
MUSWELLBROOK NSW 2333  
PO Box 607  
MUSWELLBROOK NSW 2333  
Telephone: (02) 6549 0400  
Fax: (02) 6541 2364

#### South West Regional Office

Level 1  
56-58 Clinton Street  
GOULBURN NSW 2580  
PO Box 952  
GOULBURN NSW 2580  
Telephone: (02) 4824 2222  
Fax: (02) 4822 1518

### Correctional centres

#### Bathurst Correctional Centre

Cnr Brookmore Avenue  
and Browning Street  
BATHURST NSW 2795  
PO Box 166  
BATHURST NSW 2795  
Telephone: (02) 6338 3282  
Fax: (02) 6338 3239

#### Berrima Correctional Centre

Argyle Street  
BERRIMA NSW 2577  
PO Box 250  
BERRIMA NSW 2577  
Telephone: (02) 4860 2555  
Fax: (02) 4860 2509

#### Brewarrina (Yetta Dhinnakkal) Centre

Coolabah Road  
BREWARRINA NSW 2839  
PO Box 192  
BREWARRINA NSW 2839  
Telephone: (02) 6874 4717  
Fax: (02) 6874 4721

#### Broken Hill Correctional Centre

109 Gossan Street  
BROKEN HILL NSW 2880  
PO Box 403  
BROKEN HILL NSW 2880  
Telephone: (08) 8087 3025  
Fax: (08) 8088 1565

#### Cessnock Correctional Centre

Lindsay Street  
CESSNOCK NSW 2325  
PO Box 32  
CESSNOCK NSW 2325  
Telephone: (02) 4993 2333  
Fax: (02) 4993 2282

#### Compulsory Drug Treatment Correctional Centre

66 Sentry Drive  
PARKLEA NSW 2768  
PO Box 3001  
STANHOPE GARDENS NSW 2768  
Telephone: (02) 9678 4171  
Fax: (02) 9678 4199

#### Cooma Correctional Centre

1 Vale Street  
COOMA NSW 2630  
Locked Bag 7  
COOMA NSW 2630  
Telephone: (02) 6455 0333  
Fax: (02) 6452 2491

#### Dawn De Loas Correctional Centre

Holker Street  
SILVERWATER NSW 2128  
Locked Bag 3  
Australia Post Business Centre  
SILVERWATER NSW 1811  
Telephone: (02) 9289 5330  
Fax: (02) 9289 5375

#### Dillwynia Correctional Centre

The Northern Road  
BERKSHIRE PARK NSW 2765  
Locked Bag 657  
SOUTH WINDSOR NSW 2756  
Telephone: (02) 4582 2222  
Fax: (02) 4582 2532

#### Emu Plains Correctional Centre

Old Bathurst Road  
EMU PLAINS NSW 2750  
Locked Bag 6  
PENRITH NSW 2750  
Telephone: (02) 4735 0200  
Fax: (02) 4735 5843

#### Glen Innes Correctional Centre

Gwydir Highway  
GLEN INNES NSW 2370  
Private Bag 900  
GLEN INNES NSW 2370  
Telephone: (02) 6733 5766  
Fax: (02) 6730 0085

#### Goulburn Correctional Complex

Maud Street  
GOULBURN NSW 2580  
PO Box 264  
GOULBURN NSW 2580  
Telephone: (02) 4827 2222  
Fax: (02) 4827 2230

### Grafton Correctional Centre

170 Hoof Street  
GRAFTON NSW 2460  
PO Box 656  
GRAFTON NSW 2460  
Telephone: (02) 6642 0300  
Fax: (02) 6642 7419

### High Risk Management Correctional Centre

Maud Street  
GOULBURN NSW 2580  
PO Box 264  
GOULBURN NSW 2580  
Telephone: (02) 4827 222  
Fax: (02) 4827 2430

### Ivanhoe (Warakirri) Centre

33 Mitchell Street  
IVANHOE NSW 2878  
PO Box 109  
IVANHOE NSW 2878  
Telephone: (02) 6995 1403  
Fax: (02) 6995 1404

### John Morony Correctional Centre

The Northern Road  
BERKSHIRE PARK NSW 2765  
Locked Bag 654  
SOUTH WINDSOR NSW 2756  
Telephone: (02) 4582 2222  
Fax: (02) 4582 2261

### Junee Correctional Centre (privately operated)

Park Lane  
JUNEE NSW 2663  
PO Box 197  
JUNEE NSW 2663  
Telephone: (02) 6924 3222  
Fax: (02) 6924 3197

### Kariong Juvenile Correctional Centre

Central Coast Highway  
KARIONG NSW 2250  
PO Box 7275  
KARIONG NSW 2250  
Telephone: (02) 4340 3400  
Fax: (02) 4340 2595

### Kirkconnell Correctional Centre

Sunny Corner Road  
YETHOLME NSW 2795  
PO Box 266  
BATHURST NSW 2795  
Telephone: (02) 6337 5219  
Fax: (02) 6337 5113

### Lithgow Correctional Centre

596 Great Western Highway  
MARRANGAROO NSW 2790  
PO Box 666  
LITHGOW NSW 2790  
Telephone: (02) 6350 2222  
Fax: (02) 6350 2220

### Long Bay Correctional Complex

1300 Anzac Parade  
MALABAR NSW 2036  
PO Box 13  
MATRAVILLE NSW 2036  
Telephone: (02) 8304 2000  
Fax: (02) 9289 2121

### Long Bay Hospital

1300 Anzac Parade  
MALABAR NSW 2036  
PO Box 13  
MATRAVILLE NSW 2036  
Telephone: (02) 8304 2904  
Fax: (02) 9694 4366

### Metropolitan Special Programs Centre

1300 Anzac Parade  
MALABAR NSW 2036  
PO Box 13  
MATRAVILLE NSW 2036  
Telephone: Area 1 – (02) 9289 2349  
Area 2 – (02) 9289 2209  
Area 3 – (02) 9289 2501  
Fax: Area 1 – (02) 9289 2124  
Area 2 – (02) 9289 2211  
Area 3 – (02) 9289 2586

### Special Purpose Centre

1300 Anzac Parade  
MALABAR NSW 2036  
PO Box 13  
MATRAVILLE NSW 2036  
Telephone: (02) 9289 2804  
Fax: (02) 9289 2108

### Mannus Correctional Centre

Linden Roth Drive  
MANNUS  
via TUMBARUMBA NSW 2653  
Telephone: (02) 6941 0333  
Fax: (02) 6948 5291

### Metropolitan Remand and Reception Centre (MRRRC)

Holker Street  
SILVERWATER NSW 2128  
Private Bag 144  
SILVERWATER NSW 1811  
Telephone: (02) 9289 5600  
Fax: (02) 9289 5929

### Mid North Coast Correctional Centre

370 Aldavilla Road  
ALDAVILLA NSW 2440  
PO Box 567  
WEST KEMPSEY NSW 2440  
Telephone: (02) 6560 2700  
Fax: (02) 6560 2734

### Oberon Correctional Centre

110 Gurnang Road  
SHOOTERS HILL  
via OBERON NSW 2878  
Locked Bag 2  
OBERON NSW 2787  
Telephone: (02) 6335 5248  
Fax: (02) 6335 5220

### Outer Metropolitan Multi-Purpose Correctional Centre

The Northern Road  
BERKSHIRE PARK NSW 2756  
Locked Bag 8651  
SOUTH WINDSOR NSW 2756  
Telephone: (02) 4582 2304  
Fax: (02) 4582 2349

### Parklea Correctional Centre (privately operated)

66 Sentry Drive  
PARKLEA NSW 2768  
Box 6148  
Delivery Centre Fifth Avenue  
BLACKTOWN NSW 2148  
Telephone: (02) 9678 4888  
Fax: (02) 9626 5657

## Addresses

### **Parramatta Correctional Centre**

Corner Dunlop and New Streets  
NORTH PARRAMATTA NSW 2151  
Locked Bag 2  
NORTH PARRAMATTA NSW 1750  
Telephone: (02) 9683 0300  
Fax: (02) 9630 3763

### **Silverwater Correctional Centre**

Holker Street  
SILVERWATER NSW 2128  
Locked Bag 115  
Australian Post Business Centre  
SILVERWATER NSW 1811  
Telephone: (02) 9289 5100  
Fax: (02) 9289 5209

### **Silverwater Women's Correctional Centre**

Holker Street  
SILVERWATER NSW 2128  
Locked Bag 130  
Australian Business Centre  
SILVERWATER NSW 1811  
Telephone: (02) 9289 5399  
Fax: (02) 9647 1409

### **St Heliers Correctional Centre**

McCullys Gap Road  
MUSWELLBROOK NSW 2333  
PO Box 597  
MUSWELLBROOK NSW 2333  
Telephone: (02) 6542 4300  
Fax: (02) 6542 4359

### **Tamworth Correctional Centre**

Corner Dean and Johnson Streets  
TAMWORTH NSW 2340  
PO Box 537  
TAMWORTH NSW 2340  
Telephone: (02) 6766 4977  
Fax: (02) 6766 4851

### **Wellington Correctional Centre**

Goolma Road  
WELLINGTON NSW 2820  
PO Box 386  
WELLINGTON NSW 2820  
Telephone: (02) 6840 2800  
Fax: (02) 6840 2900

## **Periodic detention centres**

### **Bathurst**

Corner Browning Street and  
Brookmore Avenue  
BATHURST NSW 2795  
Telephone: (02) 6334 2591  
Fax: (02) 6334 2593

### **Grafton**

170 Hoof Street  
GRAFTON NSW 2460  
Telephone: (02) 6642 0345  
Fax: (02) 6643 2133

### **Mannus**

Linden Roth Drive  
MANNUS via TUMBARUMBA  
NSW 2653  
Telephone: (02) 6941 0333  
Fax: (02) 6941 0340

### **Silverwater**

Holker Street  
SILVERWATER NSW 2128  
Telephone: (02) 9289 5368  
Fax: (02) 9289 5551

### **Tamworth**

Corner Dean and Johnson Streets  
TAMWORTH NSW 2340  
Telephone: (02) 6764 5324  
Fax: (02) 766 9746

### **Tomago**

Tomago Rd  
RAYMOND TERRACE NSW 2324  
Telephone: (02) 4964 8112  
Fax: (02) 4964 8544

### **Wollongong**

34-40 Lady Penrhyn Drive  
UNANDERRA NSW 2526  
Telephone: (02) 4271 8748  
Fax: (02) 4271 8760

## **Police/court complexes (24 hour)**

Albury  
Batemans Bay  
Campbelltown  
Dubbo  
Lismore  
Moree  
Newcastle  
Parramatta  
Penrith  
Port Macquarie  
Queanbeyan  
Surry Hills  
Wagga Wagga  
Wollongong

## Community offender services

### Albury District Office

558 Kiewa Street  
ALBURY NSW 2640  
PO Box 809  
ALBURY NSW 2640  
Telephone: (02) 6041 2933  
Fax: (02) 6041 1353

### Armidale District Office NSW Government Offices

Corner Dumaresq and  
Faulkner Streets  
ARMIDALE NSW 2350  
PO Box 633  
ARMIDALE NSW 2350  
Telephone: (02) 6772 2073  
Fax: (02) 6771 2107

### Bankstown District Office

Ground Floor  
47 Rickard Road  
BANKSTOWN NSW 2200  
PO Box 3097  
BANKSTOWN SQUARE NSW 2200  
Telephone: (02) 9707 2144  
Fax: (02) 9707 2521

### Batemans Bay District Office

1 Beach Road  
BATEMANS BAY NSW 2536  
PO Box 331  
BATEMANS BAY NSW 2536  
Telephone: (02) 4472 4987  
Fax: (02) 4472 8452

### Bathurst District Office

Ground Floor, The Mews  
108 William Street  
BATHURST NSW 2795  
PO Box 143  
BATHURST NSW 2795  
Telephone: (02) 6332 2737  
Fax: (02) 6332 2782

### Bega District Office

Suite 9, 1st Floor  
106 Auckland Street  
BEGA NSW 2550  
PO Box 267  
BEGA NSW 2550  
Telephone: (02) 6492 3144  
Fax: (02) 6492 4286

### Blacktown District Office

9 Second Avenue  
BLACKTOWN NSW 2148  
PO Box 473  
BLACKTOWN NSW 2148  
Telephone: (02) 9671 4266  
Fax: (02) 9831 7189

### Bourke District Office

Suite 3  
29 Richard Street  
BOURKE NSW 2840  
PO Box 91  
BOURKE NSW 2840  
Telephone: (02) 6872 2455  
Fax: (02) 6872 2592

### Bowral District Office

Suites 1 & 2  
2A Walker Street  
BOWRAL NSW 2576  
PO Box 477  
BOWRAL NSW 2576  
Telephone: (02) 4861 3777  
Fax: (02) 4862 2102

### Broken Hill District Office State Government Offices

32 Sulphide Street  
BROKEN HILL NSW 2880  
PO Box 698  
BROKEN HILL NSW 2880  
Telephone: (08) 8087 9155  
Fax: (08) 8087 1062

### Burwood District Office

Level 1  
27-29 Burwood Road  
BURWOOD NSW 2134  
PO Box 226  
BURWOOD NSW 2134  
Telephone: (02) 9745 2211  
Fax: (02) 9745 3494

### Campbelltown District Office

22 Minto Road  
MINTO NSW 2566  
PO Box 359  
MINTO NSW 2566  
Telephone: (02) 8796 1900  
Fax: (02) 8796 1977

### Casino District Office

Shop 2  
121 Barker Street  
CASINO NSW 2470  
PO Box 667  
CASINO NSW 2470  
Telephone: (02) 6662 4311  
Fax: (02) 6662 6979

### Cessnock Parole Unit

Cessnock Correctional Centre  
Off Lindsay Street  
CESSNOCK NSW 2325  
PO Box 173  
CESSNOCK NSW 2325  
Telephone: (02) 4991 1702  
Fax: (02) 4990 2315

### Coffs Harbour District Office

Corner West High and  
Moonee Streets  
COFFS HARBOUR NSW 2450  
PO Box 24  
COFFS HARBOUR NSW 2450  
Telephone: (02) 6652 6933  
Fax: (02) 6652 1123

### Cooma District Office

27A Vulcan Street  
COOMA NSW 2630  
PO Box 708  
COOMA NSW 2630  
Telephone: (02) 6452 1903  
Fax: (02) 6452 5481

### Coonamble District Office

22 Castlereagh Street  
COONAMBLE NSW 2829  
PO Box 56  
COONAMBLE NSW 2829  
Telephone: (02) 6822 1988  
Fax: (02) 6822 1163

## Addresses

### Dee Why District Office

Level 1, Pittwater Place  
633 Pittwater Road  
DEE WHY NSW 2099  
PO Box 44  
BROOKVALE NSW 2100  
Telephone: (02) 9982 7266  
Fax: (02) 9971 4359

### Dubbo District Office

138 Talbragar Street  
DUBBO NSW 2820  
PO Box 1831  
DUBBO NSW 2830  
Telephone: (02) 6882 9744  
Fax: (02) 6881 8530

### Fairfield District Office

2nd Floor, 119 The Crescent  
FAIRFIELD NSW 2165  
PO Box 372  
FAIRFIELD NSW 1860  
Telephone: (02) 8717 4600  
Fax: (02) 8717 4660

### Forbes District Office

137 Lachlan Street  
FORBES NSW 2871  
PO Box 390  
FORBES NSW 2871  
Telephone: (02) 6852 2219  
Fax: (02) 6851 1434

### Glen Innes District Office

233 Fergusson Street  
GLEN INNES NSW 2370  
PO Box 468  
GLEN INNES NSW 2370  
Telephone: (02) 6732 2644  
Fax: (02) 6732 4532

### Gosford District Office

125 Donnison Street  
GOSFORD NSW 2250  
PO Box 1024  
GOSFORD NSW 2250  
Telephone: (02) 4324 3744  
Fax: (02) 4323 2913

### Goulburn District Office

Ground Floor  
56-58 Clinton Street  
GOULBURN NSW 2580  
PO Box 481  
GOULBURN NSW 2580  
Telephone: (02) 4824 2299  
Fax: (02) 4821 5746

### Grafton District Office

49-51 Victoria Street  
GRAFTON NSW 2460  
PO Box 479  
GRAFTON NSW 2460  
Telephone: (02) 6643 2585  
Fax: (02) 6643 2674

### Griffith District Office

NSW Government Offices  
104-110 Banna Avenue  
GRIFFITH NSW 2680  
PO Box 2322  
GRIFFITH NSW 2680  
Telephone: (02) 6964 2242  
Fax: (02) 6964 2375

### Gunnedah District Office

NSW Government Offices  
35-37 Abbott Street  
GUNNEDAH NSW 2380  
PO Box 579  
GUNNEDAH NSW 2380  
Telephone: (02) 6742 5220  
Fax: (02) 6742 4854

### Hurstville District Office

Level 2  
2 Woodville Street  
HURSTVILLE NSW 2220  
PO Box 405 Business Centre  
HURSTVILLE NSW 1481  
Telephone: (02) 9579 6200  
Fax: (02) 9580 3374

### Inverell District Office

NSW Government Offices  
127 Otho Street  
INVERELL NSW 2360  
PO Box 555  
INVERELL NSW 2360  
Telephone: (02) 6721 0309  
Fax: (02) 6722 5890

### Junee District Office

2 Belmore Street  
JUNEE NSW 2663  
PO Box 114  
JUNEE NSW 2663  
Telephone: (02) 6924 4802  
Fax: (02) 6924 4797

### Kempsey District Office

Ground Floor  
26 Clyde Street  
KEMPSEY NSW 2440  
PO Box 405  
KEMPSEY NSW 2440  
Telephone: (02) 6562 7622  
Fax: (02) 6562 7403

### Lake Macquarie District Office

1st Floor  
7-9 Kelton Street  
CARDIFF NSW 2285  
PO Box 325  
CARDIFF NSW 2285  
Telephone: (02) 4956 5533  
Fax: (02) 4956 6701

### Lismore District Office

Suite 14B, Conway Plaza  
21 Conway Street  
LISMORE NSW 2480  
PO Box 1090  
LISMORE NSW 2480  
Telephone: (02) 6622 1277  
Fax: (02) 6622 0339

### Lithgow District Office

43 Main Street  
LITHGOW NSW 2790  
PO Box 349  
LITHGOW NSW 2790  
Telephone: (02) 6352 1555  
Fax: (02) 6352 1940

### Liverpool District Office

Shop 1, 48-52 Scott Street  
LIVERPOOL NSW 2170  
PO Box 3395  
LIVERPOOL WESTFIELDS  
NSW 2170  
Telephone: (02) 9612 0800  
Fax: (02) 9602 2600

**Long Bay Parole Unit**

Long Bay Correctional Complex  
Anzac Parade  
MATRAVILLE NSW 2036  
Telephone: (02) 9289 2172  
Fax: (02) 9289 2169

**Maitland District Office**

2 Caroline Street  
MAITLAND NSW 2320  
PO Box 227  
MAITLAND NSW 2320  
Telephone: (02) 4933 4333  
Fax: (02) 4934 3106

**Moree District Office**

25 Auburn Street  
MOREE NSW 2400  
PO Box 809  
MOREE NSW 2400  
Telephone: (02) 6752 4088  
Fax: (02) 6752 3786

**Mt Druitt District Office**

Suite 4, 1st Floor  
5 Mount Street  
MT DRUITT NSW 2770  
PO Box 378  
MT DRUITT VILLAGE NSW 2770  
Telephone: (02) 9421 3000  
Fax: (02) 9421 3099

**Muswellbrook District Office**

Level 3, Business Centre  
160 Bridge Street  
MUSWELLBROOK NSW 2333  
PO Box 340  
MUSWELLBROOK NSW 2333  
Telephone: (02) 6543 2255  
Fax: (02) 6543 2868

**Newcastle District Office**

3rd Floor  
25 Watt Street  
NEWCASTLE NSW 2300  
PO Box 439  
NEWCASTLE NSW 2300  
Telephone: (02) 4929 3921  
Fax: (02) 4929 4683

**Newtown District Office**

93-99 King Street  
NEWTOWN NSW 2042  
PO Box 223  
NEWTOWN NSW 2042  
Telephone: (02) 9550 4056  
Fax: (02) 9550 4068

**Nowra District Office**

Level 1  
Housing Commission Building  
24 Berry Street  
NOWRA NSW 2541  
PO Box 694  
NOWRA NSW 2541  
Telephone: (02) 4422 1599  
Fax: (02) 4421 8186

**Orange District Office**

150 Lords Place  
ORANGE NSW 2800  
PO Box 53  
ORANGE NSW 2800  
Telephone: (02) 6361 4666  
Fax: (02) 6362 0454

**Parramatta District Office**

Level 1, Enterprise House  
1 Fitzwilliam Street  
PARRAMATTA NSW 2124  
PO Box 666  
PARRAMATTA NSW 2124  
Telephone: (02) 9685 2666  
Fax: (02) 9685 2600

**Penrith District Office**

Suite 8, Ground Floor  
Danallam House  
311 High Street  
PENRITH NSW 2751  
PO Box 436  
PENRITH NSW 2751  
Telephone: (02) 4731 1511  
Fax: (02) 4721 1020

**Port Macquarie District Office**

1st Floor, Marena House  
17 Short Street  
PORT MACQUARIE NSW 2444  
PO Box 783  
PORT MACQUARIE NSW 2444  
Telephone: (02) 6583 6677  
Fax: (02) 6584 1917

**Queanbeyan District Office**

Ground Floor  
Government Service Centre  
11 Farrer Place  
QUEANBEYAN NSW 2620  
PO Box 823  
QUEANBEYAN NSW 2620  
Telephone: (02) 6229 7500  
Fax: (02) 6229 7501

**Silverwater Parole Unit**

Metropolitan Reception  
and Remand Centre  
Holker Street  
SILVERWATER NSW 2128  
Private Bag 144  
Australian Business Centre  
SILVERWATER NSW 1811  
Telephone: (02) 9289 3544  
Fax: (02) 9289 5954

**Sutherland District Office**

9-15 East Parade  
SUTHERLAND NSW 2232  
PO Box 521  
SUTHERLAND NSW 2232  
Telephone: (02) 9521 3544  
Fax: (02) 9545 3587

**Sydney City District Office**

Ground Floor  
13-15 Wentworth Avenue  
DARLINGHURST NSW 2010  
PO Box 370  
DARLINGHURST NSW 1300  
Telephone: (02) 9265 7500  
Fax: (02) 9264 2576

**Tamworth District Office**

Level 2, Noel Park House  
155-157 Marius Street  
TAMWORTH NSW 2340  
PO Box 1013  
TAMWORTH NSW 2340  
Telephone: (02) 6763 3700  
Fax: (02) 6763 3701

## Addresses

### Taree District Office

68 Wynter Street  
TAREE NSW 2430  
PO Box 92  
TAREE NSW 2430  
Telephone: (02) 6552 7599  
Fax: (02) 6551 2648

### Tumut District Office

76 Capper Street  
TUMUT NSW 2720  
PO Box 488  
TUMUT NSW 2720  
Telephone: (02) 6947 4104  
Fax: (02) 6947 4116

### Wagga Wagga District Office

20 Peter Street  
WAGGA WAGGA NSW 2650  
PO Box 791  
WAGGA WAGGA NSW 2650  
Telephone: (02) 6921 2950  
Fax: (02) 6921 2862

### Wellington District Office

101 Lee Street  
WELLINGTON NSW 2820  
PO Box 164  
WELLINGTON NSW 2820  
Telephone: (02) 6845 4311  
Fax: (02) 6845 2911

### Windsor District Office

266 George Street  
(Suffolk Street Entrance)  
SOUTH WINDSOR NSW 2756  
PO Box 230  
SOUTH WINDSOR NSW 2756  
Telephone: (02) 4560 1000  
Fax: (02) 4577 6399

### Wollongong District Office

Level 3  
111 Crown Street  
WOLLONGONG NSW 2500  
PO Box 340  
WOLLONGONG EAST NSW 2520  
Telephone: (02) 4226 1928  
Fax: (02) 4226 9567

### Wyong District Office

Suite 2  
30-32 Hely Street  
WYONG NSW 2259  
PO Box 235  
WYONG NSW 2259  
Telephone: (02) 4353 9399  
Fax: (02) 4353 9662

### Young District Office

3 Junction Street  
YOUNG NSW 2594  
PO Box 611  
YOUNG NSW 2594  
Telephone: (02) 6382 3599  
Fax: (02) 6382 4789

## Community Offender Support Program (COSP) centres

### Boronia

Lot 2, Old Bathurst Road  
EMU PLAINS NSW 2750  
Locked Bag 2  
EMU PLAINS NSW 2750  
Telephone: (02) 4735 1022  
Fax: (02) 4735 2814

### Bundaleer

John Morony Complex  
The Northern Road  
BERKSHIRE PARK NSW 2765  
PO Box 5506  
SOUTH WINDSOR NSW 2756  
Telephone: (02) 4582 2348  
Fax: (02) 4582 2324

### Campbelltown

1 Rose Street  
CAMPBELLTOWN NSW 2560  
PO Box 211  
CAMPBELLTOWN NSW 2560  
Telephone: (02) 4628 4966  
Fax: (02) 4627 0598

### Cooma

27A Vulcan Street  
COOMA NSW 2630  
PO Box 1215  
COOMA NSW 2630  
Telephone: (02) 6452 1833  
Fax: (02) 6452 4678

### Swanson Lodge

370 Aldavilla Road  
KEMPSEY NSW 2440  
PO Box W172  
WEST KEMPSEY NSW 2440  
Telephone: (02) 6562 2230  
Fax: (02) 6562 2279

### Nunyarra

1300 Anzac Parade  
MALABAR NSW 2036  
PO Box 13  
MATRIVILLE NSW 2036  
Telephone: (02) 9289 2950  
Fax: (02) 9289 2961



## Transitional centres

### Bolwara House Transitional Centre

Lot 2, Old Bathurst Road  
EMU PLAINS NSW 2750  
Locked Bag 2  
PENRITH NSW 2751  
Telephone: (02) 4735 7098  
Fax: (02) 4735 5972

### Parramatta Transitional Centre

124 O'Connell Street  
PARRAMATTA NSW 2150  
PO Box 2110  
NORTH PARRAMATTA NSW 2151  
Telephone: (02) 9890 1389  
Fax: (02) 9890 1455

## Community residential facilities

### Balund-a

186 Welsh Road  
TABULUM NSW 2469  
Telephone: (02) 6660 8616  
Fax: (02) 6660 8636

### Biyani Cottage

128-130 O'Connell Street  
NORTH PARRAMATTA NSW 2151  
Locked Mail Bag 2  
NORTH PARRAMATTA NSW 2151  
Telephone: (02) 9630 5190  
Fax: (02) 9630 5096

## Community Compliance Group

### Bathurst

115 Bentinck Street  
BATHURST NSW 2795  
PO Box 1977  
BATHURST NSW 2795  
Telephone: (02) 6331 5311  
Fax: (02) 6331 8344

### Blacktown

Level 2 & 3, 13 Kildare Road  
BLACKTOWN NSW 2148  
Locked Bag 3002  
BLACKTOWN NSW 2148  
Telephone: (02) 9854 5200  
Fax: (02) 9854 5207 – Level 2  
(02) 9621 7944 – Level 3

### Broken Hill

103 Argent Street  
BROKEN HILL NSW 2880  
PO Box 340  
BROKEN HILL NSW 2880  
Telephone: (08) 8088 6303  
Fax: (08) 8087 2966

### Campbelltown

5-7 Lithgow Street  
CAMPBELLTOWN NSW 2560  
PO Box 1204  
CAMPBELLTOWN NSW 2560  
Telephone: (02) 4629 7600  
Fax: (02) 4629 7696

### Dubbo

144 Talbragar Street  
DUBBO NSW 2830  
PO Box 1275  
DUBBO NSW 2830  
Telephone: (02) 6881 8326  
Fax: (02) 6884 0394

### Goulburn

Newo House  
23-25 Montague Street  
GOULBURN NSW 2580  
PO Box 1325  
GOULBURN NSW 2580  
Telephone: (02) 4824 0569  
Fax: (02) 4824 0555

### Grafton

Unit 2, 4-8 King Street  
GRAFTON NSW 2460  
PO Box 669  
GRAFTON NSW 2460  
Telephone: (02) 6643 5938  
Fax: (02) 6642 8756

### Newcastle

Level 4, 110 Hunter Street  
NEWCASTLE NSW 2300  
PO BOX 1770  
NEWCASTLE NSW 2300  
Telephone: (02) 4926 4466  
Fax: (02) 4926 2232

### Tamworth

73-75 Kable Avenue  
TAMWORTH NSW 2340  
PO Box 366  
TAMWORTH NSW 2340  
Telephone: (02) 6761 2877  
Fax: (02) 6761 2067

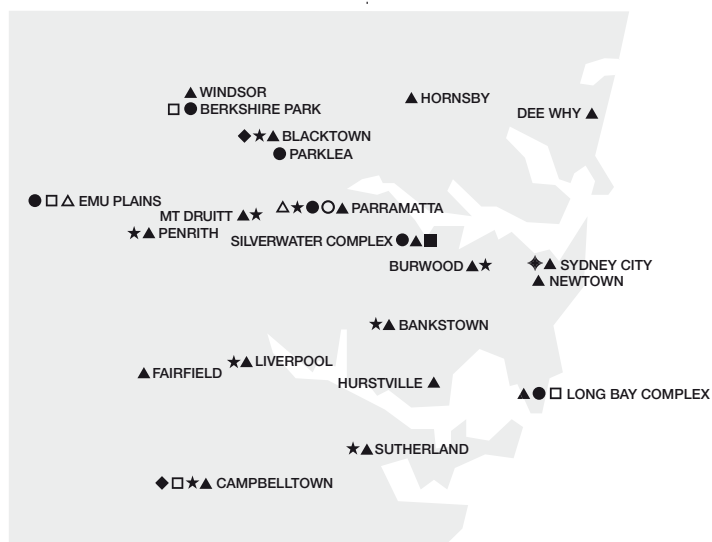
### Wagga Wagga

76A Johnston Street  
WAGGA WAGGA NSW 2650  
PO Box 6087  
WAGGA WAGGA NSW 2650  
Telephone: (02) 6921 3722  
Fax: (02) 6921 4588

### Wollongong

2/10 College Avenue,  
Shellharbour City Centre  
via Commemoration Drive  
SHELLHARBOUR NSW 2529  
PO Box 145  
SHELLHARBOUR CITY CENTRE  
SHELLHARBOUR NSW 2529  
Telephone: (02) 4295 1955  
Fax: (02) 4295 1153

Location map



- CORRECTIONAL CENTRE/S
- PERIODIC DETENTION CENTRE
- COMMUNITY OFFENDER SUPPORT PROGRAMS CENTRE
- ▲ COMMUNITY OFFENDER SERVICES DISTRICT OFFICE
- △ TRANSITIONAL CENTRE
- ◆ COMMUNITY COMPLIANCE GROUP
- COMMUNITY RESIDENTIAL FACILITY
- ★ COURTS – security provided by CSNSW
- ✦ SYDNEY CITY COURTS – security provided by CSNSW  
Central (King Street)  
Darlinghurst  
Downing Centre  
Queens Square Supreme