

# Corrective Services NSW

## Introduction

CSNSW Corporate Plan

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## Board of Management

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## Targets 2010/11

Key targets completed:

significant correctional centre security upgrades; commissioning of South Coast Correctional Centre; mentoring program for Aboriginal and Torres Strait Islander staff; integrated CSNSW Risk Management Framework.

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## Targets 2011/12

Key targets include:

develop best practice standards across custodial and community operations; state wide expansion of Intensive Correction Order; enhancement of offender participation rates in Compendium Programs; enhancement of e-Offender records management system; roll out of offender self service information kiosk trial.

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## Commissioner's Foreword

Expansion of Community Offender Support Program centres; expansion of diversionary programs; strengthening of security processes in secure correctional centres; significant increase in the number of inmates graduating from certificate courses; launch of new Aboriginal Strategic Plan; introduction of the Affordable Housing Project; record sales by Corrective Services Industries.

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## Offender Management

Security systems and procedures to meet challenges by offenders in custody; security classification risk management tools; lowest prisoner on officer assault rate; expanded operations of Community Compliance and Monitoring Group; opening of Serious Offenders Assessment Unit; increase in Compendium Programs participation; expansion of sex offender treatment programs; ground breaking new course for young offenders; interagency project for compulsory drug treatment; work programs for offenders in the community.

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## Organisational Capability, Governance and Staff Support

Continued implementation of workplace reform initiatives; publication of new Equity and Diversity Plan and new Aboriginal and Torres Strait Islander Employment and Career Strategy; implementation of a new enterprise asset management system; compliance monitoring and reporting standards; reports on privately operated correctional centres; JumpSTART Cadetship program; expansion of e Learning.

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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, intensive correction 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 wellbeing of staff
- Continuous learning and professional development

### Photography by:

- Nyree Reynolds
- Corrective Services Industries
- Jean Dally
- Margaret El-Chami
- Nikki Parsons
- Big Fish
- Oberon Correctional Centre, program facilitation staff

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

## Board of Management



*(From left to right, seated) Brian Kelly, Rosemary Caruana, Ian McLean, Ron Woodham, Jo Quigley, Gerry Schipp  
(Rear row) Lee Downes, John Simon, Colin Kelaher, Peter Peters, John Dunthorne, Dave Farrell, Wayne Ruckley, Luke Grant,  
Elizabeth Ball*

### Commissioner

#### **Ron Woodham PSM**

Ron Woodham was appointed Commissioner of Corrective Services in January 2002. He has a history of service in the criminal justice system which spans 45 years.

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

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

### 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 35 years and has been employed in a variety of correctional centres and has held various senior management positions for over 20 years.

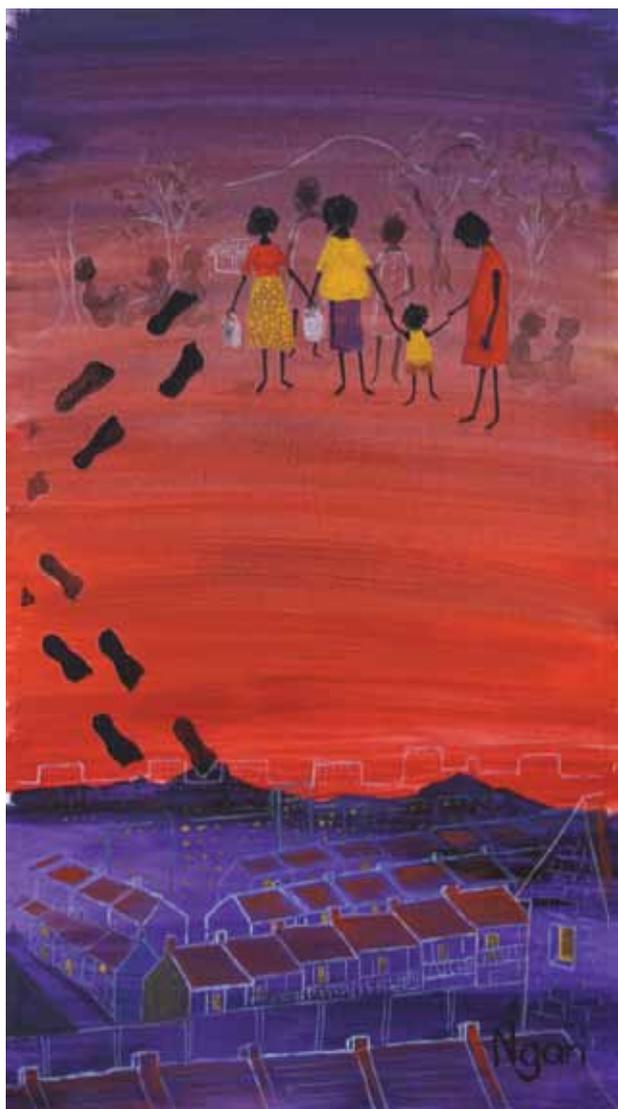
As Deputy Commissioner, Offender Management and Operations, he is responsible for the management of custodial and community corrections and has initiated major reform under the Commissioner's direction.

## Board of Management (continued)

### 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 over 31 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 the overseeing of all corporate services including Human Resources, Finance, Asset Management, ICT and Legal Services.



© Nyree Reynolds, *Family Story*, from the *My Family – My Place* exhibition

### 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, 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, operational performance review and major projects.

### Assistant Commissioner, Community Offender Management

#### Rosemary Caruana BA. Psych (Hons), MBA

Rosemary Caruana was appointed to the position of Assistant Commissioner, Community Offender Management, in January 2011. Prior to this, Ms Caruana held the position of Regional Executive Director, Outer Metropolitan Region since October 2008.

Ms Caruana has been with Corrective Services for over 27 years and has been employed in various positions in both the custodial and community environment.

As Assistant Commissioner, Community Offender Management, Ms Caruana is responsible for the oversight of the strategic management of offenders in the community, including high risk offenders supervised and managed through electronic monitoring.

## Board of Management (continued)

### Assistant Commissioner, Metropolitan Region

#### Brian Kelly

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

Mr Kelly has 34 years service with Corrective Services and has extensive experience in special security related fields and correctional centre management.

Mr Kelly has 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 34 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 Prison, among other senior 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 28 years experience in government and private sector correctional management.

### Assistant Commissioner, Security and Intelligence

#### Lee Downes MBA, EMPA

Lee Downes was appointed Assistant Commissioner, Security and Intelligence, in June 2011.

Ms Downes has over 32 years experience in correctional management. She has held a variety of senior executive roles including Commander, Women's Facilities and Services, Commander, North-West Region and Executive Director, Inspectorate and Community Offender Services.

Ms Downes has experience in the contracting out of correctional facilities management through her appointment as the first Monitor at Junee Correctional Centre. She also led the renewal of the tender for the management of Junee Correctional Centre in 2000.

### 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.

## Board of Management (continued)

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

#### Wayne Ruckley

Wayne Ruckley joined Corrective Services in 1981 as the Accountant and occupied a number of senior management positions prior to being appointed Executive Director, Corrective Services Industries (CSI) in 1988.

As Executive Director CSI, he led a major transformation of CSI in terms of offender employment, correctional centre management and commercial performance for CSI to be recognised as a world leader in correctional industry performance.

In 2010, Mr Ruckley became Assistant Commissioner, Enterprise Assets and Chief Information Officer with the responsibility to extend organisational initiatives within ICT to a broader Enterprise Assets portfolio, with special emphasis on implementing a contemporary business-based and commercial approach to the management of the CSNSW asset portfolio.

### Assistant Commissioner, Logistics and Strategic Operations

#### Don Rodgers

Don Rodgers was appointed Assistant Commissioner in November 2007 up until his retirement in January 2011. Mr Rodgers' career with Corrective Services spanned 33 years where he held all custodial ranks.

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

### Executive Director, Learning and Staff Development

#### Jo Quigley B Soc Stud, Grad Cert T&D, Dip. Corr. Admin.

Jo Quigley has worked in justice services for 25 years, including Corrective Services NSW and the former Department of Courts Administration.

Within Corrective Services, Ms Quigley has substantial experience in community offender services and learning and development, and was appointed to the position of Executive Director, Learning and Staff Development, in March 2007.

She is the former chair of the national Corrections Industry Advisory Committee and a current member of the Board of Government Skills Australia.

### Executive Director, Legal Services

#### John Simon Dip Law, LLM

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

He is responsible for providing high level strategic legal 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 NSW as a legal officer in April 1992, and has over 30 years experience working in state, federal and private legal sectors.

### Executive Director, Professional Standards

#### Elizabeth Ball BA, Dip Law, GDipLegPrac

Elizabeth Ball was appointed to the position of Executive Director, Professional Standards, in January 2011.

Ms Ball is responsible for providing high level legal advice about employment, industrial and administrative law matters, and is responsible for a diverse portfolio including staff support, occupational health and safety, corruption prevention and ethics, and disciplinary matters.

Ms Ball commenced employment with Corrective Services as a Legal Officer in 2004, and has prior experience working as a solicitor in private legal practice.

## Targets 2010/11

Corporate Plan Goals	Targets 2010/11	Completed/ in progress
<b>Offender Management</b>		
Effective security and management of correctional centres	Pilot online booking system for legal representatives	In progress
	Establish a K9 dog unit at South Coast Correctional Centre	Completed
	Upgrade security systems at Goulburn Correctional Complex and Lithgow, Bathurst and Silverwater Correctional Centres	Goulburn, Lithgow and Bathurst completed. Silverwater in progress
	Upgrade the biometric identification technology at selected correctional centres	Completed
	Upgrade the inmate transport fleet	In progress
	Implement a Security Threat Group intelligence gathering module and electronic exchange of urinalysis results between laboratory and Offender Integrated Management System (OIMS).	In progress
Effective supervision and monitoring of offenders in the community	Community Compliance Group to supervise offenders on Intensive Correction Orders	Completed
Offender participation in effective programs to reduce risks of re-offending	Roll out new version of the Impact of Dependence program to the community	In progress
	Renovate the historic Crookhaven Lighthouse	In progress
	Carry out construction work on the expansion of Cessnock Correctional Centre	In progress
Effective arrangements during times of transition from community to custody and from custody to community	Build SHINE for Kids facility at the South Coast Correctional Centre	In progress
	Establish additional Community Support Program (COSP) centres at identified locations	In progress
	Extend Balund-a referral catchment area	Completed
<b>Organisational Capability, Governance and Staff Support</b>		
Corporate systems, policies and support services enable achievement of operational goals and performance targets	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	In progress
	Commence the refresh of the Business Integrated Management System (BIMS) that supports finance and resource management	In progress
	Complete remediation of the core network infrastructure	Completed
	Remediate Local Area Network (LAN) connectivity at Silverwater and Long Bay Correctional Complexes	Completed
	Complete transition of a whole-of-government endorsed outsourced data centre environment	Completed
	Release Corporate Business Continuity Plan with guidelines and templates	Completed

## Targets 2010/11

Corporate Plan Goals	Targets 2010/11	Completed/ in progress
Sustainable environment management practices including energy, water and land management	Maintain water usage at all metered correctional centres at current low levels	In progress
	Install water monitoring devices to regional correctional centres and facilities using non-reticulated water, to enable establishment of baseline levels for developing water saving programs and drought management plans	In progress
	Maintain energy usage at correctional centres and facilities at current low levels	In progress
	Investigate and install Power Factor Correction Units to correctional centres and facilities where appropriate, to improve energy efficiency	In progress
	Decommission Underground Petroleum Storage Tanks to comply with environmental protection guidelines	In progress
Safe and healthy workplace	Roll out revised Equal Employment Opportunity policies and guidelines	Completed
	Roll out a new approach for grievance handling	In progress
	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	Completed
	Establish management groups to oversee the progress of equity plans	In progress
	Further expand the Peer Support program to other locations	In progress
	Revise the bullying and harassment policy	In progress
Cost efficiency and efficient asset management	Commission the South Coast Correctional Centre	Completed
	Commission CSI facilities at Cessnock Correctional Centre	Completed
Professional and ethical conduct	Publish the revised Guide to Conduct and Ethics and distribute the document personally and electronically to all Corrective Services NSW workplaces	Completed
	Conduct information sessions relevant to the revised Guide to Conduct and Ethics at all Corrective Services NSW workplaces	Completed
	Have all staff acknowledge receipt of the revised Guide to Conduct and Ethics	In progress
	Continue to increase awareness and understanding of reporting corrupt conduct including Protected Disclosures, and relevant policy and procedures	In progress
	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	In progress
	Update training session plans and resources	Completed
	Prepare promotional material to assist staff in identifying, disclosing and managing conflicts of interest	In progress
	Prepare an Internal Disclosures/Reporting Policy and Procedures	In progress
Workforce capability supported by workforce planning and management	Complete employee self-serve capability roll-out	In progress

## Targets 2011/12

Corporate Plan Goals	Targets 2011/12
<b>Offender Management</b>	
Effective security and management of correctional centres	Deliver cost savings within the context of continued workplace reform based on the successful Way Forward model, without compromise to the provision of security, safety and service delivery
	Continue the ongoing roll-out of additional and new security technologies across the state such as x-ray machines and portals for the detection of contraband
	Upgrade existing correctional centre monitor/control rooms to meet contemporary best practice
	Develop standards across both custodial and community operations that reflect international best practice in offender management
	Implement electronic security reporting onto document management system (TRIM)
Effective supervision and monitoring of offenders in the community	State-wide expansion of the Intensive Correction Order
Offender participation in effective programs to reduce risks of re-offending	Develop a custody and community-based maintenance program for male offenders who complete the Domestic Abuse Program
	Develop custody-based high intensity programs for women which address sexual and violent offending
	Implement delivery of CALM (Controlling Anger and Learning to Manage It) programs in all correctional centres for women
	Develop strategies to reduce program attrition and obstacles to attending programs in custody and community
Effective arrangements during times of transition from community to custody and from custody to community	Complete building SHINE for Kids facilities at the South Coast and Goulburn Correctional Centres
<b>Organisational Capability, Governance and Staff Support</b>	
Corporate systems, policies and support services enable achievement of operational goals and performance targets	Complete digital record transition
	Complete Local Area Network (LAN) connectivity at all correctional centres
	Deliver business intelligence solution through information asset vault to aid organisational management, decision making and performance assessment.
	Continue functional enhancement implementation of Business Integrated Management Systems to support finance, human resources and asset management systems
	Complete functional enhancement of Offender Integrated Management System including implementation of e-Offender record and offender financial system
	Complete assessment and future potential roll-out of offender self-service information kiosk trial at South Coast Correctional Centre

## Targets 2011/12

Corporate Plan Goals	Targets 2011/12
Sustainable environment management practices including energy, water and land management	Maintain water usage at all metered correctional centres at good practice levels
	Complete installation of water monitoring devices to regional correctional centres and facilities using non-reticulated water
	Maintain energy usage at correctional centres and facilities at best practice levels
	Continue installation, where appropriate, of power factor correction units to correctional centres and facilities to improve energy efficiency
	Continue decommissioning of underground petroleum storage tanks to comply with environmental protection guidelines
	Undertake a waste audit at the Henry Deane Building in conjunction with the Office of Environment and Heritage
	Complete scoping stage of Bridge Program at the Metropolitan Remand and Reception Centre, Silverwater Correctional Complex
Safe and healthy work place	Implement trial of smoke-free buildings at Lithgow Correctional Centre
	Review and revise the Workplace Relations intranet page to provide easy access to information on industrial relations (including conditions of employment), safety, and staff support services
	Support the implementation of the new Workplace Health and Safety legislation including reviewing policies and procedures, education and information for staff and managers and reviewing systems to ensure compliance
	Review and issue new tender for provision of Employee Assistance Program services following conclusion of existing contract in 31 March 2012
Cost efficiency and efficient asset management	Implement enhanced enterprise asset management system based on asset lifecycle principles at South Coast Correctional Centre
Professional and ethical conduct	Develop Corruption Prevention Plan
	Implement an early intervention system for the identification of corruption risks, in accordance with Independent Commission Against Corruption report recommendation
	Provide managers and supervisors with appropriate training on the early intervention system as well as other professional conduct matters
	Review and distribute Guide to Management of Professional Conduct Policy, Protected Disclosure Policy and Association with Offenders Policy
	Develop an integrated training calendar for the Professional Standards Division
Workforce capability supported by workforce planning and management	Complete Training Matrix Project
	Complete employee self-serve capability roll-out

## Commissioner's Foreword



With the change of State Government, Corrective Services NSW (CSNSW) became a Division of the newly named Department of Attorney General and Justice. Guided by the Minister for Justice, the Hon. Greg Smith MP, the State Government has a clear and welcome emphasis on community corrections and diversionary programs.

This aligns with our restructuring over the last two years, which has already seen resources, such as some psychologists and programs, moved from inside correctional centres out into the community. Our restructure was based on strong evidence that a certain proportion of inmates would be more effectively managed in the community.

Further reflecting this focus on community offender management, a new position of Assistant Commissioner, Community Offender Management was created to set and oversee the strategic direction for community offender policy, management, compliance and monitoring.

Significant changes in sentencing options also reflected the changing emphasis on community offender management, with the abolition of Periodic Detention and commencement of the Intensive Correction Order.

From 1 October 2010, Periodic Detention ceased to be a sentencing option in New South Wales, and a new community sentencing option, the Intensive Correction Order (ICO), became available. At 30 June 2011, the number of offenders being supervised under an ICO was 354, with 200 offenders still on Periodic Detention Orders, also being managed in the community.

Under an ICO, offenders are electronically monitored around-the-clock and will face, for example, strict curfews and alcohol and random drug testing. Importantly, they are also required to participate in rehabilitation programs to address the causes of their offending behaviour, as well as complete 32 hours of community work each month. The ICO is not available to sex offenders.

This sentencing option will ensure that offenders will be able to keep their jobs and maintain close family ties, while still addressing the causes of offending in a cost-effective manner. It has the potential to increase as an alternative to full-time custody.

In 2010/11, community compliance, monitoring and management coverage was expanded State-wide to support the extension of the ICO roll-out. In addition, the ICO Management Committee was established in October 2010 to oversee the administration of orders and make recommendations to the State Parole Authority for revocations.

The effectiveness of the ICO program will be reviewed by the Bureau of Crime Statistics and Research (BOCSAR) after five years, and annually by the Sentencing Council. CSNSW will collect robust, statistical data around the performance metrics of the ICO program.

### Community Offender Support Program centres

In 2010/11, CSNSW expanded the Community Offender Support Program centres (COSPs) accommodation program. Periodic Detention Centres in Bathurst, Wollongong and Newcastle were closed and refurbished so they can be used as COSPs. CSNSW is consulting with communities to establish new COSPs in other areas, including Dubbo and Wagga Wagga.

### Diversionary programs

In 2010/11, CSNSW continued to develop its diversionary programs, including establishing a new facility at Cessnock along the lines of Biyani. This new facility, called Miruma, provides a programmed pathway for female offenders with a mental health disorder and co-existing alcohol and drug problems as an alternative to a custodial sentence.

The successful, community-based Balund-a Program at Tabulam continued to help young offenders to rebuild their community and family relationships and began accepting female offenders.

## Commissioner's Foreword (continued)

In what could eventually substantially reduce the need for correctional centre beds, CSNSW developed plans for an e-Bail system. This will see a large number of offenders on bail being diverted from remand centres and, instead, managed via community-based electronic monitoring, curfews and drug and alcohol testing.

### Reduced inmate population

The increase in community-based sentencing may have helped to reduce the inmate population. For the first time in 13 years, the NSW average full-time daily inmate population decreased. Over the previous 12 years, the daily average inmate population increased annually by close to 330 inmates or 4.2 percent per year. In 2010/11, the inmate population decreased by 505, the difference between the highest and the lowest daily inmate number.

The stabilising inmate population will enable CSNSW to scale down its active capital works program and review its older facilities. The last planned major capital works are the 500-bed new South Coast Correctional Centre which officially opened in November 2010, and the 250-bed expansion of Cessnock Correctional Centre which is due for completion in January 2012.

The South Coast Correctional Centre which provides maximum, medium and minimum security facilities for men and women was delivered on time and on budget. This correctional centre has created 200 permanent jobs and will inject around \$10m per year into the South Coast economy. It has leading-edge facilities which will include self-service information kiosks.

### New Enterprise Asset Management

In October 2010, CSNSW established a new Enterprise Asset division responsible for the lifecycle management of all physical, information and technology assets. This approach will make sure that each asset is maintained, and that capital investment is predicated on robust investment criteria. It will also help ensure that correctional facilities are managed reflecting a contemporary corrections environment.

Notably, the new section of CSNSW recognises information as an asset, making its accuracy and integrity a priority. Such an approach is increasingly important in an organisation charged with the responsibility of making decisions about those in our custody and care. In future, information asset management and digital record keeping will help to aggregate information and present scenarios to support decision making about both individual offenders and the system as a whole.

### Security

Following recommendations from the Independent Commission Against Corruption (ICAC) in relation to the John Morony Correctional Centre, security processes and entry and exit points in secure correctional centres were strengthened across the State.

### Inmate education and training

Corrective Services provides individual education programs to assist in preparing inmates for employment upon their release. Stable employment is a major factor in reducing re-offending. Importantly, there has been a significant increase in the number of inmates graduating from Certificate Courses (15 percent) and Traineeships (24 percent).

### Aboriginal offenders

In 2010/11, CSNSW launched its new Aboriginal Strategic Plan. Aboriginal people are over-represented in the criminal justice sector. The NSW Aboriginal inmate population is currently 22.4 percent male and 29.6 percent female; the population of offenders in the community is 17.8 percent male and 27.8 percent female.

In 2010/11, Corrective Services Industries (CSI) received a contract to construct modular houses for Aboriginal communities. The first of these houses has now been completed and assembled. This Affordable Housing Project has many benefits. It affords selected and assessed Aboriginal inmates a construction traineeship which will increase their chances to gain employment once released from custody. In addition, it will provide sustainable housing to remote Aboriginal communities. It brings together government and non-government agencies, private industry and unions, as well as Aboriginal community organisations to make the project a success.

### Sex offenders

In 2010/11, access to programs for sex offenders was expanded, enabling maximum security offenders at Parklea Correctional Centre, and soon at Cessnock Correctional Centre, to participate. New programs were also introduced to address the causes of re-offending in sex offenders with cognitive impairment and those in denial. In November 2010, CSNSW opened a new 30-bed unit at Long Bay Correctional Complex to assess high risk sex offenders. This Serious Offenders Assessment Unit identifies those sex offenders who pose the greatest risk to community safety after release from custody.

## Commissioner's Foreword (continued)

### Pacific Regional Heads of Prisons Meeting

In August 2010, CSNSW co-hosted the 7th Pacific Regional Heads of Prisons Meeting in conjunction with the Australian Capital Territory Corrective Services. The five-day conference included over 40 prison administrators from Australia, New Zealand and 12 Pacific nations including Micronesia, Palau, Solomon Islands, Tuvalu, Vanuatu, Kiribati, Nauru, Papua New Guinea, Samoa, Cook Islands, Tonga and the Marshall Islands.

### SHINE for Kids

In 2010/11, an additional SHINE for Kids centre was opened at Junee Correctional Centre and construction began for two more centres at the South Coast and Goulburn Correctional Centres. Further supporting the children of inmates, the Children and Families of Offenders Steering Committee was formed in October 2010 under the chairmanship of the Assistant Commissioner, Office of the Commissioner and Human Resources. This new steering committee includes two official visitors, the CEO of SHINE for Kids and an executive of the Community Restorative Centre. The Committee implements the Families of Offenders Strategic Framework which is all about service improvements to the public, and in particular to children and families of offenders.

### Recruitment

In 2010/11, CSNSW continued to pioneer online recruiting services, having helped to pilot the e-Recruitment system in October 2009. CSNSW was one of two agencies to achieve the Goldstar standard for its progressive adoption of e-Recruitment, following an evaluation of 62 agencies surveyed by KPMG.

For the first time, CSNSW employed cadets under the JumpSTART Cadetship Program and the NSW Indigenous Cadetship Program (ICP). The ICP is aligned to the Government's commitment to increase Aboriginal employment to 2.6 percent within the NSW public sector by 2015. More than four percent of all CSNSW employees are Aboriginal and Torres Strait Islanders.

### Key Performance Indicators

In 2010/11, the rates of offenders returning to corrective services with a new correctional sanction within two years decreased from 23.9 to 23.1. CSNSW also recorded its lowest prisoner on officer assault rate. 2010/11 saw escape rates increase from the record low of the previous year, with the escape rate for secure custody on a par with the national average for the previous year. Deaths from apparent unnatural causes in custody also tracked the national trend.

In 2010/11, the Board of Management Deaths in Custody Management Committee which co-ordinates the flow of information to the Coroner, continued to be proactive in taking action in relation to recommendations resulting from deaths in custody. Its work was commended by the Coroner in a written report, which stated:

"...In 2010 I made a number of recommendations following an inquest into the death of a prisoner at Goulburn Correctional Centre. I commend the Department of Corrective Services for acting upon those recommendations relevant to it, and in establishing a special Management of Deaths in Custody Committee."

### Corrective Services Industries

Corrective Services Industries (CSI) delivered another record result, achieving \$65.8m in sales, \$1.8m more than in the previous year. In the last two years, despite the difficult economic conditions, CSI production has doubled.

### Brush Farm Corrective Services Academy

In September 2010, Brush Farm Corrective Services Academy (BFCSA) celebrated its 20th anniversary. In 2010/11, BFCSA completed the refurbishment of its administration building and upgraded its information systems and website. It also hosted 12 delegations and study programs involving 65 participants from eight different nations, including a growing number of delegates from the African region. CSNSW officers also continued to be seconded to support the Directorate-General of Corrections Indonesia to implement reforms of the Indonesian Corrections system.

## Commissioner's Foreword (continued)

BFCSA continued to offer Visiting Scholar Placement Programs to senior officers, while the growing number of applicants for the Brush Farm International Scholarship will see the awards increased to four in 2011.

External use of the BFCSA Library grew, via programs such as the Australian Correctional Leadership Program. This resulted in international recognition from other correctional jurisdictions and visiting academics for high standards of services in research and library support.

### Animal welfare programs

In 2010/11, CSNSW continued to work with animal welfare organisations. Current programs include the RSPCA Dog Rehabilitation Program at the Outer Metropolitan Multi-Purpose Correctional Centre; the Greyhounds as Pets at Dillwynia Correctional Centre; and the Assistance Dogs Program at Kirkconnell Correctional Centre. CSNSW is currently considering supporting the Racing NSW Thoroughbred Rehabilitation program. At the core of these programs is the CSNSW commitment to engage with community organisations to achieve positive outcomes for the community. All animal welfare projects give selected inmates the learning and development opportunities which help them gain employment.

### Making progress towards reducing re-offending

Measuring re-offending is retrospective, with today's performance indicators reflecting the initiatives in place two years ago. Given the growing body of evidence to support the efficacy of CSNSW's current custodial and community-based programs, and the growing levels of Throughcare in the community, the CSNSW Board of Management is striving towards reducing the rate of re-offending.

I would like to thank all CSNSW staff, for their professionalism and dedication during the year. I am proud of their constant willingness to adapt to the changing correctional environment and their ability to deal with often very challenging situations. Working with their colleagues in other government and non-government agencies, they have made real progress in successfully reintegrating offenders into the community and reducing the risks of re-offending.



*Icy conditions at the Oberon Correctional Centre*

## 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 2010/11, Corrective Services NSW saw escape rates increase from the record lows of the previous year. The escape rate for secure custody was equal to the national average for the previous year.

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

	2006	2007	2008	2009	2009/10 National Average	2010 /11
<b>Security</b>	/07	/08	/09	/10		
Open	0.17	0.16	0.31	0.06	0.3	<b>0.6</b>
Secure	0.00	0.02	0.06	0.01	0.02	<b>0.02</b>

\* National Correctional Indicators counting rules.

#### Number of escapes\*

	2006	2007	2008	2009	2010	
<b>Security</b>	/07	/08	/09	/10	/11	
Open		6	6	11	2	<b>22</b>
Secure		0	1	4	1	<b>1</b>

\* National Correctional Indicators counting rules.

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

In 2010/11, Corrective Services NSW upgraded security screening equipment at maximum and medium security correctional centres. This involved installing the latest generation of portal metal detectors, which automatically deny entry when metal is detected. Additionally, biometrics identification systems were upgraded throughout the State and ion scan substance screening technology was trialled. These security technology upgrades were complemented by a suite of procedural and policy changes aimed at improving the screening and searching of staff and visitors entering correctional centres.

Each year, inmates are securely transported on approximately 150,000 occasions (on average) from correctional locations to other locations such as courts, hospitals and other correctional centres. To support this, the program to refurbish the transport fleet continued, including replacing Toyota Hiaces with Hyundai iLoads and retro-fitting intercom systems.

## Offender Management (continued)

These upgrades have already improved safety. There are now multiple exits for inmates, as well as better seating and more cab space for escorting officers. The refurbishment program is scheduled for completion in December 2011.

In 2010/11, more than \$7m was invested in upgrading and replacing security systems across 10 correctional centres, with a further \$1m spent on upgrading the inmate transport fleet. Comparable allocations are expected to be invested in security upgrades and investments in 2011/12.

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

Category	2006/07	2007/08	2008/09	2009/10	2010/11
Prison to prison	40,105	39,945	43,560	47,777	45,467
Prison to hospital	393	336	373	294	290
Prison to court	101,746	98,366	116,362	107,144	83,320
Prison to other	4,936	4,961	4,775	5,422	5,246
<b>Total</b>	147,180	143,608	165,070	160,637	134,323

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

### Number of escapes by security level/program 2006/07 to 2010/11

Security level breached	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Full-Time Custody</b>					
From within maximum security	–	–	–	–	–
From within medium security	–	–	4	–	–
From within minimum security	6	6	10	2	20
Adjacent to maximum/medium	–	–	–	–	–
Escorted – other (e.g. hospital)	–	1	1	1	3
Escorted external work party	1	2	1	2	3
Escorted external sports/educational excursion	–	–	–	–	–
Day/Weekend leave	–	–	1	–	–
Unescorted education programs	–	–	–	1	1
Work release program	2	–	–	1	1
Other unescorted authorised absence	1	1	–	–	–
Court Complex	–	–	–	1	1
Transport (including transfers)	–	–	–	1	–
<b>Full-time custody total escapes</b>	10	10	17	9	29
Rate per 100 offender years	0.11	0.10	0.17	0.09	0.29
<b>Total escapes</b>	10	10	17	9	29
<b>Rate Per 100 offender years<sup>1</sup></b>	0.10	0.10	0.17	0.08	0.28

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

## Offender Management (continued)

### Operational strategies to meet reporting standards

Corrective Services NSW continued to develop operational strategies to meet reporting standards. The Board of Management aligned reporting protocols to meet the requirements contained within the National Indicators, as provided through the Council of Australian Government (COAG). In addition, a steering committee was established to develop minimum standards for all activities, based on a best practice contemporary management model. This project will be finalised in the next reporting year.

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

#### Enhancing K9 resources

In 2010/11, the K9 Unit amalgamated with the State Emergency Unit (SEU), providing a combined resource of over 75 specialised staff and 54 dogs to perform targeted and random searches/operations State-wide. This increased contraband seizures throughout the year.

The SEU used these resources to respond and manage critical incidences, including searches within correctional centres, visitor and staff searches and intelligence operations with the NSW Police Force. On request, the SEU provides dogs to assist police with searching private premises. In 2010/11, this assistance resulted in the detection and seizure of large quantities of illicit drugs.

In line with the Independent Commission Against Corruption (ICAC) recommendations, the K9 Unit was used in Corrective Services NSW Commissioner Searches (unannounced searches), Strategic Targeted Operation Planning and Scheduling (STOPS) committee directed operations and staff searches.

#### Dealing with terrorists in custody

In 2010/11, Corrective Services NSW continued to develop de-radicalisation and terrorist risk assessment strategies, based on international research and security management. One inmate received the new designation of "Extreme High Risk Restricted", introduced by the *Crimes (Administration of Sentences) Amendment Regulation 2009*. This designation allows more scope to control inmates who attempt to influence other offenders to take part in illegal activities and subversive activities while in custody.

### Improving security threat intelligence gathering

In 2010/11, the Offender Integrated Management System (OIMS) Security Threat Group (STG) module was implemented, improving security threat intelligence gathering. Using this module, staff in correctional centres and Community Offender Services locations are able to record offenders who have an association with, or are at risk from, an Outlaw Motorcycle Gang (OMCG), Organised Criminal Network (OCN) or other STG. The new module also creates reports that allow Corrective Services staff to identify OMCG/OCN conflicts and any inmates affiliated with, or at risk from, an OMCG/OCN.

### Strengthening the Corrections Intelligence Group

The Corrections Intelligence Group (CIG) continued to maintain close working relationships with all corrective service jurisdictions in other Australian States and Territories, as well as Juvenile Justice NSW. It started developing contacts with New Zealand Corrections. Close ties were maintained with the NSW Police Force and Australian Federal Police as well as other organisations such as Family and Community Services, Australian Customs and Border Protection, Department of Immigration and Citizenship and the Australian Taxation Office.

In 2010/11, the CIG interviewed 446 inmates, with 324 identified as being associated with, or deemed to be at risk from, an STG or OMCG. CIG also developed a central repository for intelligence holdings, the Intelligence Information System, due to be accessible for use by all areas by December 2011.

### Security Threat Group Program and Violent Individual Offender Program

The Security Threat Group – Intervention Program (STG-IP) identifies inmates who act in conjunction with other inmates as part of an organised group, and who pose a severe risk to the safety of others or the security of a correctional centre. In 2010/11, CIG issued 73 inmates with verbal or written warnings, with nine undertaking the program due to their ongoing negative behaviour.

Similarly, the Individual Violent Offender – Intervention Program (IVO-IP), which targets individual inmates who exhibit violent tendencies, but who do not act as part of a group, continued to show positive results. In 2010/11, 84 offenders were issued verbal or written warnings due to their aggressive and violent behaviour, with 10 inmates ultimately undertaking the program due to their continued risk to others.

## Offender Management (continued)

### Internal audits

In 2010/11, Corrective Services NSW formalised its risk-based auditing approach. Starting with 59 planned audit projects, 44 audits were completed with 12 still in progress at year end. Of the 44 audit projects, 12 were unplanned special projects, and 32 involved comprehensive audits across a range of CSNSW workplaces, including Community Offender Services offices, Court Escort Security Units, Corrective Services Industries (CSI) units and correctional centres. The 32 comprehensive audits were implemented across varied workplaces including 13 Community Offender Services offices, nine Court Escort Security Units, five correctional centres and five CSI locations. In addition, forensic audits were undertaken on behalf of the Professional Conduct Management Committee and Investigations Branch.

On the basis of the audit scope and work completed, it is the opinion of the CSNSW Audit Branch that internal control and monitoring systems, risk management, policies and procedures, legislative and procedural compliance, service delivery, assets and records management are mostly adequate in terms of effectiveness and accountability.

### Rate of assaults

In 2010/11, Corrective Services NSW recorded its lowest prisoner on officer assault rate. CSNSW 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 10 years. All metrics were below the national average for the previous year.

#### Prisoner\* on Officer Assaults\*\*

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Serious	0.01	0.00	0.00	0.00	0.03	0.00
Assaults	0.71	0.92	0.59	0.56	0.64	0.34

#### Prisoner\* on Prisoner Assaults\*\*

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Serious	0.49	0.31	0.26	0.15	0.53	0.13
Assaults	13.26	13.07	12.83	13.43	9.14	13.06

\* Terminology of the Report on Government Services. CSNSW's standard terminology is inmates.

\*\* 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 2010/11, there were 10 deaths from apparent unnatural causes in custody. Rates of unnatural deaths amongst Indigenous offenders remained comparable with the national average for the previous year.

#### Apparent unnatural deaths in correctional custody

	2006/07	2007/08	2008/09	2009/10	2010/11
Indigenous	2	0	1	1	1
Non-Indigenous	5	4	4	5	9
<b>Total</b>	<b>7</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>10</b>

## Offender Management (continued)

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

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Indigenous	0.10	0.00	0.05	0.04	0.03	<b>0.04</b>
Non-Indigenous	0.07	0.05	0.05	0.07	0.06	<b>0.12</b>
<b>Total</b>	<b>0.07</b>	<b>0.04</b>	<b>0.05</b>	<b>0.06</b>	<b>0.05</b>	<b>0.10</b>

Note: The number and rates of deaths may change from previous years where the apparent causes are amended following coronial inquiries. Previous year figures have been amended in some cases to align with national counting rules.

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

In 2010/11, the average daily time out-of-cells increased slightly compared with last year. This trend is also present for the average daily time out-of-cells for secure custody and remained steady for open custody.

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

Security	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Open	12.64	11.86	13.41	19.14	17.9	<b>19.14</b>
Secure	7.58	7.15	7.08	6.71	9.2	<b>7.01</b>
Average	9.51	8.89	9.32	11.18	11.4	<b>11.40</b>

### Annual trends in the inmate population – 2006/07 to 2010/11

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 (%)
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
2009/10	10,352	2.8	10,124	10,482	358	3.5
<b>2010/11</b>	<b>10,094</b>	<b>-2.5</b>	<b>9,859</b>	<b>10,364</b>	<b>505</b>	<b>5.0</b>

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

### Number of court appearances facilitated by video conferencing

	2006/07	2007/08	2008/09	2009/10	2010/11
Number	19,125	27,700	31,338	31,345	<b>35,045</b>

Note: The data which represents the number of video conferences for 2006/07 was captured on a pre-conference basis, as against a post-conference basis for the subsequent years.

## Offender Management (continued)



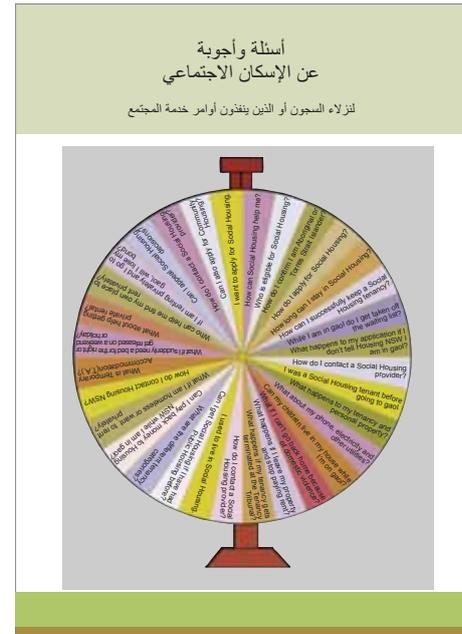
**Goal: Effective supervision and monitoring of offenders in the community**

### Community Compliance and Monitoring Group

The Community Compliance and Monitoring Group (CCMG) is responsible for monitoring extreme high risk, high risk and high profile offenders including sex offenders, as well as offenders on the Home Detention Program, Drug Court, Compulsory Drug Treatment Correctional Centre Stage 2 and 3, Parole, External Leave Programs, Intensive Correction Orders (ICO) and Extended Supervision Orders. By 30 June 2011, CCMG operational locations had expanded to include Campbelltown, Blacktown, Newcastle, Wollongong, Dubbo, Bathurst, Wagga Wagga, Grafton, Goulburn, Broken Hill and Tamworth.

#### Saving the community thousands

The Mount Druitt Community Offender Services (COS) Area Manager, Michelle Micallef, says that the graffiti removal project in one year alone has saved the local community about \$170,000 in clean-up bills. In 2010/11, more than 150 offenders on Community Service Orders (CSOs) have used 2,268 litres of paint to clean 1,566 graffiti sites. This was done in collaboration with the Blacktown City Council. This partnership has been active since 2004.



Questions and Answers about Social Housing booklet – translated into Arabic

### Successful completion of community-based orders

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Restricted movement (Home Detention)	82.82	87.53	79.69	82.96	78.8	<b>86.92</b>
Reparation* (Community Service Orders)	79.91	81.15	82.25	83.20	67.3	<b>84.19</b>
Supervision (Parole Orders, Probation Orders)	81.34	80.15	79.34	80.63	74.6	<b>80.09</b>
<b>Total rate of completion</b>	<b>80.98</b>	<b>80.55</b>	<b>80.00</b>	<b>81.25</b>	<b>72.1</b>	<b>81.20</b>

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

## Offender Management (continued)

### Number of community-based orders

#### Home Detention (Restricted movement)

	2006/07	2007/08	2008/09	2009/10	2010/11
Monthly average supervised	213	152	175	148	<b>126</b>
Percent change (%)	+2.2	-28.6	+15.1	-15.4	<b>-14.9</b>
Annual caseload intake	446	290	361	298	<b>236</b>
Percent change (%)	+0.7	-35.0	+24.5	-17.5	<b>-20.8</b>

#### Community Service Orders (Reparation)

	2006/07	2007/08	2008/09	2009/10	2010/11
Monthly average supervised	4,318	4,051	4,088	4,138	<b>3,435</b>
Percent change (%)	-9.3	-6.2	+0.9	+1.2	<b>-17.0</b>
Annual caseload intake	5,568	5,307	5,770	5,436	<b>4,465</b>
Percent change (%)	-3.7	-4.7	+8.7	-5.8	<b>-17.9</b>

#### Parole Orders (Supervision)

	2006/07	2007/08	2008/09	2009/10	2010/11
Monthly average supervised	3,983	4,143	4,295	4,309	<b>4,314</b>
Percent change (%)	+0.4	+4.0	+3.7	+0.3	<b>+0.1</b>
Annual caseload intake	5,184	5,524	5,940	6,324	<b>6,156</b>
Percent change (%)	+1.3	+6.6	+7.5	+6.5	<b>-2.7</b>

#### Probation Orders\* (Supervision)

	2006/07	2007/08	2008/09	2009/10	2010/11
Number supervised	10,560	11,235	11,131	10,600	<b>9,479</b>
Percent change (%)	+2.7	+6.4	-0.9	-4.8	<b>-10.6</b>
Caseload intake	14,690	15,325	15,991	14,933	<b>14,316</b>
Percent change (%)	+0.6	+4.3	+4.3	-6.6	<b>-4.1</b>

\* 2010/11 includes Intensive Correction Order (ICO), with an average of 118 offenders supervised in 2010/11 and a caseload intake of 372 offenders.

### Number of community-based orders (National Correctional Indicator categories)

	2006/07	2007/08	2008/09	2009/10	2010/11
Restricted movement (Home Detention)	213	152	175	148	<b>126</b>
Reparation (Community Service Orders)	4,386	4,015	4,088	4,139	<b>3,435</b>
Supervision <sup>1</sup> (Parole Orders, Probation Orders)	14,265	15,079	15,109	14,602	<b>13,623</b>
Total rate of completion <sup>2</sup>	17,970	17,988	18,124	17,683	<b>16,217</b>

1. Includes a daily average of 118 offenders on Intensive Correction Orders during 2010/11.

2. 'Total offenders' is a unique count of offenders. As an individual offender may have an order in more than one category, this total figure is not equal to the sum of the individual order categories.

## Offender Management (continued)

### Diversionsary programs

#### Intensive Correction Orders

In 2010/11, Corrective Services NSW took responsibility for supervising Intensive Correction Orders (ICOs). ICOs are served in the community under the strict supervision of the Community Compliance and Monitoring Group (CCMG), rather than in full-time custody in a correctional centre. On 1 October 2010, a staged roll-out commenced, with full implementation by May 2011 across the State, within a 100km radius of a CCMG location.

#### Balund-a

Balund-a is now in its third year of operation as a residential diversionsary program for predominantly Aboriginal offenders, male and female, aged between 18 and 40. In 2010/11, 100 offenders entered the program, a 13 percent increase on the previous year. Of those completing the program, no one received a custodial sentence.

In 2010/11, Balund-a expanded its range of offence-focused, vocational and educational and cultural programs, including trialling a drama program and the federally funded PACE (Parent and Community Engagement) Program, giving Aboriginal parents/families the skills to help their children read and learn.

In February 2011, representatives of the Judicial Commission of NSW Ngara Nura Program visited Balund-a, supporting the ongoing promotion of the facility.

#### Miruma

In April 2011, Miruma opened on the grounds of Cessnock Correctional Centre as a second diversionsary facility for women offenders. The first such facility is Biyani, located at Parramatta. Biyani and Miruma residential centres provide an alternative to custody for female offenders with mental health disorders and/or mild intellectual disabilities who also abuse alcohol or other drugs. The Biyani and Miruma program stabilises mental health and alcohol or drug issues, and helps women to access long-term community rehabilitation programs and resources. Miruma consists of five refurbished three bedroom homes, accommodating up to 11 residents on community-based orders for up to six months.

### Drug Court

The Drug Court administers the cases of offenders who are convicted of drug-related crimes. The Drug Court process incorporates an extensive treatment and rehabilitation program, monitored by Corrective Services NSW and under the intensive supervision of the Court. In March 2011, a second Drug Court opened in Toronto in the Lower Hunter Valley.

### Silverwater External Leave Program

The Silverwater External Leave Program (SELP) is a graduated external leave program for selected minimum security male inmates serving the last stages of a custodial sentence. In 2010/11, the SELP Management Plan was finalised, and SELP began being transitioned from a custody-based managed program to a community-based managed program. Participating offenders will be released with electronic monitoring and attend offence-specific programs and employment in the community. SELP will be managed entirely by Community Offender Services and has a bed capacity of 150.

Life in the SELP program resembles life outside correctional centres as far as is practical, so inmate residents can acquire and practise the values, habits and skills that will help them successfully reintegrate into the community.

Inmates with a poor employment history in the community and/or those with significant identified needs will be given placement priority.

#### Shipped to Pakistan

In August 2010, Corrective Services officers and inmates loaded six, 12 metre long shipping containers, filled with emergency supplies to help victims of the Pakistan monsoon floods that killed at least 1,600 people and affected 14 million more.

They had responded to a call for help from the Overseas Disaster Relief Organisation in Alexandria because it had a backlog of supplies. Each container was filled with 1,000 survival kits containing lollies, toiletries, cutlery, tents, tarps and ropes.

## Offender Management (continued)

### Number of pre-sentence, post-sentence and pre-release reports

#### Pre-sentence reports

	2006/07	2007/08	2008/09	2009/10	2010/11
Number of reports	27,280	26,668	28,419	26,633	<b>23,891</b>
Percent change (%)	+0.3	-2.2	+6.6	-6.3	<b>-10.3</b>

#### Post-sentence assessments

	2006/07	2007/08	2008/09	2009/10	2010/11
Number of reports (Home Detention)	813	833	967	828	<b>589</b>
Number of reports (Drug Court)	79	94	55	65	<b>46</b>
Percent change (%)	+19.3	+3.9	+10.2	-12.6	<b>-28.9</b>

#### Pre-release reports

	2006/07	2007/08	2008/09	2009/10	2010/11
Number of reports	3,352	3,283	3,534	4,013	<b>4,087</b>
Percent change (%)	-8.8	-2.1	+7.6	+13.6	<b>+1.8</b>



The South Coast Correctional Centre – officially opened in November 2010

## Offender Management (continued)



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

### Rates of re-offending

In 2010/11, the rates of offenders returning to corrective services with a new correctional sanction within two years decreased from 23.9 to 23.1. Looking at other measures, the rate of prisoners returning to prison and that of prisoners returning to corrective services showed a marginal increase. These results relate to prisoners discharged in 2008/09 on completion of a sentence and who returned with a new sentence within two years.

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

Efforts to reduce re-offending in NSW have resulted in a significant reduction in the rate of re-offending by adults. Measurements of re-offending will always be retrospective and the minimum timeframe for capturing this data is two years. The most recent data for NSW therefore relates to the population of offenders receiving sanctions or exiting custody in 2007/08. Compared with a 2006 baseline measure for this cohort, re-offending has been reduced by 3.9 percent for those exiting correctional centres and 4.8 percent for those receiving community-based sanctions. Both of these reductions represent a statistically significant lowering of the rate of re-offending and confirmation that the range of measures adopted have some efficacy.

### Level of Service Inventory – Revised

In 2010/11, offenders in both the community and in custody underwent a risk and needs assessment to examine their likelihood of re-offending and identify the factors most likely to contribute to their re-offending. Areas of examination that best predict risk include criminal history, educational and employment deficits and an offender's use of alcohol and other drugs.

In 2010/11, 27,818 Level of Service Inventory-Revised (LSI-R) assessments were administered, at a rate of approximately 107 per day across the State. Of these, 20 percent were carried out in custody and 80 percent in the community. This number of LSI-R assessments is 1,751 fewer than in the previous year, reflecting a change in procedure, where LSI-Rs for community-based offenders are now re-administered once every 12 months, instead of every six months. Those for offenders in custody are performed only once, at the pre-sentence stage. This is in line with international research findings, which show this assessment remains valid for 12 months.

### Serious Offenders Assessment Unit

The Serious Offenders Assessment Unit (SOAU) conducts comprehensive psychological assessments to assist in whole-of-sentence case management planning for identified violent and sexual offenders. Offenders managed by the Serious Offenders Review Council (SORC) and those who may be subject to the *Crimes (Serious Sex Offenders) Act 2006* are prioritised for assessment and referral to treatment.

In 2010/11, the SOAU completed 26 comprehensive reports to inform the case management plan of sexual and violent offenders, and 119 actuarial risk assessments for the purpose of screening sexual offenders. The unit also completed 52 risk assessments, including comprehensively examining dynamic risk factors to inform case plans for both sexual and violent offenders.

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Prisoners* returning to prison	43.8	43.0	42.9	42.4	37.6	<b>43.1</b>
Prisoners returning to corrective services**	46.3	45.2	44.9	45.2	44.0	<b>46.2</b>
Offenders returning to community corrections	13.0	12.5	12.7	13.0	15.6	<b>12.4</b>
Offenders returning to corrective services**	23.4	23.0	22.7	23.9	27.4	<b>23.1</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.

## Offender Management (continued)

### Evidence-based accredited programs

In 2010/11, a new programs and services data collection module was rolled out across the State. This has simplified and integrated program activity reporting across community and custody locations, allowing staff to track an offender's progress through programs in all locations.

The introduction of the Intensive Correction Order (ICO) increased the need for programs in the community, with an increase of 23 percent in individuals attending community-based programs, supported by improved program access in additional community locations.

In addition, 40 specialist program facilitators were trained in advanced group work, with some additional 480 training places for staff facilitating programs, including 112 in custody, 192 in the community and 20 from non-government organisations.

An Offender Induction Program was established to motivate and prepare offenders who are directed to attend programs under the ICO. This program is now available at all court locations where ICOs are made.

### Accreditation process

In 2010/11, the Program Accreditation Framework was revised and updated. Programs are now accredited and approved against a specified standard of evidence,

ranging from general support in the literature for the soundness of the design (Level 1 Accreditation), to rigorously controlled outcome studies published in peer-reviewed journals (Level 4 Accreditation). The Compendium of Programs was revised and re-formatted accordingly and now displays the status of each program.

### Compendium Programs

Corrective Services NSW uses a compendium of 45 approved or accredited rehabilitation programs for offenders.

In 2010/11, 9,245 offenders in custody participated in compendium programs, amounting to 56,150 program sessions. This represents a slight decrease in the participation rate. However, in the same period, 3,787 offenders in the community participated in compendium programs, amounting to a total of 35,277 program sessions. This is a significant increase compared to the previous year, reflecting the re-allocation of resources to support program delivery in the community.

In previous years, CSNSW has reported on the number of Aboriginal participants in compendium programs, reflecting the high importance of addressing the specific needs of this target group. However, a major change to the data entry and reporting system means that the full data range of program participation and results will not be available until 2011/12.

### Compendium Programs 2010/11

Compendium category	Program name	All individuals attending programs	Individuals attending Correctional Centres	Sessions attended Correctional Centres	Individuals attending Community Offender Services	Sessions attended Community Offender Services
Aggression and Violence	CALM – Controlling Anger and Learning to Manage It	316	147	1,630	169	2,647
	Domestic Abuse Program	692	90	945	602	9,282
	Violent Offender Treatment Program (VOTP) – High Risk	53	53	1,501		
	Violent Offender Treatment Program (VOTP) – Maintenance	138	98	269	40	445
	Violent Offender Treatment Program (VOTP) – Moderate	12	12	241		
	Dialectical Behaviour Program (pilot)	22			22	345
	Total	1,233	400	4,586	833	12,719

## Offender Management (continued)

Compendium category	Program name	All individuals attending programs	Individuals attending Correctional Centres	Sessions attended Correctional Centres	Individuals attending Community Offender Services	Sessions attended Community Offender Services
<b>Alcohol, Drugs and Addictions</b>	Drug and Alcohol Addiction (DAAP)	266	129	883	137	799
	Drugs: The Impact of Dependence (a readiness program)	56	44	277	12	165
	Getting SMART	2,656	1,911	15,636	745	6,618
	Sober Driver Program	646			646	4,577
	Alcoholics Anonymous (AA Meetings)	1,026	1,026	3,743		
	Narcotics Anonymous (NA Meetings)	333	333	1,174		
	PATHWAYS – Criminal Conduct and Substance Abuse Treatment	73	73	1,349		
	Ngara Nura	77	77	7,123		
	SMART Recovery Maintenance Groups	480	480	2,035		
	The Best Bet ... Is The One You Don't Have	163	163	1,033		
	Total	5,776	4,236	33,253	1,540	12,159
<b>Community Engagement</b>	Pathways to Employment, Education and Training	426			426	2,460
	Parenting skills	39	39	170		
	Nexus	693	693	1,394		
	Responsibilities and Rights	126	126	158		
	Total	1,284	858	1,722	426	2,460
<b>Health Promotion</b>	Health Survival Program	1,853	1,853	2,008		
	Total	1,853	1,853	2,008		
<b>Readiness</b>	Managing Emotions	1,169	820	5,746	349	2,919
	Offender Induction Program	313			313	1,292
	Motivational Enhancement	61	61	61		
	Think First	45	45	683		
	Personal Effectiveness Program	140	140	586		
	Seasons For Growth	69	69	245		
	Total	1,797	1,135	7,321	662	4,211

## Offender Management (continued)

Compendium category	Program name	All individuals attending programs	Individuals attending Correctional Centres	Sessions attended Correctional Centres	Individuals attending Community Offender Services	Sessions attended Community Offender Services
<b>Sexual Offending</b>	Sex Offender Program – CORE (CUBIT Outreach)	16	16	184		
	Sex Offender Programs – CORE Low	10	10	208		
	Sex Offender Program – CUBIT	81	81	1,695		
	Sex Offender Program – Maintenance	85	8	27	77	250
	Sex Offender Program – Preparatory	29	29	337		
	Sex Offender Program – Understanding Sexual Offending	12	12	104		
	Sex Offender Program – Self-Regulation Program	19	19	127		
	Sex Offender Program – Deniers	8	8	64		
	Sex Offender Program – Community-based treatment (Forensic Psychology Services)	43			43	150
	Total	303	183	2,746	120	400
<b>Women offenders</b>	Managing Emotions (women's version)	188	135	1,064	53	436
	Women's Life Management	94	82	225	12	64
	Women's DV program – Out of the Dark	34	34	151		
	Total	316	251	1,440	65	500
<b>Young Offender Programs (reporting since December 2010)</b>	Adventure Based Challenge ABC – Women	44	44	319		
	Gurnang Life Challenge GLC – Men	136	136	1,701		
	Young Adult Preparation Program	26	26	356		
	Young Adult Preparation Program YAPP	98	98	263		
	Young Adult Satellite Program YASP	54	54	435		
Total	358	358	3,074			
<b>Two Ways Together Framework</b>	Rekindling the Spirit	66			66	1,771
	Walking Together: Family and Community Violence	15			15	243
	Yindyama La Program	60			60	814
	Total	141			141	2,828
<b>Total all programs</b>		<b>13,032</b>	<b>9,245</b>	<b>56,150</b>	<b>3,787</b>	<b>35,277</b>

## Offender Management (continued)

### Domestic Abuse Program (for male offenders)

In 2010/11, a large-scale independent study of the CSNSW Domestic Abuse Program (DAP) was completed by the University of New South Wales in collaboration with the NSW Bureau of Crime Statistics and Research. Results indicate a significant reduction in participant re-offending, both in terms of violent re-offending and re-offending in general. Given the relative scarcity of well-controlled trials of program interventions for domestic violence, the study is a major contribution to the clinical research literature.

In 2010/11, 692 offenders participated in DAP, compared with only 65 in the preceding year. A maintenance program is being developed for graduates of DAP and a motivational component for higher risk offenders.

### Sober Driver Program

The NSW Sober Driver Program (SDP), funded by the Roads and Traffic Authority, is a State-wide education and relapse prevention program for repeat drink-drive offenders. The SDP was rolled out in June 2003 and independently evaluated in 2006 and again in 2010.

The 2010 evaluation found SDP has a lasting impact on re-offending. Those in the 2006 evaluation cohort who were deterred from re-offending in the period following the program did not simply delay their re-offending, but remained deterred. The 2006 evaluation found that offenders completing SDP were 50 percent less likely to re-offend, while the 2010 evaluation found participants were 44 percent less likely to re-offend.

### Pathways to Employment Education and Training Program

The Pathways to Employment Education and Training (PEET) Program, delivered in partnership with TAFE NSW, enables community-based offenders with past drug issues to develop the skills necessary to either enter employment or the adult education system. Offenders with such issues often have literacy and/or numeracy deficits and may have previously been alienated from educational environments.

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

The NSW Drug Summit funds Corrective Services to deliver the Drug and Alcohol Addiction Program (DAAP) and Relapse Prevention Program (RPP) in community locations over the period of 2007/08 to 2010/11. In 2010/11, a further 22 facilitators were trained, and 15 DAAP programs were run with 137 offenders, of whom 60 percent completed the program successfully. In

addition, 129 offenders participated in this program in custodial locations. An internal, interim evaluation of the programs conducted by the CSNSW Corporate Research Evaluation and Statistics Unit, found that participants in the program had lower re-offending rates than a matched control group.

### Sex Offender Programs (for male offenders)

Corrective Services NSW has a large suite of treatment programs for sex offenders. In 2010/11, 183 sex offenders were referred to custody-based sex offender treatment programs and 120 were referred to community-based sexual offender treatment programs. This represents both an increase in participation of 100 offenders and places an increased emphasis on community-based programs.

The high intensity Custody Based Intensive Treatment Program (CUBIT) for medium-high to high risk/needs sex offenders was facilitated in both Parklea Correctional Centre and Long Bay Correctional Complex, enabling 81 offenders to complete this program. In addition, 26 offenders completed the CUBIT Outreach (CORE) or CORE-LOW program designed for sex offenders assessed as being at low or moderate risk of re-offending.

2010/11 also saw 19 offenders in custody start the new Self-Regulation Program, a residential therapy program for sex offenders with an intellectual disability or other cognitive impairment.

In 2010/11, CSNSW became one of only two jurisdictions in the world running the Deniers Program. Eight offenders completed this custodial, non-residential treatment program for male sex offenders who maintain they were wrongfully accused or falsely identified.

### Violent Offender Therapeutic Program (for male offenders)

In 2010/11, 225 offenders were referred to the Violent Offenders Therapeutic Program (VOTP), with 34 offenders completing the program. A further 98 offenders started VOTP Maintenance in custody, 40 started in the community, taking the total number of offenders accessing this maintenance service to 138. In custody, 124 groups sessions and 145 individual sessions were conducted either face-to-face or by video-link. The face-to-face sessions were facilitated at the Metropolitan Special Programs Centre, Outer Metropolitan Multi Purpose Correctional Centre, Silverwater Correctional Centre and Parklea Correctional Centre. Video-link sessions were facilitated at Cessnock, Bathurst, Goulburn, Lithgow, Junee, Wellington, South Coast, Mid North Coast and Grafton Correctional Centres.

## Offender Management (continued)

### A new initiative for violent offenders

A new pathway for offenders at moderate risk of violence (MRV), which incorporates a sequence of programs, including the CALM (Controlling Anger and Learning to Manage It) program has been developed. Offenders are assessed by the Serious Offenders Assessment Unit and allocated to the MRV pathway with specified treatment goals and recommendations. In addition to explicitly addressing violent offending, the pathway also accommodates the need to intervene in drug and alcohol-related issues and domestic violence. Progress along the MRV pathway is monitored by a case review panel, and offenders can be transferred if necessary to the higher intensity Violent Offender Therapeutic Program. This strategy aims to increase to 240 the number of violent offenders receiving appropriate intervention per year. Resources for this program will be targeted at Goulburn, Lithgow, Wellington, John Morony, Junee, and Mid-North Coast Correctional Centres.

### Expanding access to Getting SMART and SMART Recovery

SMART (Self Management and Recovery Training) is a proprietary name owned by SMART Recovery Australia Incorporated. Getting SMART is a program written by the Corrective Services Offender Programs staff to prepare participants to engage in ongoing SMART Recovery meetings. In 2010/11, two pilot projects were undertaken to increase access to the Getting SMART Program. A trial of Getting SMART with intellectually disabled inmates was conducted at the Long Bay Correctional Complex, demonstrating that the program could be successfully adapted for this group. In a second trial at Fairfield Community Offender Services office, Getting SMART was provided to a group of Vietnamese offenders in their own language for the first time.

### Vietnamese Transitions Project

In partnership with CSNSW, the Drug and Alcohol Multicultural Education Centre provides transitional support for Vietnamese offenders leaving custody. A Vietnamese Client Services Officer supports Vietnamese offenders with alcohol and other drug problems in the three months before they leave custody and continues to assist them and their families for up to three months post release. In 2010/11, a further partnership between the Drug and Alcohol Multicultural Education Centre, CSNSW and SMART Recovery Australia obtained a grant to translate the SMART Recovery Program into Vietnamese.

## Education, training and employment

### Adult Education and Vocational Training Institute (AEVTI)

The Adult Education and Vocational Training Institute (AEVTI) is a Registered Training Organisation (RTO), registered for a five year period in January 2009 by the NSW Vocational Education and Training Accreditation Board. AEVTI provides accredited courses and nationally recognised education and vocational qualifications to inmates.

In 2010/11, 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 Custody-Based Intensive Treatment (CUBIT) Sex Offender Program, and the Violent Offenders Therapeutic Program (VOTP), through providing opportunities to develop functional literacy and effective communication skills.

### Improved information systems and records management

AEVTI completed the integration of inmate education records within the case management system and trained its staff to use the new Offender Integrated Management System (OIMS) programs and service modules. These new OIMS modules allow AEVTI staff to schedule education and vocational training programs and create waiting lists for these programs based on identified offender needs, sequenced within the offender's sentence. All staff involved in offender case management now have access to this information.

Education and vocational training data published in this Annual Report 2010/11 has been obtained from two primary sources: OIMS for data from November 2010 to June 2011 and the Offender Services and Programs database for data from July to November 2010. A recent survey of education staff suggests that some data on participation rates may not have been recorded during the change from one reporting system to another, resulting in a lower record of participation rates compared with the previous year.

## Offender Management (continued)

### Indigenous teacher cadetships

CSNSW provided 12 week work placements for four Indigenous teacher cadets under the Indigenous Cadetship Program (ICP), administered by the Department of Education, Employment and Workplace Relations. CSNSW will offer the cadets a full-time permanent job at the end of their cadetship, if the cadets meet all necessary academic and work performance requirements.

### Skills assessment

Since 2007, CSNSW has used Core Skills Assessments (CSAs) to determine an offender's reading, writing and numeracy levels as Australian Core Skills Framework (ACSF) scores. The Australian Core Skills (ACS) is a nationally recognised set of standards describing these macro skills on a scale of ACS 1 – 5. In 2010/11, inmates scoring ACS 2 and below were provided with interventions to increase their reading, writing, and communication and numeracy skills. Compendium programs were mapped against the ACSF to specify the literacy level required for inmates to fully participate in the program.

In 2010/11, 3,170 CSAs were completed, as compared with 4,440 in the previous year. In addition, 1,966 Education Profile Interviews (EPIs) were conducted, a 29 percent increase on the previous year. The EPI provides information about inmate education and employment histories, aptitudes, learning styles and career aspirations, informing decisions about individual education plans in preparation for employment.

### Access Employment Education and Training Framework

AEVTI is licensed by TAFE NSW to deliver qualifications from the Access Employment Education and Training Framework. The Framework supports inmate students to complete units that build towards short statement of attainment courses, giving CSNSW the flexibility to customise units of competency and package them into courses for particular learner groups. As a result, Corrective Services NSW has developed a range of prescribed Statement of Attainment courses in Certificates I to III, including Workplace Communication, Job Seeking Skills, Inmate Delegate Skills, Work Readiness, Program Participation and Preparation for Release.

### Going to the Chapel

A team of inmates at the Glen Innes Correctional Centre, under the supervision of Corrective Services Industries (CSI) overseers, built a chapel for another correctional centre more than a thousand kilometres away. For six months, the team dedicated 15 hours each week to the construction of the chapel. The building was manufactured in three sections so it could be taken on a truck to its destination, the Ivanhoe Correctional Centre.

A chapel of course wouldn't be a chapel without a leadlight window. In addition, the 40 square metre building has plenty of ornate timber detail. It comes with a front veranda, hardwood floor, 20 wooden chairs, a kitchenette, and to the relief of those who have experienced a summer at Ivanhoe, it also has air conditioning.

Work on this project gave selected inmates at Glen Innes valuable work experience. They developed welding, carpentry and painting skills. They installed the roof, wall sheeting, doors and windows and also completed the timber joinery work. At the same time, inmates at the Ivanhoe Correctional Centre under the guidance of the CSI team there, prepared the foundations for the chapel.



## Offender Management (continued)

### Outcomes

In 2010/11, AEVTI provided an assessment and advisory service to 9,081 inmates, with 7,645 individuals, including 991 women, enrolled in one or more education and/or vocational training course as part of their case management plan. Inmates completed 354 certificate courses, a 15 percent increase from 2009/10 as a result of a 177 percent increase in distance education completions and a 1.5 percent increase in traineeship completions. Across the State, 46 women were enrolled in distance education courses. Six women completed Tertiary Preparation Programs, two completed certificate courses, two completed diplomas and one a Masters Degree.

In 2010/11, 1,799 Aboriginal and Torres Strait Islander inmates, 1,333 inmates from cultural and linguistic diverse backgrounds, and 1,861 young adult offenders participated in education programs.

The following awards were issued in 2010/11:

### Unit completions


### Completed certificates


### Tertiary distance education programs completed

	2008/09	2009/10	2010/11
Tertiary Preparation Programs	–	18	29
Diploma/Associate Degree/Advanced Diploma	10	2	5
Bachelors Degree	10	6	5
<b>Total</b>	20	26	39

### Traineeships

In 2010/11, the Corrective Services NSW (CSNSW) inmate traineeship program continued under the auspices of the NSW Department of Education and Training (DET), as part of the Commonwealth Australian Apprenticeship Program. Inmates on traineeships are engaged in a program of work and training for a period of 12 months or more. More than 800 traineeships have commenced since 2004, with an overall completion rate of approximately 75 percent. This compares favourably with the national average for completions of around 50 percent.

In 2010/11, 158 inmates were approved by CSNSW and DET to begin a traineeship, and 131 inmates successfully completed a traineeship, attaining a nationally recognised qualification as well as a Certificate of Proficiency from the NSW Department of Education and Training. The number of inmates engaged in a traineeship at any one time peaked at 237, a 24 percent increase on the peak in the previous year.

Female offenders undertook traineeships in Agriculture (Dairy Production), Transport and Distribution (Warehousing and Storage), Business Administration, Telecommunication (Customer Contact) and Retail Operations. Traineeships for women operated at three correctional centres, with 13 women completing a traineeship in 2010/11, leaving 22 women trainees at 30 June 2011.

New traineeships starting during 2010/11 included Animal Care and Management (Animal Studies) and Asset Maintenance (Cleaning Operations). A Construction Certificate II traineeship was also offered as part of the Gundi modular housing program at St Heliers Correctional Centre.

In 2010/11, Corrective Services Industries (CSI) provided the following work opportunities for trainees at the 22 centres listed in the table below.

## Offender Management (continued)

Correctional Centre	Traineeship
<b>Bathurst</b>	Horticulture Certificate II
<b>Cessnock</b>	Construction Certificate II Engineering Certificate II
<b>Cooma</b>	Business Services – Business Administration Certificate Business Services – Business Certificate II Clothing Production (Complex or Multiple Processes) Certificate II Laundry Operations Certificate II
<b>Dillwynia</b>	Business Services – Business Administration Certificate III Business Services – Business Administration Certificate IV Business Services – Customer Contact Certificate II Business Services – Customer Contact Certificate IV Hospitality (Kitchen Operations) II Retail Services – Retail Certificate II Retail Services – Retail Certificate III Transport and Distribution (Warehousing and Storage) Certificate II
<b>Emu Plains</b>	Food Processing Certificate II
<b>Glen Innes</b>	Forests and Forest Products (Sawmilling and Processing) Certificate II
<b>Goulburn</b>	Clothing Production (Complex or Multiple Processes) Certificate II Construction Certificate II Furnishing (Furniture Making) Certificate II Textile Care – Laundry Operations Certificate II
<b>Grafton</b>	Business Services – Business Administration Certificate III Printing and Graphic Art (Instant Print) Certificate II VTO Textile Fabrication Certificate II Textile Care – Laundry Operations Certificate II
<b>John Morony</b>	Business Services – Business Administration Certificate III Engineering (Production Systems) Certificate III Engineering Certificate II
<b>Kirkconnell</b>	Asset Maintenance (Cleaning Operations) Certificate II Business Services – Business Certificate III Forest and Forest Products (Timber Manufactured Products) Certificate II Horticulture (Landscaping) Certificate II Transport and Distribution (Warehousing and Storage) Certificate II Water Industry Operations – Water Ops. Certificate II
<b>Lithgow</b>	Automotive Services – Automotive Vehicle Body (Paint Preparation) Certificate II Business Services – Business Administration Certificate III Clothing Production (Complex or Multiple Processes) Certificate II Clothing Production Certificate III Transport and Logistics (Warehousing and Storage) Certificate II Transport and Logistics (Warehousing and Storage) Certificate III

## Offender Management (continued)

Correctional Centre	Traineeship
<b>Mannus</b>	Business Services – Business Administration Certificate III
	Forest and Forest Products (Forest Growing and Management) Certificate II
<b>MNC</b>	Hospitality (Kitchen Operations) Certificate II
	Textile Care – Laundry Operations Certificate II
	Textile Fabrication Certificate II
	Transport and Logistics (Warehousing and Storage) Certificate II
<b>MSPC 2</b>	Business Services – Business Administration Certificate III
	Food Processing Certificate II
	Textile Fabrication Certificate II
<b>MSPC 3</b>	Business Services – Business Administration Certificate III
	Business Services – Business Administration Certificate IV
	Engineering – Production Technology Certificate II
	Food Processing Certificate II
	Hospitality (Kitchen Operations) Certificate II
<b>OMMP</b>	Animal Care and Management – Animal Studies Certificate II
	Food Processing Certificate II
	Health Services – Health Support Services (Laundry Support) Certificate II
	Printing and Graphic Arts (Instant Print) Certificate II
<b>Silverwater</b>	Business Services – Business Administration Certificate III
	Engineering Certificate II
	Food Processing Certificate II
	Food Processing Certificate III
<b>Silverwater Womens</b>	Transport and Logistics (Warehousing and Storage) Certificate II
	Transport and Logistics (Warehousing and Storage) Certificate III
<b>South Coast</b>	Laundry Operations Certificate II
<b>St Heliers</b>	Business Services – Business Administration Certificate III
	Business Services – Business Certificate II
	Construction Certificate II
	Rural Skills – Agriculture Certificate IV
<b>Tamworth</b>	Business Services – Business Administration Certificate III
<b>Wellington</b>	Business Services – Business Certificate II
	Engineering (Production Systems) Certificate III
	Engineering Certificate II
	Food Processing Certificate II
	Printing and Graphic Arts (Instant Print) Certificate II
	Textile Care – Laundry Operations Certificate II
	Textile Care – Laundry Operations Certificate III

## Offender Management (continued)

### TAFE NSW

Under the current Memorandum of Understanding (MOU) 2009 to 2011, CSNSW and TAFE NSW continued their partnership of providing inmates in correctional centres with vocational education and training equal to that provided by TAFE NSW Institutes in the wider community. Both organisations worked to strengthen pathways for inmates to continue study and other training opportunities with TAFE NSW post-release.

In 2010/11, under the MOU, CSNSW provided \$1.720m towards TAFE NSW vocational education and training in NSW correctional centres. This funding included an allocation to cover TAFE teacher travel costs and TAFE teacher security induction training. In addition, the Aboriginal Education and Training Directorate of the Department of Education and Training contributed \$210,000 for TAFE courses to meet the needs of Aboriginal and Torres Strait Islander offenders.

In 2010/11, 14,338 hours were provided to deliver TAFE NSW courses to inmates, excluding Junee and Parklea Correctional Centres, where services are not covered by the MOU. 8,088 of these hours were allocated to target the following groups of offenders:

#### TAFE NSW Course Delivery (Hours)

	2008/09	2009/10	2010/11
<b>Offender Groups</b>			
Aboriginal inmates	5,365	4,300	<b>4,218</b>
Young adult offenders	1,312	1,800	<b>1,500</b>
Female inmates	1,780	1,650	<b>1,600</b>
Inmates with an intellectual disability	620	650	<b>550</b>
Juvenile offenders	150	120	<b>220</b>

TAFE NSW delivered nationally accredited short courses to inmates in correctional centres in the following vocational areas: Aboriginal Cultural Awareness; Asbestos Sheet Removal; Construction (including CIC); Crane Operations (including HRW licence); Electrical Test and Tagging; Engineering; First Aid; Forklift Operations (including HRW licence); Horticulture; Hospitality (including RSA and RCG); Information Technology; Landscaping; Mentoring in the Community; Music Industry; Nutrition Healthy Eating; Occupational Health and Safety; Parenting Skills; Rigging/Dogman (including HRW licence); Road Transport; Rural Skills/Agriculture; Skidsteer/Backhoe/Front-end Loader Operations; Small Business Management; Textile Care; Visual Arts; Workplace Hygiene.

### WorkCover NSW High Risk Work Licence and Construction Induction Certificates

Since 1 September 2009, WorkCover NSW has required all High Risk Work (HRW) licence applicants, including offenders in correctional centres, to undertake accredited training. CSNSW has engaged TAFE NSW to deliver this training under its current MOU. A similar process applies to offenders seeking to obtain a WorkCover NSW Construction Induction Certificate (CIC). In 2010/11, offenders working in Corrective Services Industries received 1,913 hours of training with current CIC and HRW licences, for example in areas such as Forklift Operations. These licences and certificates are part of a WorkReady Portfolio that equips offenders to gain employment across a number of industries upon release.

### Programs and/or support for Aboriginal offenders

#### Two Ways Together initiative

*Two Ways Together-Partnerships: A new way of doing business with Aboriginal people, NSW Aboriginal Affairs Plan 2003–12* established 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 across NSW. As part of this, Corrective Services receives \$970,000 over a four year period (2008–2012) for three key projects:

#### 1. 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 2010/11, 60 male and seven female Aboriginal offenders participated in the program, compared to 64 male and 16 female offenders who participated in the program in 2009/10. In addition to the structured program, four camps were held on traditional lands for male participants including a Father and Son Camp. A Dad and Daughter Day is being planned for future participants.

#### 2. 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 CSNSW in partnership with the Dubbo Domestic Violence Co-ordinating Committee. In 2010/11, 65 offenders participated in the program, compared with 25 offenders in 2009/10, a 160 percent increase in participation.

## Offender Management (continued)

### 3. Walking Together Project (Newtown/Redfern)

Walking Together is a group-based intervention developed by the Newtown Community Offender Services District Office in partnership with the Newtown/Redfern local Aboriginal communities to meet the needs of supervised male Aboriginal offenders. The focus of the program is family and family-related community violence. The Walking Together: Family and Community Violence program consists of 18 group-based sessions as well as a two day camp. In 2010/11, 21 male offenders participated in the program, compared with 12 male and female offenders in 2009/10, a 75 percent increase in participation.

### Programs and/or support for female offenders

At 30 June 2011, there were 650 women in NSW correctional centres, a reduction from 746 in June 2010. These 650 women represented seven percent of the total inmate population, with 189 or 29 percent identified as Aboriginal. Similarly, the number of women under supervision in the community reduced from 2,631 to 2,469.

In 2010/11, programs and services continue to be provided to address the offending behaviour as well as the complex needs of women offenders.

### Female participation in compendium programs

In 2010/11, Corrective Services NSW offered 20 compendium programs within the eight correctional centres that accommodate women. A total of 674 women attended 5,382 sessions of these accredited programs, with 992 enrolments indicating attendance at more than one program. In 2009/10, there were 888 enrolments and 6,110 sessions attended, demonstrating a higher participation level and an increased efficiency in providing compendium programs.

A third of the enrolments were Aboriginal, slightly higher than the representation of Aboriginal women in the total inmate population and an increase in representation compared with 2009/10 enrolments.

Approximately half of the programs focused on addiction issues. These included Getting SMART, SMART Recovery, Health Survival, Drug and Alcohol Addiction Program, The Best Bet (is the one you don't have), Alcoholics Anonymous and Narcotics Anonymous. The SAM (Save a Mate) Program was also provided. Other programs focused on aggression and violence, as well as programs to increase women's capacity to participate and engage in group work. Managing debt and development of parenting skills were also addressed.

### A Win-Win situation

Deirdre Hyslop, the Corrective Services Principal Advisor, Women Offenders, says that "publications like this handbook are always better if they are enlivened by colour. More importantly, publishing work by inmates is a positive encouragement for creative activity in custody, providing a showcase for the talent that lurks within."

Ms Hyslop applied some creativity of her own. She had been asked to write a 2,000 word article for *Sydney's Child*, a free magazine with a circulation of over 50,000. Her article was one of three in a series called "Shades of Sydney" and deals with children who face major challenges.

The series went on to win a prestigious international award from the US-based Pacific Area Newspaper Publishers Association (PANPA).

Ms Hyslop decided to use the prize money to fund a competition for art work, inviting entries from women inmates. She received 61 pieces.

"They were rich and varied, and included paintings, drawings and ceramics. The work from Berrima Correctional Centre was of a particularly high standard. It was very difficult to choose a winner so in the end we settled on two joint winners. They received certificates of appreciation and \$50 were placed in their accounts. One of the winners had entered several outstanding paintings, two of which are on the cover with the other winning entry," Ms Hyslop said.



## Offender Management (continued)

### Mothers and Children's Program

To improve outcomes for children of vulnerable families, the Mothers and Children's Program gives mothers/ female primary carers the opportunity to acquire new parenting skills in a supervised environment that offers continuous guidance and support. Through the program, children up to school-age can be accommodated with their mothers and/or primary care-giver in the purpose-built cottages at minimum security Jacaranda Cottages at the Emu Plains Correctional Centre and at the Parramatta Transitional Centre. Children of school-age can also be accommodated at weekends and during school holidays as part of the Occasional Residence Program.

In 2010/11, 98 referrals were received from female offenders expressing an interest in participating in the Mothers and Children's Program, with 24 referrals approved for participation. This compares with 71 referrals and 16 approvals in the previous year. In all, 39 children participated, 17 in full-time residence and 22 in the Occasional Residence Program.

### Mothering at a Distance

In 2010/11, Corrective Services continued its joint program with Tresillian Family Care Centres to provide Mothering at a Distance, a parenting program for Aboriginal mothers in custody. The program is funded through the Government's *Keep Them Safe: A Shared Approach to Child Wellbeing* initiative. It aims to enhance the mother/child relationship, increase maternal sensitivity and reduce trauma during separation caused by incarceration. Participants are mothers/care-givers who will have significant parenting responsibility of children aged under six once released from custody.

### Legal Education and Advice Program

Since July 2009, Wirringa Baiya Aboriginal Women's Legal Centre, Women's Legal Services NSW and the Hawkesbury Nepean Community Legal Centre have been providing civil and family law advice to women inmates through a program called *Legal Education and Advice in Prison (LEAP) for Women*. The LEAP initiative enables women in the three Sydney metropolitan correctional centres to access a culturally appropriate legal service and to develop a relationship with that service that can continue when they are released into the community.

Solicitors from the three community legal centres provide monthly confidential legal advice, casework and referrals at Dillwynia, Emu Plains and Silverwater Women's Correctional Centres. The community legal centres offer advice to 24 women per month and also provide community legal education about a range of topics including human rights law and other civil law matters. Clients can make appointments for themselves or can be referred to the LEAP program by the welfare or support staff at each correctional centre.

### Miruma

On 11 April 2011, Corrective Services opened Miruma, a new 11-bed residential diversionary program for female offenders with mental health and drug and alcohol abuse issues. By 30 June 2011, 10 women had started the program. Miruma refers its residents to various community agencies, including drug and alcohol services, residential rehabilitation programs, Centrelink, TAFE NSW and Housing NSW. Promotion of life skills including budgeting, nutrition and general health care are also key features of the program.

### Women's Advisory Council

The CSNSW Women's Advisory Council (WAC) continued its work to reduce the number of women in custody and to achieve better outcomes for women in the correctional system. Its projects included:

- **Histories of sexual trauma among women offenders**

The WAC commissioned research from the Institute of Family Studies Australian Centre for the Study of Sexual Assault to determine the impact of childhood and adulthood sexual trauma on women's offending, and the influence of this experience on their capacity to fully participate and benefit from programs that have evidence of reducing re-offending. The research aims to identify specific actions to address the impact of this trauma and assist women to access suitable programs and services.

- **Beyond Prison: Women, Incarceration and Justice?**

Following discussion with the University of Sydney's Institute of Criminology, a special edition of the Institute's journal, *Critical Issues in Criminal Justice* was devoted to issues that relate to women offenders. Titled *Beyond Prison: Women, Incarceration and Justice?*, the November 2010 edition features international comments on practices affecting and impacting on women in the criminal justice system such as the need for gender-specific policies, the holistic support needed during transition from custody to community, the nexus between incarceration and histories of being in out-of-home care and a model for addressing multiple and complex needs.

## Offender Management (continued)

### The Women's Handbook

The handbook builds on previous publications and aims to guide women through the first weeks in custody and how to seek help if not coping. It describes classification, assessments and program participation requirements, case management and services to help maintain family contact. It gives details of education and work opportunities, residential programs such as the Mothers and Children's Program, and explains the role of the Bolwara and Parramatta Transitional Centres.



- **Aboriginal women's access to income support**

Following a WAC initiated research project with University of New South Wales about post-release access to income, changes were made to Centrelink's staff training and a joint forum with Centrelink and Corrective Services Industries was held in November 2010. Discussions with Centrelink and the Department of Education, Employment and Training are continuing.

### Programs and/or support for young offenders

Corrective Services NSW categorises young adult offenders as those aged between 18 and 25 years. These young adult offenders account for approximately 20 percent of the offender population. CSNSW has a Young Adult Offender Strategic Framework, 2009–2012, which maintains the primary objective to reduce re-offending rates through a Specialised Program for Young Adult Offenders. Corrective Services records for the last four years show that the rate of re-offending of graduates of this Specialised Program is 31.4 percent, compared with a re-offending rate of 53.6 percent for young adult offenders who did not participate. These consistent successful results demonstrate the program's effectiveness in reducing recidivism in this group of offenders.

To enable more young adult male offenders to participate in all stages of the Specialised Program, CSNSW has developed a condensed version. This satellite program enables offenders with maximum security classifications, those on Methadone/Buprenorphine, or offenders serving short sentences to participate in the shortened program of six to ten days.

In 2010/11, satellite programs were delivered for female offenders at the Broken Hill, Emu Plains and Dillwynia Correctional Centres, and for male offenders at the John Morony Correctional Centre. Satellite programs were also delivered at the Mudgee Community Offenders Services office for female and male offenders.

### Women's Adventure-Based Challenge

In 2010/11, four Women's Adventure-Based Challenges for young adult female offenders were conducted at Oberon Correctional Centre.

### Programs and/or support for offenders with a disability

In 2010/11, Corrective Services NSW provided a more client-centred service to offenders with disabilities, in line with the National Disability Strategy. CSNSW has four Additional Support Units (ASUs), which accommodate male offenders with disabilities who are vulnerable in mainstream correctional centres. The ASUs began comprehensive case planning and therapy for those offenders, both in the ASUs and in mainstream correctional centres, who have a cognitive impairment as well as a higher risk of re-offending. A pilot ASU was opened for female offenders. The ASUs piloted a number of programs for offenders with cognitive impairment which, when approved, will also be run in mainstream correctional centres.

In 2010/11, new programs modified to meet responsivity issues for offenders with cognitive impairment included the second Self-Regulation Program (SRP) for offenders with cognitive impairment who offend sexually, a new SRP for offenders with cognitive impairment who do not have a current sexual or violent offence.

## Offender Management (continued)

Many offenders with disabilities completed both education and psycho-education courses as shown in the table below.

### Education and psycho-education

	Number offenders
Education courses (internal) – Total participants only, regardless of attending multiple programs	310
Education courses (internal) – Total participants – with duplication for attending multiple programs	196
Education courses (external) e.g. OTEN, TAFE	97
Psycho-educational and skills programs e.g. Problem Solving, Relationships, Communication	54

In 2010/11, the number of referrals made to CSNSW State-wide Disability Services (SDS), increased from 1,317 to 1,513 for a range of offenders with disabilities. The main reasons for referral are outlined below:

### Reason for referral

	Number referred		
	2008/09	2009/10	2010/11
Suspected intellectual disability or borderline functioning	676	624	570
Suspected cognitive impairment including acquired brain injury	184	249	301
Suspected hearing impairment	85	114	134
Suspected vision impairment	57	55	61
Suspected mobility or physical impairment	209	229	319
Autistic Spectrum Disorder	–	–	22
Aged/frail offenders*	–	–	106

\* Aged/frail offenders tend to be over 45 years (ATSI) or 55 years (non-ATSI) or have high level of care needs, e.g., quadriplegia

### Ground breaking new course for young offenders

Nine offenders graduated in April 2011 from the first community-based Young Adult Satellite Program at Mudgee. They completed the six-day course to improve communication and problem solving skills. Through discussion groups and outdoor activities, the young offenders learned about teamwork, trust and goal setting.

“The group felt really good about themselves after completing the program. Many gained self-confidence and, most importantly, they showed that they had learnt about taking responsibility for their offences,” said Betty Stefanovic, Probation and Parole Officer.



## Offender Management (continued)

The trend for fewer new referrals for offenders with suspected intellectual disability or borderline functioning probably indicates the success of the existing identification process for, and database of, offenders with those disabilities. Re-offending rates for this group of offenders remains high (66.4 percent). Demand for services for offenders who are aged/frail is also growing, indicating this group of offenders will require significant resourcing in the future.

In 2010/11, 337 assessments were conducted in custody (288) and the community (49) following referrals received by SDS for suspected intellectual disability or borderline functioning. A further 156 formalised screening assessments were conducted, following referrals for suspected acquired brain injury. In addition, 28 complete neuropsychology assessments were conducted. A further 109 assessments were conducted on offenders referred for sensory or mobility concerns. Information from these assessments is used to tailor case management, creating treatment pathways and sequencing programs for offenders with disabilities.

A number of assessments indicated that some offenders may be eligible for disability services from other agencies. In 2010/11, CSNSW made 87 new referrals to Ageing, Disability and Home Care (ADHC) and 56 offenders were newly accepted for services such as accommodation, case management, staff support, and treatment programs. A further 33 referrals were made to the ADHC Community Justice Program, and 25 offenders were considered eligible for services in that program which specifically address needs to reduce re-offending.

### Programs and/or support for offenders with a risk of suicide or self-harm

To assist in managing inmates at risk of suicide or self-harm, 355 frontline staff received training in Mental Health First Aid, 416 in Suicide Awareness and Immediate Intervention, and 162 in Risk Intervention Teams Protocol Training. This training allowed frontline staff to identify 2,316 inmates as at risk and to refer for assessment prior to an actual self-harm incident.

Corrective Services NSW has specialist units for at-risk male inmates, including two Acute Crisis Management Units (ACMU), a Behavioural Unit and a Mental Health Screening Unit. The specialist units for at-risk female inmates include the Mum Shirl Unit and the Women's Mental Health Screening Unit. These units continued to work at full capacity.

A specifically designed group program for ACMU inmates was piloted at Bathurst Correctional Centre. The program is adapted for the high proportion of inmates with cognitive impairment and mental disorders co-morbid with acute risk of suicide and self-harm.

Training was provided to selected senior and specialist psychologists in the Real Understanding of Self-Help (RUSH) program, a suicide and self-harm prevention initiative within a correctional setting, designed to reduce incidents of self-harm in the offender population.

### Compulsory drug treatment and other addiction programs

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 is an interagency project between NSW Drug Court, Justice Health and Corrective Services NSW, and is unique in Australia.

A total of 79 new Drug Court referrals were assessed for suitability for a Compulsory Drug Treatment Order (CDTO), with 33 offenders being sentenced to this order. These figures are comparable to 2009/10, when 73 referrals and 38 new CDTOs were made.

In 2010/11, of the 7,426 urine samples taken for analysis, only 1.44 percent tested positive to illicit substances, a slight reduction from 1.5 percent in the previous year.

### Creating a rehabilitative correctional environment

#### 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 2010/11, the inmate library facilities at Goulburn Correctional Centre were extensively upgraded and the library in X-Wing was redeveloped. An inmate legal information portal was also made available on the offender network. The \$274,000 budget for purchasing books and magazines for correctional centre libraries was supplemented by an ongoing donation program. In 2010/11, 57 percent of new items were supplied by donations from individuals, public libraries, the Footpath Library and the Aboriginal Land Council.

## Offender Management (continued)

### Access to computers

At 30 June 2011, Corrective Services NSW had 1,137 inmate computers across all centres. These computers are centrally controlled, offering inmates a range of applications and information that support education and program delivery, such as interactive learning programs and educational and cultural resources. They also provide access to the offender legal information portal.

The Corrective Services Industries technology unit at Parramatta Correctional Centre continued to recycle 'green' computers for inmate use. The technology unit is a joint Information Communication and Technology and Corrective Services Industries initiative, providing valuable skills to the offenders employed at Parramatta Correctional Centre.

### Health promotion

In 2010/11, CSNSW continued to provide information, programs, services and resources that promote the benefits of healthy life style choices and reduce the harm caused by alcohol and other drug use. The Health Survival Tips DVD, produced by the CSNSW Multimedia Production Unit, was launched in May 2011, together with a revised Barber's Hygiene and Safety Training Program. A consortium including CSNSW, Justice Health, the University of NSW and the Kirby Institute gained a National Health and Medical Research Council partnership grant to study Hepatitis C transmission and treatment in the correctional system. The results of this study will contribute to the further development of harm reduction and health promotion initiatives.

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

Corrective Services NSW provided work programs of direct benefit to the community through its Community and Correctional Partnerships scheme. Offenders carried out work, such as ground maintenance and graffiti removal, for councils, churches and national parks, which would not otherwise have been possible due to labour or budget restrictions. The benefits of these programs to the community and the offenders are considerable. The community receives improved facilities for no cost, while offenders gain real work experience which may lead to employment on release from custody.

### My Family – My Place

In December 2010, 30 paintings by Aboriginal inmates were hung in NSW Parliament House. The pieces are the work of 15 inmates at the Girrawaa Creative Work Centre at Bathurst Correctional Centre. Nyree Reynolds, the award-winning Aboriginal artist and resident art teacher also exhibited her work and was instrumental in making the exhibition a success.



© Nyree Reynolds, *Freedom*

## Offender Management (continued)

### Corrective Services Industries

In 2010/11, Corrective Services Industries (CSI) continued to provide real work opportunities in 114 commercial business units and 58 service industries within 31 correctional centres. CSI's focus is to increase the number of inmate traineeships and work opportunities in the community for inmates upon their release.

A major highlight in 2010/11 is CSI's establishment of an Affordable Housing Business Unit employing up to 30 inmates constructing modular homes for Aboriginal people in remote areas. CSI established an Aboriginal support program (Gundi) to create employment opportunities for Aboriginal inmates upon their release.

CSI commissioned six commercial business units and four service industries at the South Coast Correctional Centre and developed a new model to manage general and security maintenance, resulting in approximately \$765,000 in savings.

CSI started a major capital works upgrade on the Glen Innes Sawmill, which will address safety hazards and significantly improve productivity. In addition, CSI worked with a Job Services Australia provider to provide pre and post-release employment opportunities for Aboriginal offenders.

In 2010/11, the continued roll-out of the Business Management Operating System improved accountability of manufacturing processes, resulting in less waste and improved financial performance.

### Inmate Employment

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Inmates employed	5,282	5,469	5,561	5,569	<i>Not applicable*</i>	<b>5,801</b>
Eligible inmates employed (%)	78.66	80.57	75.93	76.92	76.10	<b>78.13</b>

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

In 2010/11, CSI remained at the forefront of Australia's correctional industry programs, achieving 78 percent employment of the total available inmate population. This is substantially higher than the Australian national benchmark of 65 percent and above the national average from the previous year.

### Commercial performance

In 2010/11, CSI provided sales of \$65.8m compared to the previous year's \$64.0m. The gross return to Corrective Services NSW was \$23.9m, compared to \$25.7m in the previous year, due to the increased costs of raw materials.

Year	Sales \$m	Gross Contribution (Trading Profit) \$m
2005/06	49.6	18.6
2006/07	51.0	18.7
2007/08	54.9	22.1
2008/09	57.7	21.5
2009/10	64.0	25.7
<b>2010/11</b>	<b>65.8</b>	<b>23.9</b>

## Offender Management (continued)

### Correctional Industries Consultative Council of NSW Annual Report

The Correctional Industries Consultative Council of NSW (CICC) is an integral part of NSW Correctional Industries. The Council monitors the development and operation of correctional industry programs to ensure they do not adversely impact upon other businesses and in particular community employment. It comprises representatives from NSW Business Chamber, Unions NSW, Australian Industry Group and the community, as well as Corrective Services NSW staff.

In 2010/11, representations from private businesses continued at a low level, reflecting the success of the organisational and grievance handling arrangements covering correctional industry programs in NSW and the commitment of CICC members.

The CICC approved 10 business development opportunities, with the potential to provide employment for over 345 offenders. It also continued to focus on providing offender employment through self-sufficiency projects, including maintaining correctional centres and the continued expansion of CSI's Buy-Up business. It also encouraged CSI to maintain its focus on developing and establishing industries in fields where there is a known skills shortage.

### Affordable Housing

The Affordable Housing Project is an initiative of Corrective Services Industries (CSI) and the Aboriginal Housing Office and Housing NSW. The aim of the program is to improve reintegration for offenders through their participation in real world construction work that has a community focus. It involves government and non-government agencies, community organisations, private business and trade unions. It also provides modular homes for Aboriginal people in remote areas.

These homes are built at St Heliers Correctional Centre (Muswellbrook) and are transported to and installed on site. The site preparation and installation of the first modular home at Hillston was sub-contracted to an Aboriginal Building Company, Murdi Paaki, which is registered with the Aboriginal Housing Office.

The Adult Education and Vocational Training Institute (AEVTI) assists in the provision of vocational training of inmates participating in this program. This is done in conjunction with TAFE NSW which provides relevant educational support so that traineeships, pre-apprenticeships and other skilling opportunities can be commenced in preparation for release from custody. At the time of publication of this report,



10 Aboriginal inmates were completing a Certificate II in Building Construction. They are expected to advance to Certificate III.

Additionally, Aboriginal Mentors funded by the Department of Education Employment and Workplace Relations (DEEWR) through the Indigenous Employment Program (IEP) are engaged to provide pre- and post-release support to Aboriginal inmates involved in the program.

## Offender Management (continued)



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

### Number of visits from families/friends

	2006/07	2007/08	2008/09	2009/10	2010/11
Visits	212,533	202,209	202,890	214,746	<b>210,335</b>
Rate per 100 prisoners	22.45	20.98	20.15	20.74	<b>20.83</b>

### Facilitate visits with families and friends and other contact services, and programs to enhance re-integration after release from custody

Visits are important for strong family relationships and make it easier for offenders to re-adjust to life in the community when they are released. In May 2011, the Children and Families of Offenders Steering Committee (CFOSC) initiated a visitor survey, to improve services and facilities to visitors.

The *Visiting a Correctional Centre* brochure was updated to include travel and accommodation funding assistance. It is translated into four community languages. The updated brochure and application forms are available on the CSNSW website.

In 2010/11, video visits were available in over half the correctional centres in NSW. Corrective Services NSW provided funding assistance for families travelling long distances and continued to fund SHINE for Kids to provide the Children's Supported Transport Service, allowing children to maintain a positive relationship with their incarcerated parents.

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

COSP centre	Number of Residents in program		Residents obtain stable accommodation as per exit and resettlement plan			
			Number		%	
	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11
Swanson Lodge	88	<b>114</b>	73	<b>70</b>	83	<b>61</b>
Nunyarra	92	<b>152</b>	53	<b>52</b>	58	<b>34</b>
Boronia	54	<b>61</b>	24	<b>21</b>	44	<b>34</b>
Bundaleer	108	<b>131</b>	55	<b>70</b>	51	<b>53</b>
Campbelltown	99	<b>85</b>	33	<b>33</b>	33	<b>39</b>
Cooma	6	<b>64</b>	1	<b>38</b>	17	<b>59</b>
<b>Total</b>	447	<b>607</b>	239	<b>284</b>	53	<b>47</b>

## Offender Management (continued)

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

In 2010/11, Corrective Services NSW received \$1.38m under the Commonwealth Government's National Partnerships Against Homelessness and the NSW Government's Homelessness Action Plan to set up projects to prevent offender homelessness after release from custody. The major projects are:

- **Targeted Housing and Support Western Sydney**, in partnership with the Community Restorative Centre (CRC), which assists women with complex needs who are leaving custody with housing and other supports
- **Sustaining Tenancies Far West/Broken Hill**, with CRC, which focuses on providing housing and support services to Aboriginal offenders
- **Bail Support Pathways Program**, with the Richmond Fellowship, which assists defendants who were initially refused bail to safely reside in the community with high level support.

### Back on Track workshops

As part of a Homelessness Action Plan project, Legal Aid NSW was funded to provide legal education and assistance services to help offenders secure and sustain tenancies and resolve legal/debt issues prior to release. Sustaining tenancies is a crucial issue in reducing the risk of re-offending and homelessness. In 2010/11, 41 Back on Track workshops were delivered in eight correctional centres.

### Projects funded by the Drug Summit

In 2010/11, Drug Summit funded projects included:

- **Co-existing Disorders Co-ordinator Project** – placing specialist co-ordinators in five key community-based Community Offender Services offices to assist with interagency referral, case management and relationship-building with mental health, intellectual disability and alcohol and other drug service providers to reduce re-offending with this group
- **Crisis/Emergency Accommodation Scheme** – providing emergency accommodation to offenders with key drug-related risk factors to manage risk of re-offending and relapse
- **Aboriginal Client Support Officers in Lismore and Forbes** – enhancing case management and interagency collaboration to reduce drug and alcohol related re-offending for Aboriginal offenders.

### Parolee Support Initiative

CSNSW partnered with the Community Restorative Centre, Family and Community Services, and NSW Health to run the Parolee Support Initiative (PSI) funded by the NSW Government. PSI provides high level, interagency support to higher risk parolees with mental health/intellectual disability issues, aiming to reduce homelessness and reduce the risk of re-offending. An evaluation in May 2010 found 69 percent of PSI clients had sustained their tenancies.

### Community Funding Program

The Community Funding Program (CFP) allocates funding to community-based not-for-profit organisations that provide support services to offenders, former inmates and their families. The CFP is a key element in delivering the 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 2010/11, a total of \$3,272,091 was allocated to eligible organisations. (Full details of funding allocations can be found in the relevant Appendix.)

### Victims Awareness Program

In 2010/11, Corrective Services NSW allocated \$550,000 from Corrective Services Industries income to:

- **Victims of Violent Crime Grants Program** – funding 23 agencies to purchase resources and/or carry out a range of projects to assist victims of violent crime
- **Victim Awareness Project** – funding the Enough is Enough Anti-Violence Movement 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/friends and the wider community. In 2010/11, Enough is Enough received \$107,057 in funding.

### Victims of Violent Crime Grants funding allocation

In 2010/11, total funding of \$268,441.80 was allocated the Victims of Violent Crime Grants. (Further details relating to the funding allocation can be found in the relevant Appendix.)

## Offender Management (continued)

### Child protection and child wellbeing

Corrective Services NSW has a Child Protection Co-ordination and Support Unit (CPCSU) responsible for implementing the Child Contact Assessment Policy (CCAP). Any inmate whose offence involved a child victim, and who wishes to have contact visits with children must complete a Child Contact Assessment before such a visit is allowed.

	2009/10	2010/11
Inmates referred to the CPCSIU for review, processing and/or assessment	432	424
Number seeking child visits	254	202
Assessments prepared	93	82

The CPSCU works closely with other agencies such as Family and Community Services, the NSW Police Force, Housing NSW and SHINE for Kids.

In 2010/11, the CPCSU received 648 information exchange requests, mainly from Family and Community Services, a 13 percent decline on the previous year. This decline may be explained by the legislative changes to information exchange introduced as part of the State Government's *Keep Them Safe* initiatives, which allows agencies to exchange information verbally.

The alterations to the information exchange increased the CPCSU's opportunities to provide case management, risk assessment advice and assistance to CSNSW staff and other agencies. In 2010/11, the CPCSU handled 3,135 intakes, a 30 percent increase on the 2,188 intakes of 2009/10.

The CPCSU provided 25 training sessions, a 32 percent decline from 2009/10, when the development of new policies following the State Government's *Keep Them Safe* initiatives necessitated 37 sessions.



*Inmate receives a health check*

### Legal status<sup>1</sup> of inmates held as at 30 June 2010 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
<b>Sentenced, no appeal current</b>								
Full-time sentence	1,534	157	5,248	382	106	14	6,888	553
Forensic patient	14	2	56	2	–	–	70	4
Fine default	–	–	–	–	–	–	–	–
Periodic detention	56	6	567	46	15	1	638	53
<b>Sub-total sentenced</b>	1,604	165	5,871	430	121	15	7,596	610
Appellant	57	7	190	15	3	2	250	24
Remand/trial	461	43	1,720	124	138	16	2,319	183
Awaiting deportation	–	–	–	–	–	–	–	–
Awaiting extradition	–	–	2	–	–	–	2	–
Civil prisoner	–	–	–	–	–	–	–	–
<b>Total</b>	2,122	215	7,783	569	262	33	10,167	817

1. Includes offenders held in gazetted correctional centres, transitional centres, police/court cell complexes and periodic detention centres.

2. Aboriginality as self reported on reception into custody

## Offender Management (continued)

Number of inmates in NSW Custody at 30 June by Aboriginality<sup>1</sup>; 1982 to 2010

Year	Full-Time Custody <sup>2</sup>				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
1982	3,132	125	203	6	240	6	7	–
1983	3,096	161	220	10	229	11	6	–
1984	2,707	149	229	8	247	9	5	–
1985	3,355	191	287	9	258	7	7	1
1986	3,407	188	319	13	275	21	6	–
1987	3,623	192	338	16	340	27	12	3
1988	3,694	207	344	24	384	21	14	3
1989	4,116	231	357	32	494	26	25	1
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
2010	7,463	555	2,066	209	582	47	56	6

1. Aboriginality as self-reported on reception into custody. Inmates whose Aboriginality was shown as "unknown" in the Census are counted as Non-Aboriginal/TSI.

2. Full-time custody includes transitional centres and police/court cell complexes.

## 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**

### Governance

#### Audit and Risk Management Committee

The Audit and Risk Management Committee, chaired by Paul Crombie (independent chair) fulfilled its obligations under its charter and Treasury policy. In 2010/11, the Committee met quarterly. The Committee advised the Commissioner on financial management and reporting, internal audit and on governance issues, including risk management, business continuity and legal compliance.

#### Compliance with *Government Information (Public Access) Act*

In 2010/11, Corrective Services NSW fully complied with the requirements of the *Government Information (Public Access) Act 2009 (GIPA)* by making information publicly available on its website without incurring unreasonable additional costs.

The following types of documents were made available on the CSNSW website for the first time:

- policies and procedures on a range of issues that affect the public, including offenders
- terms and conditions of contracts awarded, CSNSW business ethics, and how to make a complaint related to doing business with CSNSW
- media releases.

CSNSW has also taken a proactive approach in publishing information which is above and beyond the requirements of section 7 of the GIPA Act. Some of the information covers topics such as:

- visitor information and guidelines in English, Arabic, Chinese and Vietnamese
- general information regarding offender management both in the community and in custody
- extensive information about Intensive Correction Orders
- business plans.

### Performance reporting

In 2010/11, the regular performance reports to senior CSNSW executives were revised. In addition to the established Key Performance Indicators against which the District Offices of Community Offender Services report on a monthly basis, standards for community operations were developed. Akin to these standards for community operations, the publicly managed correctional centres have to report on standards, which were revised to incorporate security systems and correctional centre infrastructures. There is a daily security report focusing on 28 elements around core correctional centre security requirements. Compliance with these standards is monitored and depending on these compliance reports, individual correctional centres might be required to submit action plans that identify remedial strategies.

#### Board of Management Policy Committee

	Total 2008/09	Total 2009/10	Total 2010/11
Re-submitted	4	6	2
Submitted	35	15	16
Held over	10	1	0
Approved	29	7	15
Signed off by BOM	23	9	15

In 2010/11, Corrective Services NSW published several documents outlining the broad strategic direction in specific areas considered important to the management of offenders on the one hand and to the engagement with the community on the other. For example, the new Equity and Diversity Plan 2011–2014 and the Aboriginal and Torres Strait Islander Employment and Career Strategy are now available on the CSNSW websites and are being implemented.

## Organisational Capability, Governance and Staff Support (continued)

The South West Region of CSNSW continued its established planning process and adapted its Regional Business Plan to effectively deal with the regional priorities of cost savings, integration of risk management in all operational and support services areas, commissioning of additional Community Offender Program (COSP) centres, and the expansion of community partnerships.

The CSNSW Offender Services and Programs Branch developed its priorities for a business plan which is aimed at standardised appropriate and effective program and services provision based on evidence and research.

In 2010/11, the CSNSW Corporate Strategy Unit again delivered the 'Planning in the Workplace' course, an important staff development activity to enhance the strategic and business planning capacity of business units.

### Integrated Risk Management

Effective risk management is an essential element of good governance. In 2010/11, CSNSW published its Risk Management Framework in which the management, control, reporting processes and policies are linked to the planned results and goals of the CSNSW Corporate Plan and administered in accordance with the Australian Risk Management Standard.

To address risks in the most efficient and effective way, consideration must be given to the varying environmental conditions of each CSNSW region. The regional risk registers are to be completed in 2011/12.

### Business Continuity Management Plan

In May 2011, the Corrective Services Business Continuity Management Plan (BCMP) was developed and finalised with the assistance of a business continuity consultant. The BCMP is complemented by a Command Post Team Plan (CPTP) which was also completed at that time. The BCMP and the CPTP are published on the CSNSW Risk Management webpage of the Intranet.

All CSNSW business continuity documents were endorsed by the Audit and Risk Management Committee.

## Information, communication and technology

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

In 2010/11, the implementation of the Remediation Enhancement and Architecture Lifecycle (REAL) Program continued to deliver significant value to Corrective Services NSW including:

- Revamping the programs and services module of OIMS to reflect all program and services activities, providing a contemporary view of Throughcare and case management (This information is vital to supporting CSNSW's broader responsibility to reduce re-offending.)
- Restructuring the ICT data centre environment to provide twin active data centres on an outsourced basis, which improves performance of agency systems and introduces an automatic failover or disaster recovery capability to those systems
- Improving connectivity to business systems by extending broadband capabilities to all CSNSW locations through a single telecommunications provider (This delivered an annual saving of \$2.3m in telecommunication charges.)
- Improving internal connectivity of business systems, particularly within correctional centres (This included a \$4.5m investment in upgrading services at the Long Bay, Silverwater and Goulburn Correctional Complexes and Lithgow Correctional Centre.)
- Replacing CSNSW's entire PC fleet to improve desktop performance, including replacing the antiquated Novell operating environment with the Microsoft platform
- Sustaining the maturity of record-keeping, with a high level of compliance against the *State Records Act 1998* and an increasing proportion of record-keeping now transitioned to a digital format
- Continuing the positive record of information security, with nil major defaults and triennial confirmation of information security certification against ISO27001:2005.

## Organisational Capability, Governance and Staff Support (continued)



### Goal: Cost efficiency and efficient asset management

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

In 2010/11, the overall recurrent cost per day per inmate increased slightly, but remained well below the national average in the previous year.

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Cost per day (\$)	217.27	223.67	208.65	197.99	207.15	<b>199.46</b>

Note: previous years figures have been revised to reflect 2010/11 \$ equivalent.

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

In 2010/11, the operating cost of community-based correctional services increased, reflecting the intensity of community-based programs implemented to address the factors that lead to re-offending.

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Cost per day (\$)	12.93	13.18	20.50	21.48	18.25	<b>24.50</b>

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

#### Rate of correctional centre utilisation

In 2010/11, with the inmate population falling, the total rate of correctional centre utilisation decreased from the previous year.

Security	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Open	105.3	103.7	96.3	102.9	100.4	<b>100.0</b>
Secure	106.6	105.7	112.0	113.3	107.3	<b>104.1</b>
<b>Total</b>	106.1	104.9	105.9	109.4	104.9	<b>102.6</b>

## Organisational Capability, Governance and Staff Support (continued)

### Workplace reform initiatives achieving efficient and cost-effective custodial and community operations

In 2010/11, Corrective Services NSW continued to implement The Way Forward workplace reforms, following successful trials at the Mid North Coast and Wellington Correctional Centres and on the John Morony Correctional Complex. The model is proven to reduce the cost per inmate per day, while also enhancing security and safety for both staff and offenders. The security and safety enhancements have been achieved primarily by deploying a higher concentration of staff to areas of operational need to better support the inmates' structured day. This contemporary correctional management model has now been rolled out to all correctional centres across NSW. The reforms will continue to deliver operational and financial efficiencies into the future, with further development of the model planned.

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

In 2010/11, the Inspectorate Branch monitored and reported on crucial security systems within both public and private correctional centres. It was also involved in joint operations with the State Emergency Unit surrounding Commissioner's Searches.

The Inspectorate deploys Monitors to the two privately operated correctional centres (Junee and Parklea), providing monthly reports on the operational performance of the centres against a set of operating specifications and KPIs.

Compliance monitoring and reporting on various contracted security services also occurs on a regular basis.

In 2010/11, the Inspectorate started to update standards for operating public correctional centres to incorporate security systems and infrastructure that will align with building specifications. Standards for community operations are also currently being developed, focusing on quality assurance measures and best practice.

### Junee and Parklea Correctional Centres 2010/11 Performance Assessment Reports

#### Background

The GEO (Global Expertise Outsourcing) Group Australia operates the Junee Correctional Centre and the Parklea Correctional Centre under a management agreement with Corrective Services NSW. They are the only two privately operated correctional centres in NSW. GEO has been operating the Junee Correctional Centre since it first opened in April 1993 and the Parklea Correctional Centre since November 2009.

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 and report on the performance and contract compliance of the operations of any privately operated correctional centre.

In accordance with section 242(4)(a) of the Act, a Monitor is based on site at Junee Correctional Centre and at Parklea Correctional Centre to conduct performance assessments. These performance assessments include:

- validating the data supplied by GEO each month to show compliance with the components of the Performance Linked Fee (PLF)
- reviewing GEO's compliance with essential monitoring elements
- reviewing compliance with selected operating specifications for privately run correctional centres.

#### Methodology

The following methodology was used for the 2010/11 performance assessments:

- 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 and Parklea Correctional Centres.)
- Each month, the Monitor reviewed Junee's and Parklea's compliance with crucial operational procedures to identify possible security issues and areas of risk, including the management of unit records, logs and registers, segregated and protective custody directions, inmate movement, management and maintenance of security keys, weapons and electronic security systems, search information and management records and urinalysis procedures. It also includes the observation of staff in the performance of their duties and questioning them about their understanding of their roles.

## Organisational Capability, Governance and Staff Support (continued)

- Each month the Monitor reviewed compliance against the Operating Specifications as set out under the management agreement.
- During each visit, the Monitor interviewed staff, inmates and management team members and sampled documents, files and records.

### 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 as above the Base Level, the portion of the PLF will be based upon a sliding scale, up to that of Best Practice performance.

The PLF is intended as an incentive to the achievement of the highest possible scope, range and standard of correctional services or programs set by CSNSW.

### Junee Correctional Centre – Performance Assessment Report 2010/11

#### Compliance with Performance Linked Fee

There were a number of issues identified of non-compliance and recurring issues of non-compliance of the PLF's for Junee Correctional Centre during the contract year 2010/11.

These included:

1. **PLF** – *On at least 2 occasions each month, a Correctional Manager observes staff operate each of the systems identified in the DSR and records the results of their observation in their journal/log including the time and date of the observation. The staff at the unit/location will make a corresponding entry in the unit/location log. In some instances, the Operations Manager will be responsible for conducting the validation of a system. In these cases, the Operations Manager will record.*

For the months of April 2010, August 2010, September 2010, issues of non-compliance were identified against this PLF by the Monitor.

2. **PLF** – *Segregation Directions are approved by a delegated officer within the timeframes specified by the Department.*

For the month of August 2010, the Monitor identified an issue of non-compliance against this PLF.

3. **PLF** – *Enrolments in basic literacy and ESL should target offenders with scores NYA to NRS3 as outlined in the National Reporting System Guidelines. Further, the proportion of teaching hours offered for vocational training and literacy/ESL should be weighted in favour of literacy and the number of enrolments should reflect the priority focus on literacy engagement as a highly significant factor in reducing recidivism.*

For the month of August 2010, the monitor identified an issue of non-compliance against this PLF.

4. **PLF** – *Staff deployment plan is maintained as approved by the Commissioner.*

For the months of November and December 2010 and January 2011, the Monitor identified issues of non-compliance against this PLF.

The subsequent review of documentation relating to the performance of GEO regarding the operation of Junee Correctional Centre is currently being reviewed by the PLF review committee and the final payment amount GEO is to receive under the PLF for the contract year 2010/11 is yet to be finalised.

#### Operating specifications

The Operating Specifications were assessed during the contract year and Junee Correctional Centre management complied with the conditions of all minimum standards.

#### Conclusion

Apart from the issues of non-compliance raised above, GEO met its contractual obligations for the year 2010/11. The engagement and support provided to the local communities by the GEO Group at Junee Correctional Centre remain one of its strengths. The centre continues to be consistent in its compliance with the operating specifications.

## Organisational Capability, Governance and Staff Support (continued)

### Parklea Correctional Centre – Performance Assessment Report 2010/11

#### Compliance with Performance Linked Fee

The Commissioner of Corrective Services NSW (CSNSW) agreed to pay GEO the amount of \$709,886.00 for the contract year 2009/10, that being the sum of \$719,886.00 less \$10,000 for non-compliance to PLF 9 erroneous release from custody (where an inmate is released from custody prior to the date when legally to be released). This amount was withheld due to an inmate being released prior to his actual release date on two occasions during the first year of operations. Payment of the PLF for 2010/11 is yet to be finalised.

The PLF is intended as an incentive to the achievement of the highest possible scope, range and standard of correctional services or programs set by CSNSW. The subsequent review of documentation relating to the performance of GEO indicates that GEO had met the standard with the exception of PLF 9 as detailed above.

#### Operating specifications

The Operating Specifications were assessed during the contract year and for the majority of specifications reviewed, the Monitor found that improvements were required before full compliance could be achieved. This was mainly attributed to staff inexperience and the assessments being conducted in the first year of GEO operations when systems and processes were still being established during the transition process.

#### Conclusion

Apart from the issues of non-compliance raised in point four, GEO met its contractual obligations for the year 2010/11. The performance for contract year 2010/11 is due for review after 1 November 2011. Since transition, the operations of Parklea Correctional Centre have steadily improved with the centre implementing systems and operating procedures that provide structure and a consistent approach to core functions and operations.



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

### Corrective Services NSW Energy Management Program

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

Energy data for 2010/11 will not be available prior to the publication of this report, as it is compiled annually by the Office of Environment and Heritage for NSW Government Sustainability Policy reporting.

#### Bridge Program

In 2010/11, the Office of Environment and Heritage (OEH) Bridge Program, which provides energy audits and detailed business cases on energy saving projects, identified CSNSW’s top five electricity-consuming sites. The Silverwater Correctional Complex was identified as the highest electricity-consuming site, and the Metropolitan Remand and Reception Centre (MRRC) on this site was selected for the Bridge Program. In April 2011, CSNSW signed an in-principle agreement that will see an energy saving project implemented at the MRRC. If successful, the model will be applied to other CSNSW sites.

### Water management

In 2010/11, Corrective Services NSW continued implementing their Water Savings Action Plan for the Sydney metropolitan facilities including Emu Plains and Parklea Correctional Centres and the Silverwater, Long Bay and John Morony Correctional Complexes. Installing an online monitoring and performance reporting system at all metropolitan facilities has allowed proactive daily management of water usage, immediate detection of leaks and an increase in water use efficiency.

## Organisational Capability, Governance and Staff Support (continued)

### Property management

In 2010/11, Corrective Services NSW managed 75 commercial leases to support Community Offender Services offices, and other operational and administration areas, with a combined floor area of approximately 42,679m<sup>2</sup>.

The average space utilisation ratio for the office accommodation portfolio was 18.25m<sup>2</sup> per employee, with a projected utilisation of 15.46m<sup>2</sup> per employee in 2014/15, in accordance with the Government's Accommodation Guidelines. In 2010/11, 13 leases were renewed, two new leases were negotiated for new premises, three new leases were negotiated for expansions of existing sites and 10 properties were vacated with leases terminated.

### Waste audit of Henry Deane Building

In 2010/11, Corrective Services NSW approved a waste audit of its head office at Henry Deane Building in Sydney, which is expected to be conducted in early 2011/12. A Letter of Agreement was signed together with the Office of Environment and Heritage (OEH), which has agreed to fund and manage the waste audit.

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

In 2010/11, Corrective Services NSW continued to implement the government's Waste Reduction and Purchasing Policy (WRAPP). The WRAPP report, prepared for the Office of Environment and Heritage, Department of Premier and Cabinet, on a bi-annual basis, details outcomes during the 12 month period from 1 January 2010 to 31 December 2010. Highlights of achievements attained during this period include:

- A significant increase of 86 percent in the recycling of all computer components compared with 45 percent achieved in the previous 12 month reporting period (between 1 April 2007 to 31 March 2009);
- A significant increase in the recycling of mixed waste, being 50 percent of mixed waste generated, compared to the recycling of 10 percent in the previous reporting period;
- Introduction of a new initiative in cardboard recycling, using a baler system, resulting in the recycling of 120 tonnes for the current reporting period;
- Significant trends in reductions in the purchase of paper and toner cartridges, and the use of approximately 90 percent recycled paper materials;
- Significant utilisation of concrete recycling.



### Goal: Safe and healthy workplace

#### Injury prevention

In 2010/11, Corrective Services NSW continued its workplace level audits of Occupational Health and Safety (OHS), 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 providing technical advice and liaising with WorkCover as required, or for issues of State-wide significance. In 2010/11, the Corporate Safety Team conducted numerous risk assessments at 15 work locations, and delivered 30 (compared with 39 in 2009/10) in-house OHS training sessions throughout the State, including OHS consultation, OHS Risk Management, Integrated Induction, CSI Safety Procedures and OHS Site Inspections.

In April 2011, the Commissioner supported a trial of 'smoke-free' buildings, including inmate cells. A joint project with Justice Health, the trial will occur at Lithgow Correctional Centre for six months, starting in early 2012.

#### Injury management

In 2010/11, the Injury Management Unit closed 90 open claims, reducing the average cost per workers compensation claim. The Injury Management Unit also reconciled claims dating back to previous years and recouped claims money via the insurer, which will see a lower insurance premium in years to follow. Continuing these measures to rigorously test claims and ensure reconciliation will lead to further improved premiums and reduced claim costs in the future. (Details relating to injury management trends and costs can be found in the relevant Appendix.)

#### Sick leave

In the calendar year 2010, total staff averaged 11.7 days of sick leave (including sick as carer's leave) being lower than 12.6 days in 2008 and marginally lower than 11.8 days in 2009.

## Organisational Capability, Governance and Staff Support (continued)



### Goal: Professional and ethical conduct

#### Ethics and professional conduct

In December 2010, following a review of the Corrective Services NSW Guide to Conduct and Ethics, a new version of the Guide was distributed to all employees via the Intranet.

A Social Media Policy was developed. A review of the Protected Disclosures Policy began to address the changes in legislation with the introduction of the *Public Interest Disclosures Act 1994*.

In 2010/11, Ethics Officers conducted 74 training sessions (including 20 professional conduct sessions as part of the mandatory induction programs for new employees and contractors), 11 ethical leadership sessions, and 44 workplace information sessions held at correctional centres, district offices and residential facilities. This is on a par with previous years.

#### Investigations

The Investigations Branch is responsible for conducting assessments and investigations under the provisions of the *Public Sector Employment and Management Act 2002*, including investigating operational responses to deaths in custody and escapes, and providing critical and targeted alcohol and drug testing. The Investigations Branch continued to conduct presentations during primary training sessions for correctional officers.

	2009/10	2010/11
Assessments	80	71
Formal disciplinary investigations	47	31
Death in custody investigations	25	21
Escape from custody investigations	12	38
Drug and alcohol tests	14 (9 mandatory and 5 targeted)	10 (mandatory)
Random drug and alcohol tests	2,771	4,872

In May 2011, the NSW Police Force Corrective Services Investigations Unit started using a web-based investigations management system to record and manage the investigative process and matters referred by the Professional Standards Branch.

#### Special Investigations Unit

The Special Investigations Unit (SIU) continued to play a major role in the dissemination and exchange of information to the wider Corrective Services NSW intelligence community, including the Corrections Intelligence Group (CIG), Police Corrections Intelligence Unit and local intelligence officers. It also maintained strong relationships with a number of external law enforcement agencies, including the Independent Commission Against Corruption. In 2010/11, the SIU completed 20 assessment reports and 36 formal disciplinary investigations.

#### Professional Standards

##### Professional Standards Division

The Professional Standards Division was established in December 2010. The Division consists of the Professional Standards Branch, Workplace Relations Branch and Corruption Prevention Unit.

##### Professional Standards Branch

The Professional Standards Branch is responsible for overseeing the management of all serious misconduct and performance related matters and acts as the secretariat for the Professional Standards Committee and Risk Assessment Committee. It also ensures the Commissioner complies with his mandatory reporting requirements to the Independent Commission Against Corruption as well as the NSW Ombudsman.

In response to recommendation 13 from the *Independent Commission Against Corruption Report: Investigation into the smuggling of contraband into the John Morony Correctional Centre*, the Commissioner established a project to develop an early intervention system in February 2011. This will help to identify officers who are at risk of engaging in corrupt conduct.

A new complaints management database was introduced in April 2011 to improve the management, recording and tracking of matters reported to the Professional Standards Branch.

	2006/07	2007/08	2008/09	2009/10	2010/11
Professional Standards Committee	448	338	496	373	474
Legal Cases	67	133	76	58	63
Risk Assessment Committee	94	59	69	31	82
<b>Total</b>	609	530	641	462	619

## Organisational Capability, Governance and Staff Support (continued)



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

#### Workforce planning

In 2010/11, Corrective Services NSW continued to lead in e-Recruitment, achieving the Goldstar standard for its attainment of e-Recruitment stage 3 status, which was only given to two agencies across the public sector.

The Cadetship Program across CSNSW saw 47 cadets employed under the JumpSTART Cadetship Program and 8 Indigenous cadets under NSW Public Sector Indigenous cadetships in psychology, probation and parole and education.

Supporting workforce capability, continued improvement was achieved in data management and reporting through e-Form development, replacement of legacy databases, payroll configuration review and development of HR management reports using Business Objects and Statistical Software.

The separation rate for the past financial year was 6.4 percent, up from 5.58 percent in the previous year.

#### Number of recruitment actions

Total number of positions filled	1,056
Total number of recruitment actions	529

#### Recruiting cadets

Corrective Services NSW has recruited 33 cadets as part of the NSW Government's JumpSTART Cadetship Program which encourages young people to take up public sector careers.

The recruitment campaign attracted great interest from 400 applicants. Wanting to give the young candidates the experience of being interviewed for a government position, CSNSW offered an interview to each of the 260 applicants who met the educational and age criteria.

The 33 successful applicants included four who were recruited to work at the new South Coast Correctional Centre, while the others have accepted positions in corporate and regional offices, correctional centres and district offices across the State.



*The stained glass window in the chapel at the South Coast Correctional Centre*

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

	2006/07		2007/08		2008/09		2009/10		2010/11	
	Number	%								
Disallowed	109	64.9	185	26.7	12	32.4	36	41.0	215	48.7
Allowed	7	4.2	18	2.6	2	5.4	4	4.5	5	1.1
Withdrawn	45	26.8	401	57.9	18	48.7	43	48.9	180	40.8
Struck out	6	3.6	50	7.2	5	13.5	1	1.1	21	4.8
Pending	–	–	–	–	–	–	–	–	–	–
Lapsed	1	0.6	39	5.6	–	–	4	4.5	20	4.5
<b>Total</b>	168	100	693	100	37	100	88	100	441	100

## Organisational Capability, Governance and Staff Support (continued)

### Brush Farm Corrective Services Academy

#### Quality management

Continuing its 12 year record of quality certification, the Brush Farm Corrective Services Academy (BFCSA) Quality Management System was re-certified by BSI to ISO 9001:2008 in June 2010. In 2010/11, two new online courses, staff e-Quality Management and Working in Vocational Education and Training (VET) were introduced for BFCSA staff.

#### Training Matrix

BFCSA began the Training Matrix project to integrate all training activity under a single framework. This project will deliver a single training history for all staff and a range of reporting options, support the development of individual training plans, and enable lifecycle management of human resources. This project has mapped all learning activity and developed models for identifying and addressing training needs and capturing training activity.

#### Training provision

In 2010/11, although training hours decreased by 17 percent, participant numbers increased to 8,108 up from 7,885 in the previous year. This apparent discrepancy stems from only seven 11 week Custodial Training Courses being delivered in 2010/11, down from 13 in 2009/10, and a lift in the number of short courses from 650 in 2009/10 to 856 in 2010/11. The total training hours delivered decreased to 234,602 from 285,248 in 2009/10.

#### Custodial training

In 2010/11, BFCSA trained 49 probationary officers, 57 casual correctional officers and 38 overseers, a total of 144 compared to 356 in the previous year. Two primary training courses were conducted in Nowra, with all 70 graduating officers posted directly to the South Coast Correctional Centre. The e-Learning Correctional Managers Course for middle supervisors commenced, with the first two graduates receiving their Diploma in Correctional Administration in March 2011.

### Community Offender Management training

In 2010/11, community training was provided for 56 new Probation and Parole Officers undertaking the Certificate IV in Correctional Practice, 42 Community Compliance and Monitoring Group Officers currently undertaking the Diploma of Correctional Administration, and 36 Community Offender Support Program centre staff.

A training program for the new position of Senior Probation and Parole Officer was developed, with 26 staff attending. The Unit Leader Training was attended by 50 staff. The Case Management Review Training was facilitated on site at Community Offender Services district office locations.

Training was also developed for a number of specialist roles within the Community Compliance and Monitoring Group, including Intensive Correction Order Field Officers, Drug Court officers, Community Offender Sampling Team officers, and Work Release officers.

#### Integrated Induction Program

All new CSNSW staff are required to undertake an Integrated Induction Program which has a special emphasis on policy, probity and security related issues. In 2010/11, 188 staff completed this program, compared to 107 in the previous year.

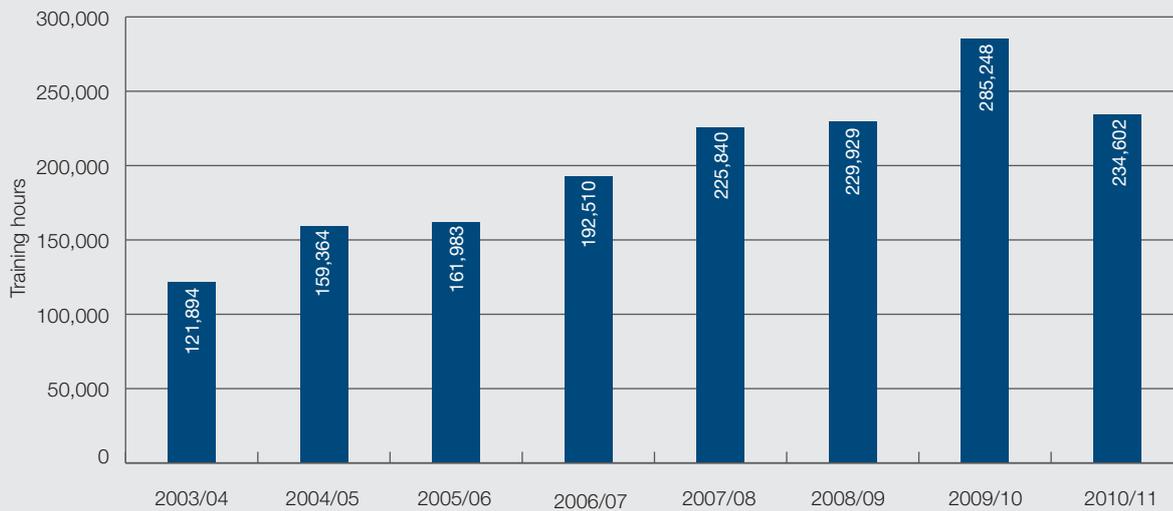
#### Professional development

In 2010/11, 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 21 agency staff in partnership with the Institute of Public Administration of Australia (IPAA). Training was provided to 181 staff covering job application skills, leadership skills for women and presentation skills.

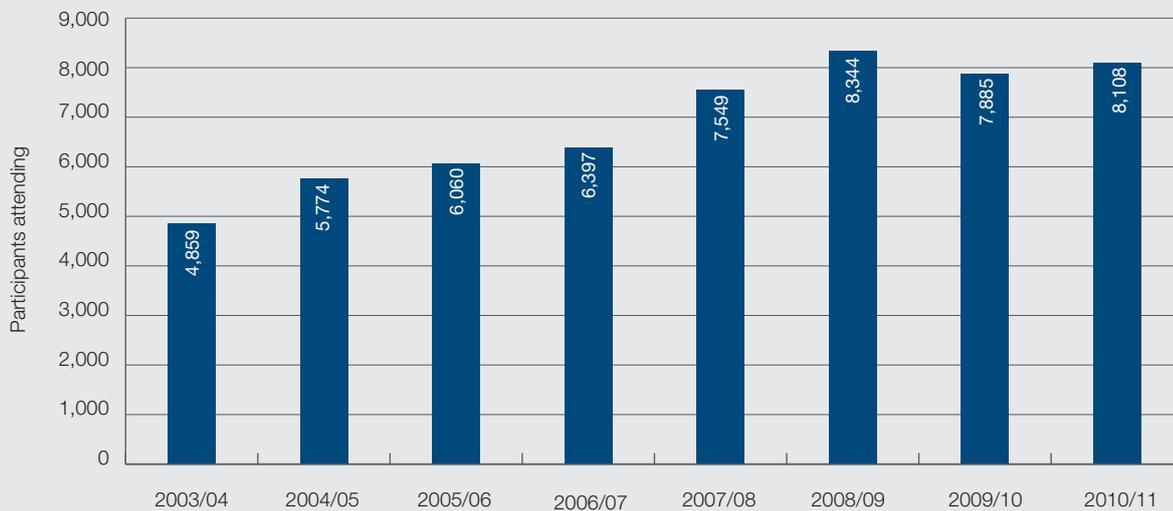
The Senior Executive Succession Program concluded, with 14 senior officers from across CSNSW completing this two year program. In addition, 14 professional development grants of up to \$3,000 were provided to employees seeking to engage in self-study, almost double the eight grants provided in the previous year.

Program/qualification	Attendance 2008/09	Attendance 2009/10	Attendance 2010/11
Australian Correctional Leadership Program	23 executives from Australasia	20 executives from Australasia	17 executives from Australasia
Executive Leadership Program	51 senior managers	34 senior managers	5 senior managers
Action Management Program	50 middle managers	52 middle managers	36 middle managers
Frontline Management Program	31 supervisors	121 supervisors	93 supervisors
Career Development Program	40 managers and senior managers	67 managers and senior managers	52 managers and senior managers

### Total training hours delivered per financial year



### Total participants attending Academy training courses per financial year



## Organisational Capability, Governance and Staff Support (continued)

### e-Learning

In 2010/11, Corrective Services implemented a Learning Management System to deliver e-Learning as a viable alternative to face-to-face training delivery. In the first five months, five percent of total training (over 100 people) was conducted online and informal learning resources to improve workplace productivity were accessed by over 500 staff per month. A number of significant online courses were developed, such as the Correctional Supervisors and Correctional Managers courses, and learning and development staff were up-skilled in e-Learning. All staff are due to have access to online learning by the end of 2011.

### Workforce learning

A number of courses in Workforce Learning were updated or introduced, with all available via either face to face delivery or e-Learning. New courses include:

- Manage Conflict Constructively
- OIMS for Community Compliance Monitoring Group
- OIMS COS Case Management/Report Writing
- OIMS Community Offender Support Group
- Certificate IV Training and Assessment (updated qualification).

### Site improvements

In 2010/11, the refurbished Administration Building, with improved facilities, enabled all staff to be accommodated together. Work continued on improving the functionality and content on the BFCSA website.

Other improvements included upgrading the Bistro Food Safety and Quality Assurance System to reflect current Hazard Analysis and Critical Control Points (HACCP) and Good Hygiene and Manufacturing Principles and developing a Business Continuity Plan. Environmental initiatives included continued participation in the Department of Environment, Climate Change and Water (DECCW) Sustainability Advantage Program (Resource Efficiency module) and initial registration in the DECCW Love Food Hate Waste.

### International and interstate programs

Corrective Services NSW hosted 12 delegations and study programs, involving 65 participants from eight different nations, including a growing number of delegates from Africa.

Two senior officers fully funded by Department of Foreign Affairs and Trade (DFAT) were deployed to assist the Directorate-General of Corrections Indonesia with operational, policy and legislative changes. Reciprocally, Indonesia has also sent three high-level delegations to NSW to study.

The Commissioner's Brush Farm International Scholarship received 22 applicants from 10 countries, with the 2010 scholarship awarded to Ms Pornpitr Norapoompipat, Deputy Director General, Directorate-General of Corrections Thailand. The number of scholarship awards will be increased to four in 2011/12.

In 2010/11, Visiting Scholar Placement Programs were offered to Mr Paul Kintu, Commissioner of Community Services, Uganda and Mr Moosa Azim, Deputy Superintendent, Department of Penitentiary and Rehabilitation Services Maldives.

The entire contents of this report are available for download in Adobe Acrobat (PDF) format from the Corrective Services website [www.correctiveservices.nsw.gov.au](http://www.correctiveservices.nsw.gov.au).

The report is also available in CD-ROM format.