

# Corrective Services NSW

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## Introduction

In 2011/12, Corrective Services NSW (CSNSW) made progress towards the Government's goal of reducing the NSW recidivism rate.

In 2011/12, our strategies to prevent and reduce re-offending included realigning resources into the community to support non-custodial sentencing options for less serious offenders and supporting a growing range of diversionary programs. We also established a dedicated drug treatment facility focused on treatment, rehabilitation and keeping drugs out of correctional centres.

Several independent reviews confirmed the effectiveness of our ongoing treatment and intervention programs, which are seeing improved program completion rates. CSNSW offers a range of programs and services across community and custodial settings designed to reduce re-offending and to improve offender motivation to participate in offence-related, transitional and resettlement programs. These programs are based on evidence of effective intervention. We use standardised assessments to ensure we match the 'right' offender with the 'right program'.

Many factors that affect re-offending are outside our immediate control. They are often linked to complex social and economic issues. We are committed to playing a leading role in a whole-of-government approach to reducing re-offending. As a result, we continued to strengthen our partnerships with and among the justice and human services sector.

We also continued to improve our cost-efficiency. Through workplace reform, sharing resources and support services and working smarter, we have been able to deliver effective services that both enhanced community safety as well as public sector accountability.

We go into 2012/13 well positioned as part of the Department of Attorney General and Justice to play our role in tackling the contemporary challenges of criminal justice.

## Photography by:

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## Statement of Purpose

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

## Role

Corrective Services NSW (CSNSW) is one of three divisions of the Department of Attorney General and Justice. CSNSW is responsible for the administration of sentences and legal orders and provides custodial security 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.

CSNSW's role contributes effectively to the achievements of the Department's goals related to building safe communities, maintaining an accessible and effective justice system and protecting rights and promoting responsibility in the community.

Specifically, CSNSW has a major role in the Department's commitment to achieve the two major Government goals of preventing and reducing the level of re-offending and improving community confidence in the justice system.

## Corporate Plan

For the reporting year 2011/12, CSNSW is reporting against the *CSNSW Corporate Plan 2009/12*. The two areas of strategic focus are on *Offender Management and Organisational Capability, Governance and Staff Support*.

## Values

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### 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
- 

For the reporting year 2011/12 the CSNSW values are outlined as they have applied to the Division. In future the Department will adopt a common values statement.

## Offender Management



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

#### Rates of escapes from custody

In 2011/12, escape rates from secure custody increased slightly to just above the national average for the previous year. Escape rates from open custody remained below the national average. There were no escapes from maximum security correctional centres.

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

Security	2007/08	2008/09	2009/10	2010/11	2010/11 National Average	2011/12
Open	0.16	0.31	0.06	0.6	0.53	0.34
Secure	0.02	0.06	0.01	0.02	0.04	0.05

\* National Correctional Indicators counting rules.

#### Number of escapes\*

Security	2007/08	2008/09	2009/10	2010/11	2011/12
Open	6	11	2	22	12
Secure	1	4	1	1	3

\* National Correctional Indicators counting rules.

#### Security systems and procedures

In 2011/12, the process of rolling out security screening equipment at maximum and medium security correctional centres continued and associated security systems for gatehouses were upgraded.

The latest generation of portal metal detectors, which automatically deny entry when metal is detected, were installed, along with foyer cameras, door interlocks, visitor and staff reception post upgrades, x-ray baggage scanners and key management systems for the gatehouses. These security technology upgrades were complemented by a suite of procedural and policy changes to improve the effectiveness and efficiency of screening and searching staff and visitors before they enter correctional centres.

In 2011/12, an audit of CCTV systems highlighted a number of areas recommended for improvement. Several recommendations have already been addressed, with further upgrades to CCTV systems to be rolled out in the next financial year.

In response to a recommendation from the NSW Coroner, a Mobile Digital Video Recorder (MDVR) was trialled for Court Escort Security Unit (CESU) transport vans. As a result, this technology will be introduced to all CESU transport vehicles in the next financial year, enabling officers to remotely track, monitor and control the vans and inmates from a new CESU Operational Control Centre.

CSNSW continued to lead a national jurisdictional effort to find an effective solution to the growing security threat posed by unauthorised mobile phone use in correctional centres. Following a successful bench test in 2010/11, CSNSW is in the process of developing a mobile phone jamming trial project at Lithgow Correctional Centre in conjunction with its national partners, particularly the Corrective Services Administrators' Council and the Corrective Services Ministers' Conference.

## Offender Management (continued)

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

Category	2007/08	2008/09	2009/10	2010/11	2011/12
Prison to prison	39,945	43,560	47,777	45,467	<b>46,337</b>
Prison to hospital	336	373	294	290	<b>293</b>
Prison to court	98,366	116,362	107,144	83,320	<b>82,209</b>
Prison to other	4,961	4,775	5,422	5,246	<b>5,984</b>
<b>Total</b>	<b>143,608</b>	<b>165,070</b>	<b>160,637</b>	<b>134,323</b>	<b>134,823</b>

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

### Number of escapes by security level/program 2007/08 to 2011/12

Security level breached	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Full-Time Custody</b>					
From within maximum security	–	–	–	–	–
From within medium security	–	4	–	–	<b>2</b>
From within minimum security	6	10	2	20	<b>12</b>
Adjacent to maximum/medium	–	–	–	–	–
Escorted – other (e.g. hospital)	1	1	1	3	–
Escorted external work party	2	1	2	3	<b>8</b>
Escorted external sports/educational excursion	–	–	–	–	–
Day/Weekend leave	–	1	–	–	–
Unescorted education programs	–	–	1	1	–
Work release program	–	–	1	1	–
Other unescorted authorised absence	1	–	–	–	–
Court Complex	–	–	1	1	<b>1</b>
Transport (including transfers)	–	–	1	–	<b>1</b>
Full-time custody total escapes	10	17	9	29	<b>24</b>
Rate per 100 offender years	0.10	0.17	0.09	0.29	<b>0.25</b>
<b>Total escapes</b>	<b>10</b>	<b>17</b>	<b>9</b>	<b>29</b>	<b>24</b>
Rate per 100 offender years <sup>1</sup>	0.10	0.17	0.08	0.28	0.25

<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

In 2011/12, CSNSW continued to develop standards for both community and custodial operations for key areas, including offender management, administration and resource management. The custodial standards mirror the operating specifications developed for privately operated correctional centres, providing a consistent measure of operational performance across both public and private systems. The community standards will incorporate the function of the probation and parole service, the community compliance and monitoring group and community-based residential facilities.

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

#### Enhancing Pro-active intelligence gathering and analysis

In 2011/12, intelligence gathering and analysis became more pro-active, with the progressive implementation of the recommendations of the 2011 Harvey Review into Corrections Intelligence Group (CIG) and improvements to the Integrated Intelligence System (IIS).

As a result, CIG has been restructured into specialist teams.

In addition, the Corrections Intelligence Strategic Intelligence Reporting Committee was established to manage and monitor the activities of the Corrections Intelligence Group Strategic Intelligence Team.

A new, web-based Information Note was introduced, which allows any CSNSW staff member to report intelligence related information directly into the IIS. This has broadened the intelligence network and the range of information available to CIG. In 2011/12, maximum security staff were further trained to use the IIS. This training was then extended to the State Emergency Unit, Community Compliance and Monitoring Group, and Community Offender Management.

### Strengthening the Corrections Intelligence Group

In 2011/12, the Corrections Intelligence Group (CIG) created new relationships with Roads and Maritime Services, AUSTRAC, TAB Corp and the Australian Taxation Office. CIG also continued to maintain close working relationships with all other corrective services jurisdictions. This included initiating a bi-monthly Threat Group Interagency meeting, which has strengthened its relationships with law enforcement agencies such as the NSW Police Force, Australian Federal Police and the NSW Crime Commission.

### Outlaw Motor Cycle Gangs, Organised Crime Networks, Security Threat Group Intervention Program and Individual Violent Offender Intervention Program

In 2011/12, the CIG interviewed 453 inmates who claimed to be members of, or associated with, an Outlaw Motor Cycle Gang (OMCG) or Organised Crime Network (OCN) to ensure their appropriate placement in the correctional system to maintain their safety and security, and the safety of other inmates.

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 2011/12, as part of this program, CIG issued 130 inmates with verbal or written warnings.

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 2011/12, 46 offenders were issued verbal or written warnings due to their aggressive and violent behaviour. Five inmates undertook the program due to their continued risk to others.

### The show must go on

The Crookwell Showground near Goulburn was brought back to life in time for the annual show in February 2012 thanks to 10 offenders serving Intensive Correction Orders (ICO).

In 2011/12, ICO Field Officer Don Murphy supervised extensive ground maintenance work, including painting and mowing, two days a week.

The local Show Society was so impressed it had asked the group to maintain the site and start working on the sheep pavilion and cattle yards in time for next year's show.

Show Society Secretary Paul Anderson highly praised Mr Murphy and the offenders for their work.

## Offender Management (continued)

### Rate of assaults

In 2011/12, prisoner on officer assaults increased slightly from the record low of the previous year. However, serious assaults remained below the national average for 2010/11. Serious prisoner on prisoner assaults also increased slightly to 0.19. This was still well below the national average for the previous year of 0.59.

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

	2007/08	2008/09	2009/10	2010/11	2010/11 National Average	2011/12
Serious	0.00	0.00	0.00	0.00	0.06	<b>0.02</b>
Assaults	0.92	0.59	0.56	0.34	0.65	<b>0.65</b>

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

	2007/08	2008/09	2009/10	2010/11	2010/11 National Average	2011/12
Serious	0.31	0.26	0.15	0.13	0.59	<b>0.19</b>
Assaults	13.07	12.83	13.43	13.06	8.24	<b>12.27</b>

\* 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 2011/12, rates of unnatural deaths in custody almost halved, falling from 10 to 6, which is below the national average for the previous year.

#### Apparent unnatural deaths in correctional custody

Category	2007/08	2008/09	2009/10	2010/11	2011/12
Indigenous	0	1	1	1	<b>1</b>
Non-Indigenous	5	4	4	9	<b>5</b>
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>6</b>

#### Apparent unnatural causes in correctional custody (Death rate per 100 inmates)

	2007/08	2008/09	2009/10	2010/11	2010/11 National Average	2011/12
Indigenous	0.00	0.05	0.04	0.04	0.04	<b>0.05</b>
Non-Indigenous	0.07	0.05	0.05	0.12	0.03	<b>0.07</b>
<b>Total</b>	<b>0.05</b>	<b>0.05</b>	<b>0.05</b>	<b>0.10</b>	<b>0.07</b>	<b>0.06</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.

## Offender Management (continued)

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

In 2011/12, the average daily time out-of-cell hours per day decreased slightly compared with last year for both open and secure custody.

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

	2007/08	2008/09	2009/10	2010/11	2010/11 National Average	2011/12
Open	11.86	13.41	19.14	19.14	17.8	<b>18.23</b>
Secure	7.15	7.08	6.71	7.01	9.3	<b>6.86</b>
Average	8.89	9.32	11.18	11.40	11.4	<b>11.03</b>

### Annual trends in the inmate population – 2006/07 to 2011/12

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
2010/11	10,094	-2.5	9,859	10,364	505	5.0
<b>2011/12</b>	<b>9,752</b>	<b>-3.4%</b>	<b>9,548</b>	<b>10,012</b>	<b>464</b>	<b>4.8</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

In 2011/12, over 50 per cent of all court appearances were conducted by video conferencing.

Category	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number	19,125	27,700	31,338	31,345	35,045	<b>31,234</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.

Note: The drop of approximately 3,800 from the previous year is attributed to the drop in the inmate population.



## 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) was 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 Stages 2 and 3, Parole, External Leave Programs, Intensive Correction Orders (ICO) and Extended Supervision Orders.

In 2011/12, CCMG operational locations included Campbelltown, Blacktown, Newcastle, Wollongong, Dubbo, Bathurst, Wagga Wagga, Grafton, Goulburn, Broken Hill and Tamworth.

#### Community-based orders

##### Successful completion of community-based orders

	2007/08	2008/09	2009/10	2010/11	2010/11 National Average	2011/12
Restricted movement (Home Detention)	87.53	79.69	82.96	86.88	80.68	<b>90.24</b>
Reparation* (Community Service Orders)	81.15	82.25	83.20	84.20	63.64	<b>83.08</b>
Supervision (Parole Orders, Probation Orders, Intensive Correction Orders, Extended Supervision Orders)	80.15	79.34	80.63	80.07	74.55	<b>78.78</b>
<b>Total rate of completion</b>	<b>80.55</b>	<b>80.00</b>	<b>81.25</b>	<b>81.08</b>	<b>70.66</b>	<b>79.72</b>

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



#### Reaching Out

The Correctional Community Partnerships and Mobile Outreach Program involves overseers and up to eight low-risk inmates or offenders on community orders travelling and camping out on remote work sites for three to four days, so that they can restore community buildings or maintain cemeteries and sports ovals.

The Program gives offenders a chance to gain new skills while giving something positive back to the community.

The program has also spread to Cooma and Wellington. Cooma's Manager of Industries, Julian Wilson, said the Snowy River Shire Council is a big supporter.

"Inmates, supervised by Officer Damien Smith, have cleaned up the neglected war memorial by painting signs, polishing brass plaques and maintaining the gardens," he said. "The word has spread that they do a great job and more community agencies are relying on us."

Across in Wellington, CSNSW is working with local police by getting inmates to modify unclaimed bicycles for local autistic children. The program's coordinator Les Fraser said inmates are learning to refurbish the bikes.

*Girl Guides Hall at Lithgow being restored by offenders from Bathurst Correctional Centre*

## Offender Management (continued)

### Number of community-based orders

#### Home Detention (Restricted movement)

	2007/08	2008/09	2009/10	2010/11	2011/12
Monthly average supervised	152	175	148	126	92
Per cent change (%)	-28.6	+15.1	-15.4	-14.9	-27.0
Annual caseload intake	290	361	298	236	189
Per cent change (%)	-35.0	+24.5	-17.5	-20.8	-19.9

#### Community Service Orders (Reparation)

	2007/08	2008/09	2009/10	2010/11	2011/12
Monthly average supervised	4,051	4,088	4,139	3,435	2,831
Per cent change (%)	-6.2	+0.9	+1.2	-17.0	-17.6
Annual caseload intake	5,307	5,770	5,436	4,465	4,073
Per cent change (%)	-4.7	+8.7	-5.8	-17.9	-8.8

#### Parole Orders (Supervision)

	2007/08	2008/09	2009/10	2010/11	2011/12
Monthly average supervised	4,143	4,295	4,309	4,314	4,416
Per cent change (%)	+4.0	+3.7	+0.3	+0.1	+2.4
Annual caseload intake	5,524	5,940	6,324	6,156	6,191
Per cent change (%)	+6.6	+7.5	+6.5	-2.7	+0.6

#### Probation Orders (Supervision)

	2007/08	2008/09	2009/10	2010/11	2011/12
Monthly average supervised	11,235	11,131	10,600	9,479	9,683
Per cent change (%)	+6.4	-0.9	-4.8	-10.6	+2.2
Annual caseload intake	15,325	15,991	14,933	14,316	14,321
Per cent change (%)	+4.3	+4.3	-6.6	-4.1	0.0

#### Intensive Correction Orders<sup>1</sup>

	2007/08	2008/09	2009/10	2010/11	2011/12
Average supervised	n.a.	n.a.	n.a.	118	633
Per cent change (%)	n.a.	n.a.	n.a.	n.a.	
Caseload intake	n.a.	n.a.	n.a.	372	948
Per cent change (%)	n.a.	n.a.	n.a.	n.a.	0.0%

<sup>1</sup> Intensive Correction Orders were introduced in October 2010

## Offender Management (continued)

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

	2007/08	2008/09	2009/10	2010/11	2011/12
Restricted movement (Home Detention)	152	175	148	126	92
Reparation (Community Service Orders)	4,051	4,088	4,139	3,435	2,831
Supervision (Parole Orders, Probation Orders)	15,079	15,109	14,602	13,623	14,393
Total offenders <sup>1</sup>	17,988	18,123	17,683	16,217	16,373

<sup>1</sup> '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.

### Diversionsary programs

#### Intensive Correction Orders

In October 2010, CSNSW became responsible for supervising Intensive Correction Orders (ICOs). ICOs are served in the community under the strict supervision of the Community Compliance and Monitoring Group (CCMG), as an alternative to full-time custody. After a staged rollout in 2010/11, ICOs became available as a sentencing option across the State. At 30 June 2012, there was a caseload intake of 948.

#### Balund-a

In 2011/12, Balund-a assisted 95 offenders, offering an innovative and intensive approach to managing predominantly Aboriginal offenders in a community-based residential facility. Developed as a court diversionary program, this 60-bed facility is managed by Community Offender Services. To break the cycle of re-offending, structured programs address criminogenic risk factors and offending behaviour, as well as improving life skills and supporting reintegration into the community. In addition, all residents are required to attend a cognitive skills program. Cultural activities include excursions to sacred sites, music, dance and art.

In 2011/12, Bundjalung Elders continued to assist residents to recognise, restore and value cultural links with their land and history. Partnerships with community organisations also helped with resettlement, allowing continuing support after residents leave Balund-a.

### Co-existing Disorder Residential Centres

Co-existing Disorder Residential Centres are a residential diversionary program for female offenders with mental health and drug and alcohol abuse issues. These centres provide the opportunity for residents who may be experiencing difficulties in adjusting to lawful community life, to gain stability with enhanced supervision. This is facilitated by referral to and liaison with various community agencies, including drug and alcohol services, residential rehabilitation programs, Centrelink, TAFE NSW and Housing NSW. The program promotes life skills, such as budgeting, nutrition and general health care. Two Co-existing Disorder Residential Centres are located at Parramatta (Biyani) and Cessnock (Miruma), housing up to 18 residents at any one time. In 2011/12, 72 residents were assisted by these centres.

### 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 CSNSW and under the intensive supervision of the Court.

## Offender Management (continued)

### Reports provided to courts/releasing authorities

#### Pre-sentence reports

	2007/08	2008/09	2009/10	2010/11	2011/12
Number of reports	26,668	28,419	26,633	23,891	21,079
Per cent change (%)	-2.2	+6.6	-6.3	-10.3	-11.8

#### Intensive Correction Assessments

	2007/08	2008/09	2009/10	2010/11	2011/12
Intensive Correction Order <sup>1</sup>	n.a.	n.a.	n.a.	1,285	2,428
Per cent total change	n.a.	n.a.	n.a.	n.a.	88.9%

<sup>1</sup> Intensive Correction Order introduced in October 2010.

#### Post-sentence assessments

	2007/08	2008/09	2009/10	2010/11	2011/12
Number of reports (Home Detention)	833	967	828	589	438
Number of reports (Drug Court)	94	55	65	46	51
Per cent change (%)	+3.9	+10.2	-12.6	-28.9	-23.0

#### Pre-release reports

	2007/08	2008/09	2009/10	2010/11	2011/12
Number of reports	3,283	3,534	4,013	4,087	4,063
Per cent change (%)	-2.1	+7.6	+13.6	+1.8	-0.6

### Reliving the past

Stepping inside the CSNSW Museum at Cooma is like being transported back to the beginning of Australia's penal colony. The popular museum, which opened in 2005 and draws around 7,000 visitors per year, has a rich display of gaol locks, bells, uniforms and restraints such as chains and handcuffs. It also features an installation of a gaol cell and an authentic padded cell used more than 100 years ago, and will soon exhibit a gallows trap door from Bathurst Correctional Centre.

Statewide Manager of Museums Les Strzelecki said the collection of nearly 8,000 artefacts includes contraband and the original Katingal prison bars from which notorious inmate Russell Cox escaped. "We have leg irons, capital punishment registers and warrants, which are a fascinating read. We've just acquired machinery from Parramatta Correctional Centre's blacksmith shop and church pews."

"We aim to take visitors on an interactive journey from Australia's colonial days to the modern day. Some say it's an experience that shouldn't be missed," Mr Strzelecki said.



## Offender Management (continued)



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

#### Rates of re-offending

Increased emphasis on quality program provision and supervising offenders on community-based orders appears to be having a positive impact on re-offending rates. In 2011/12, the percentage of offenders serving sentences in the community who returned to corrective services with a new correctional sanction within two years was 21.5 per cent. This represents a significant improvement on 2010/11 performance, when the same measure was 23.1 per cent. This result was also significantly below the national average of 25.1 per cent.

The rate of offenders returning to community corrections within two years decreased from 12.4 to 11.8. The reduced percentage of offenders on community orders who receive a subsequent custodial sentence would have also contributed to decreases in the prison population. These rates represent downward trends in community re-offending since 2005/06, when reporting these indicators commenced. The 2011/12 rate of return of prisoners to prison represents a marginal decrease on the previous year's result, reflecting CSNSW's maintained effort in targeting programs and services to high risk offenders.

CSNSW is in the process of determining new baselines for reporting re-offending rates for NSW 2021.

#### Rates of offenders returning to corrective services with a new correctional sanction within 2 years

	2007/08	2008/09	2009/10	2010/11	2010/11 National Average	2011/12
Prisoners returning to prison	43.0	42.9	42.4	43.3	39.7	<b>42.5</b>
Prisoners returning to corrective services*	45.2	49.9	45.2	46.3	45.6	<b>46.9</b>
Offenders returning to community corrections	12.5	12.7	13.0	12.4	14.4	<b>11.8</b>
Offenders returning to corrective services*	23.0	22.7	23.9	23.1	25.1	<b>21.5</b>

\* Includes a prison sentence or community corrections order.

### Vietnamese Transitions

CSNSW has teamed up with the Drug and Alcohol Multicultural Education Centre (DAMEC) in the implementation of the award winning Vietnamese Transitions Project, which assists Vietnamese offenders in Sydney's south-west to stop re-offending and using drugs.

DAMEC is a non-profit organisation which works with culturally and linguistically diverse communities in New South Wales affected by alcohol and drug issues.

DAMEC's Transitions Worker, Thanh Nguyen, supports offenders and their families in gaining access to drug and alcohol treatment programs as well as financial, legal and counselling services.

John Abdel-Ahad, Coordinator of Cultural and Linguistic Diversity, CSNSW, and Ambrose Dinh, Vietnamese Client Service Officer with Fairfield's Community Offender Services assist DAMEC to conduct the program in correctional facilities.

"It's a great service which restores families by breaking down the stigma and shame associated with having someone in gaol. It makes a real difference having practical assistance with good community links and support. It not only helps minimise the risk of re-offending, but makes the community safer," Mr Abdel-Ahad said.

## Offender Management (continued)

### Offender Assessments

#### Level of Service Inventory – Revised

Sentenced offenders in both the community and custody are assessed using the Level of Service Inventory-Revised (LSI-R) instrument to determine their likelihood of re-offending and the areas that need to be addressed to reduce their risk of committing further offences. In 2011/12, CSNSW administered 27,576 LSI-R assessments.

The following table shows risk categories as a result of the LSI-R assessments:

**Figure 1: Results of LSI-R assessments conducted in 2011/12**

Risk of recidivism	
High	818
Medium High	3,708
Medium	9,365
Medium Low	8,693
Low	4,992

The following table shows which areas of criminogenic need were identified by these assessments. Criminogenic needs are dynamic factors that should be the target of treatment to reduce risk of re-offending.

**Figure 2: Results of LSI-R assessments reflecting identified needs**

LSI-R needs domain	Assessment result shows the domain as an area of strength	Assessment result shows no immediate need for improvement	Assessment result shows some need for improvement	Assessment result shows considerable need for improvement
	Percentage totals			
Education/Employment	19.1	40.7	19.3	20.9
Financial	26.4	–	32.2	41.4
Family/Marital	24.8	28.8	23.6	22.8
Accommodation	49.2	33.2	12.6	5.0
Leisure/Recreation	21.7	–	26.0	52.3
Companions	18.3	12.6	62.8	6.3
Alcohol/Drug Problems	12.6	4.1	28.7	54.6
Emotional/Personal	30.2	16.3	35.6	17.9
Attitude/Orientation	42.5	–	36.7	20.8

## Offender Management (continued)

### Sex offender assessments

The LSI-R is not a valid risk assessment instrument for sexual offenders. Instead, CSNSW uses the Static-99R to assess the risk of re-offending of sexual offenders. In 2011/12, CSNSW administered 559 STATIC 99-Rs. The risk category breakdowns are as follows:

**Figure 3: Results of sex offender assessments conducted 2011/12**

Risk of sexual recidivism	
High	93
Medium High	148
Medium Low	146
Low	172

### Serious violent offender assessments

A designated unit of psychologists (the Serious Offenders Assessment Unit) conducts comprehensive psychological assessments to assist in whole-of-sentence case management planning for identified serious violent offenders. In 2011/12, the Serious Offenders Assessment Unit assessed 224 serious violent offenders.

### Other assessments results

In 2011/12, 3,845 offenders were specifically assessed for drug and alcohol issues. Psychologists completed a further 826 mental health and/or personality cognitive assessments.

The Corrections Victoria Treatment Readiness Questionnaire (TRQ) is a new assessment that aims to specifically assess an offender's readiness to participate in programs to address offending. It was piloted in multiple NSW Community Offender Services offices. Since the pilot began, CSNSW has administered 847 TRQs. Of those assessed, 237 (28 per cent) were found to need significant program preparation before starting a program to address their criminogenic needs.

### Individual service provision to offenders

In 2011/12, Offender Services and Programs staff working in correctional centres provided 17,000 individual services to offenders on more than 73,000 occasions. Individual services are essential to providing a safe and humane environment for offenders in custody. These services include identifying and treating risk of self-harm, assisting offenders to adjust to incarceration or to maintain links with their family and wider community, and preparing offenders for release.

Screening staff also worked from police cells and reception centres as the initial contact for inmates on remand or newly sentenced.

### Reducing re-offending through targeted interventions

CSNSW provides a range of interventions aimed at reducing the risk of re-offending through addressing criminogenic factors associated with offending. These include education, training and work experience which prepare for post-release employment. These interventions are evidence-based. They are framed by theory and driven by Australian and international research on 'what works' to reduce re-offending and improve reintegration outcomes.

Key interventions include programs targeting alcohol and drug misuse, aggression and violence, and sexual offending. Other programs address readiness and motivation, precursors to engagement with the process of change, poor impulse control, and community engagement to assist with the process of reintegration. Education and training focuses on improving basic and vocational skills through certificated courses and traineeships, supported by on-the-job experience provided by Corrective Services Industries.

### Program completions

In 2011/12, 15,261 offenders participated in at least one criminogenic program, an overall increase of 17 per cent compared with 2010/11, when 13,041 offenders attended a program. Looking at programs by supervision setting, the number of individual offenders attending programs in the community increased by 42 per cent. The number of individual offenders attending programs in custody increased by seven per cent. The significant increase in program participation in the community reflects a shift in emphasis toward early intervention and diversion, particularly the requirements of the treatment component of the Intensive Correction Order. These figures do not include participation in education and training, which achieved a total participation rate of 35.3 per cent for all NSW correctional centres in 2011/12.

## Offender Management (continued)

Completion rates for programs on the CSNSW Compendium of accredited programs with scheduled start and end dates were 61 per cent for the 527 custody-based programs and 56 per cent for the 631 community-based programs.

Aboriginal and Torres Strait Island (ATSI) offenders had a 63 per cent completion rate for programs in custody. Significantly, completion in the Criminal Conduct and Substance Abuse Treatment (CCSAT), which is an intensive 50 session program, was 74 per cent, compared with 71 per cent for all participants. Domestic Abuse program completions by ATSI offenders in custody were 63 per cent, compared with 53 per cent by all participants.

Increasing completion rates for key treatment and intervention programs across custody and community is a key target for CSNSW, to be reported against Goal 17 of *NSW 2021*. In 2011/12, systemic obstacles to program completion were identified and strategies were initiated to address these and will be further developed in 2012/13.

### Programs addressing violence

CSNSW provides violent offender treatment programs for moderate to high risk offenders in both custodial and community settings.

#### Violent Offenders Therapeutic Program

The Violent Offenders Therapeutic Program (VOTP) is a custody-based residential therapeutic program for men with a history of committing serious violent offences. It aims to address offenders' criminogenic needs by developing pro-social sentiments via cognitive behavioural therapy (CBT), reducing future violent offending behaviour.

The VOTP – High Intensity program is offered to medium-high to high risk/needs violent offenders. It is conducted over 12 to 14 months with three treatment sessions per week at Parklea and the South Coast Correctional Centres.

In 2011/12, 121 offenders were referred to the VOTP. A total of 31 offenders completed the VOTP – High Intensity program across the two locations, with 68 individuals participating.

VOTP Maintenance groups were facilitated at the Metropolitan Special Programs Centre, Outer Metropolitan Multi-Purpose Centre, and Silverwater and Parklea Correctional Centres. Maintenance sessions using video-link technology were facilitated at Cessnock, Bathurst, Goulburn, Lithgow, Junee, Wellington, South Coast, Mid-North Coast and Grafton Correctional Centres. In 2011/12, a total of 194 offenders accessed this service, 123 in custody and 71 in the community.

#### Moderate Risk of Violent Re-offending

In 2011/12, CSNSW initiated the Moderate Risk of Violent Re-offending Pathway (MRV) which is a new pathway for violent offenders. The MRV targets those offenders who do not qualify for the VOTP. These offenders are assessed by the Serious Offenders Assessment Unit and allocated to the MRV with specified treatment goals and recommendations.

Progress along the MRV pathway is monitored by a case review panel, and offenders can be transferred if necessary to the higher intensity VOTP. In 2011/12, 222 violent offenders were identified and 147 offenders commenced MRV.

The MRV requires offenders to attend a number of CSNSW accredited programs amounting to at least 100 hours of relevant treatment, as recommended by the research literature. The 100 hours can be completed by attending a combination of the following programs:

- **Managing Emotions (ME)** a 10 session introductory psycho-educational program to assist offenders to gain awareness and control of their emotions on a day-to-day basis
- **Controlling Anger and Learning to Manage It (CALM)** a 20 session program that examines anger in detail and teaches skills, offence-mapping and safety planning.

#### Domestic Abuse Program

The Domestic Abuse Program (DAP) is targeted at men who are convicted of a domestic abuse offence against their partner or spouse, or at those who acknowledge that they have engaged in abusive behaviour.

#### Out of the Dark

This program for women who have experienced domestic and family abuse is designed to help participants identify issues around domestic and family violence, and the options and support available.



## Offender Management (continued)

### Aggression and violence programs

In 2011/12, participation in aggression and violence programs rose considerably from the participation rate in the previous year, with a particular increase in individuals attending the Violent Offenders Therapeutic Program and its maintenance course. CALM also saw a significant increase in uptake in the custodial setting, while the Domestic Abuse program was attended by 27 per cent more individuals in the community.

Completion rates for aggression and violence programs scheduled on the Offender Integrated Management System data base were 65 per cent in custodial locations and 53 per cent in community locations.

Program	All individuals attending programs	Individuals attending in custody	Sessions attended in custody	Individuals attending in the community	Sessions attended in the community
CALM	425 (+34%)	232 (+58%)	4,389 (+169%)	193 (+14%)	2,219 (-18%)
Domestic Abuse	837 (+21%)	70 (-22%)	992 (+5%)	767 (+27%)	9,675 (+4%)
VOTP – high risk	68 (+28%)	68 (+28%)	2,463 (+64%)	n/a	n/a
VOTP maintenance	194 (+41%)	123 (+26%)	590 (+119%)	71 (+78%)	488 (+10%)
Out of the Dark	36 (+6%)	36 (+6%)	181 (+20%)	n/a	n/a
<b>TOTAL</b>	<b>1,560 (+24%)</b>	<b>529 (+25%)</b>	<b>8,615 (+92%)</b>	<b>1,031 (+27%)</b>	<b>12,382 (0%)</b>

Figure in brackets indicates percentage increase or decrease compared with 2010/11.

### Programs addressing sexual offending

CSNSW has a large suite of treatment programs for sexual offenders. In 2011/12, 247 sex offenders were referred to custody-based sex offender treatment programs, and 68 were referred to community-based sexual offender treatment programs.

#### CUBIT – Custody-Based Intensive Treatment

The high intensity Custody-Based Intensive Treatment Program (CUBIT) for medium-high to high risk/needs sex offenders was facilitated at Parklea Correctional Centre and Long Bay Correctional Complex. In 2011/12, 91 offenders participated in the program, and 53 offenders completed it.

CUBIT aims to help participants work intensively on changing the thinking, attitudes and feelings that led to their offending behaviour. Individuals work on understanding and taking responsibility for their offending behaviour, examining victim issues, identifying their offence pathway, and developing detailed self-management plans to assist them to live an offence-free life. The program consists of between 72–120, 2.5 hour sessions, delivered three times a week.

#### CORE Moderate – CUBIT Outreach

The CORE Moderate program is designed for sex offenders who are assessed as moderate risk of re-offending. It consists of 48–64, 2 hour sessions delivered twice a week. In 2011/12, 28 offenders completed CORE Moderate.

#### CORE Low – CUBIT Outreach

The CORE Low program is designed for sex offenders who are assessed with a low risk of re-offending. It consists of 20–24, 2 hour sessions delivered once or twice a week. In 2011/12, 37 offenders completed the CUBIT Outreach CORE or CORE Low.

During a follow-up period averaging 3.75 years, for 117 offenders who had completed CUBIT and CORE, observed sexual re-offending rates were lower than predicted (8.5 per cent observed versus 26 per cent predicted).

#### Deniers Program

The Deniers Program is a custody-based non-residential treatment program for men convicted of sexually abusing adults or children who maintain they were wrongfully accused or falsely identified. These offenders categorically deny committing any sexual offence, despite all attempts to overcome this denial. CSNSW is one of two jurisdictions in the world running this program.

The Deniers Program aims to help participants understand the factors that led them to be in a position where they could be accused of a sexual offence and helps them develop strategies to prevent this from happening again. In 2011/12, nine offenders completed the Deniers Program.

## Offender Management (continued)

### PREP

PREP is a 12–14 session motivational program aimed at increasing an offender’s motivation and/or readiness to participate in a sex offender treatment program. In 2011/12, 57 offenders participated in, and 28 offenders completed, the program.

In 2011/12, 45 individuals attended sex offender treatment groups at Forensic Psychology Services, Surry Hills and at the Newcastle Community Offender Services District Office in the community. In addition, 70 offenders participated in community-based sex offender maintenance groups.

### Custody-based Maintenance Program

Maintenance programs aim to increase the likelihood that offenders will maintain previous treatment gains. This Maintenance Program focuses on self-management issues specific to the needs of each individual, and reinforces the gains made in the more intensive treatment programs.

### Self-regulation Program

The Self-regulation Program is a custody-based residential therapy program for sex offenders who have an intellectual disability or other cognitive impairment and have limited adaptive skills in the correctional environment. It helps participants work intensively on changing the thinking, attitudes and feelings that led to their offending behaviour. In 2011/12, the Self-regulation Program expanded, with 11 offenders participating in and six offenders completing the program.

### Sexual offending programs

In 2011/12, individuals attending sexual offending programs in custody rose by 34 per cent. Large increases were seen in those participating in CORE moderate, PREP and the Custody-based Maintenance program.

Program	All individuals attending programs	Individuals attending in custody	Sessions attended in custody	Individuals attending in the community	Sessions attended in the community
CUBIT	91 (+12%)	91 (+12%)	2,048 (+21%)	n/a	n/a
CORE moderate	29 (+81%)	29 (+81%)	Not recorded	n/a	n/a
CORE Low	9 (–10%)	9 (–10%)	Not recorded	n/a	n/a
PREP	57 (+97%)	57 (+97%)	Not recorded	n/a	n/a
Deniers	9 (+13%)	9 (+13%)	Not recorded	n/a	n/a
Community based treatment	45 (+5%)	n/a	Not recorded	45 (+5%)	n/a
Self-regulation program	17 (–2%)	17 (–2%)	Not recorded	n/a	n/a
Custody based Maintenance	89 (+5%)	19 (+138%)	Not recorded	70 (–9%)	n/a
Understanding Sexual Offending	14	14	200 (+57%)	n/a	n/a
<b>TOTAL</b>	<b>360 (+19%)</b>	<b>245 (+34%)</b>	<b>2,248 (–18%)</b>	<b>115 (–4%)</b>	<b>n/a</b>

Figure in brackets indicates percentage increase or decrease compared with 2010/11.

Note:

- Completion data for individual sexual offending programs have been noted against the program descriptions above.
- Individuals **attending** programs is defined as the number of sex offenders who have been assessed as suitable and attended at least one session within the financial year.
- A program **completion** occurs when an offender completes a program irrespective of whether the start date occurred within this financial year.
- Completions will not include those offenders who began a program that is due for completion in the next financial year.

## Offender Management (continued)

### Programs addressing alcohol, other drugs and addiction

The following programs are designed to address substance use, risk-taking behaviour and addiction.

#### Preparatory stage: The Best Bet... Is the one you don't have

The Best Bet..., an educational program for adult offenders with gambling problems, helps participants to understand the links between gambling and offending. It also raises awareness of the effects of gambling on partners and significant others. Graduates of the Best Bet... are encouraged to attend SMART Recovery program meetings.

#### Preparatory stage: The Impact of Dependence

The Impact of Dependence is a readiness program targeted at individuals with addiction and substance abuse issues. The program aims to provide information, confrontation and motivation to individuals at the pre-contemplation or contemplation stages of the cycle of change.

#### Treatment and Maintenance stage: Getting SMART and SMART (Self-Management and Recovery Training)

Getting SMART helps participants understand the concepts, tools and techniques of the SMART program. Participants who complete Getting SMART are encouraged to attend SMART meetings, which are similar to AA meetings, but based on Cognitive-Behavioural Therapy (CBT) principles. Twice-weekly attendance at SMART meetings supports other programs addressing addiction.

#### Vietnamese SMART Recovery

In 2011/12, a partnership between the Drug and Alcohol Multicultural Education Centre, CSNSW, SMART Recovery Australia and the Vietnamese Drug and Alcohol Professionals Association translated the SMART program into Vietnamese. The translated program was tested at Silverwater Correctional Centre and the Fairfield Community Offender Services District Office. Participants reported that the Vietnamese SMART program provided a safe environment in which to explore drug and alcohol problems and learn tools and techniques for self-directed change.

#### Treatment stage: Criminal Conduct and Substance Abuse Treatment (Pathways)

The Pathways program is a high-intensity addiction-based 50 session program addressing the need for change and linking criminal conduct with alcohol and other drug use. It is a three-phased program: (1) Challenge to Change, (2) Commitment to Change and (3) Taking Ownership of Change.

Participants may complete Phase 1 and then move on to SMART, if time does not allow them to complete all three phases.

#### POISE – Personal Ownership, Identity and Self Empowerment

POISE is a 12-week intensive residential alcohol and other drug program at Emu Plains Correctional Centre for women at medium to high risk of re-offending with serious drug and alcohol problems. It utilises Getting SMART as a preparatory phase and the Pathways program as the core intervention. Participants attend group programs for 20 hours per week and also engage in employment and life skills programs. In 2011/12, 54 offenders were admitted to the program, with 35 successfully completing and eight remaining in the program. Two graduates of the program have become peer mentors.

#### Sober Driver Program

The Sober Driver Program targets offenders convicted of two or more drink driving offences within a five year period. An evaluation found that after three years of follow up, those who had attended the Sober Driver Program were 44 per cent less likely to re-offend compared with a matched control group.

#### PEET – Pathways to Employment, Education and Training

The Pathways to Employment, Education and Training (PEET) program is targeted at offenders who are subject to community-based orders, have past alcohol and other drug issues, and have no mandated restrictions that may impact on their attendance. PEET develops participants' skills and knowledge, enabling them to set realistic individual goals, interact effectively with others, and investigate job opportunities and education and training pathways relevant to their needs. PEET is delivered jointly by CSNSW's Community Offender Services and TAFE NSW.

## Offender Management (continued)

### Alcohol and Other Drugs and Addiction Programs

In 2011/12, two per cent fewer individuals participated in alcohol, drug and addiction programs. However, this overall figure masks several positive outcomes:

- Sessional data on Sober Driver sessions reflects an increase in use of a condensed version of three long sessions, rather than nine short sessions, a cost effective use of facilitator time in remote areas. This is borne out by the 25 per cent increase in participation in the community, contrasted with a 12 per cent decrease in participation in correctional settings.
- Overall attendance in custody has increased, suggesting a greater participation by a smaller number of offenders.
- Two high intensity, custody-based programs show significant increases:
  - Participation in Pathways (a 50 session program) increased by 63 per cent, with the number of sessions more than doubling (130 per cent);
  - Ngara Nura, a therapeutic community program, recorded 10,000 sessions for the 79 participants, an increase of 46 per cent.

### Completion Rates for Alcohol and Other Drugs and Addiction programs

In 2011/12, completion rates for alcohol, drug and addictions programs scheduled on the Offender Integrated Management System database were 63 per cent in custodial locations, and 60 per cent in community locations.

Program	All individuals attending programs	Individuals attending in custody	Sessions attended in custody	Individuals attending in the community	Sessions attended in the community
Getting SMART	2,847 (+7%)	1,800 (-6%)	17,203 (+10%)	1,047 (+41%)	7,270 (10%)
SMART Recovery	627 (+31%)	627 (+31%)	3,365 (+65%)	n/a	n/a
Sober Driver	782 (+21%)	n/a	n/a	782 (+21%)	3,834(-16%)
Pathways – Criminal Conduct and Substance Abuse	119 (+63%)	119 (+63%)	3,101 (+130%)	n/a	n/a
Ngara Nura	79 (+3%)	79 (+3%)	10,413 (+46%)	n/a	n/a
Alcoholics Anonymous	602 (-41%)	602 (-41%)	2,249 (-40%)	n/a	n/a
Narcotics Anonymous	329 (-1%)	329 (-1%)	1,379 (+17%)	n/a	n/a
The Best Bet...is the one you don't have	147 (-10%)	147 (-10%)	1,159 (+12%)	n/a	n/a
Drugs: Impact of Dependence	44 (0%)	44 (0%)	403 (+45%)	n/a	n/a
Drug and Alcohol Addiction/Relapse Prevention	90 (-34%)	n/a	n/a	90 (-34%)	436 (-45%)
<b>TOTAL</b>	<b>5,666 (-2%)</b>	<b>3,747 (-12%)</b>	<b>39,272 (+18%)</b>	<b>1,919 (+25%)</b>	<b>11,540 (-5%)</b>

Figure in brackets indicates percentage increase or decrease compared with 2010/11.

## Offender Management (continued)

### Programs addressing readiness

#### Offender Induction Program

The Offender Induction Program (OIP) is designed as a motivational and readiness vehicle for offenders at the beginning of their order. Initially used with offenders on Intensive Correction Orders, the OIP is now available in Community Offender Services District Offices across NSW.

The OIP enhances motivation to change. It increases the individual's awareness of self and others within a group context to promote a readiness to engage in future programs. It also encourages participants to identify and explore their strengths and provides a positive group experience.

#### Life Management

Life Management is a brief cognitive behavioural program, which uses psycho-education to explore feeling and thinking patterns. Offenders are required

to give a presentation to the group about their negative habits and where they see themselves in the cycle of change.

#### Personal Effectiveness Program

Personal Effectiveness is a psycho-educational approach to developing communication skills and raising self-awareness and motivation.

#### Seasons for Growth

Using the four seasons to illustrate a cyclical approach to change, the Seasons for Growth program teaches participants the process needed to make a healthy adjustment to any significant loss.

#### Think First

The Think First program helps individuals to acquire, develop and apply a series of social, problem-solving and associated skills, which will enable them to manage difficulties in their lives and to avoid future re-offending.

### Completion Rates for Readiness programs

In 2011/12, participation in readiness programs increased by 33 per cent, despite the number of individuals participating in custody decreasing significantly. Reallocating resources from custody to community accounts for most of this change. The increase in Readiness program participation is largely the result of the impact of the four-session Offender Induction Program and Seasons for Growth.

Completion rates for readiness programs scheduled on the Offender Integrated Management System data base were 61 per cent in custodial locations, and 59 per cent in community locations.

Program	All individuals attending programs	Individuals attending in custody	Sessions attended in custody	Individuals attending in the community	Sessions attended in the community
Managing Emotions (men)	1,204 (+1%)	703 (-14%)	5,401 (-6%)	501 (+44%)	3,386 (+16%)
Managing Emotions (women)	130 (-31%)	83 (-39%)	594 (-44%)	47 (-11%)	252 (-42%)
Offender Induction Program	1,138 (+264%)	n/a	n/a	1,138 (+264%)	3,746
Life Management	20 (-79%)	8 (-90%)	48 (-39%)	12 (n/a)	39 (n/a)
Personal Effectiveness	52 (-63%)	44 (-69%)	497 (-63%)	8 (n/a)	36 (n/a)
Seasons for Growth	112 (+62%)	112 (+62%)	205 (-16%)	n/a	n/a
RUSH (pilot)	79 (n/a)	79 (n/a)	1,240 (n/a)	n/a	n/a
Think First	27 (-40%)	27 (-40%)	451 (-34%)	n/a	n/a
<b>TOTAL</b>	<b>2,762 (+33%)</b>	<b>1,056 (-22%)</b>	<b>8,221 (-4%)</b>	<b>1,706 (+135%)</b>	<b>7,459 (+58%)</b>

Figure in brackets indicates percentage increase or decrease compared with 2010/11.

## Offender Management (continued)

### Programs addressing health survival

#### Health Survival Tips

The Health Survival Tips program forms an important part of the strategy to prevent the spread of communicable diseases, especially blood-borne viruses such as Hepatitis B, Hepatitis C and HIV amongst inmates. In 2011/12, participation increased by 38 per cent.

#### Health Survival Program

Health Survival	All individuals attending program	Individuals attending in custody	Individuals attending in the community
	2,558 (+ 38%)	2,558 (+ 38%)	n/a

### Composite programs

CSNSW uses a number of residential programs that provide a range of interventions to address multiple offender needs:

- Balund-a Centre, Tabulam
- Compulsory Drug Treatment Correctional Centre, Parklea
- Ngarra Nura Intensive Drug and Alcohol and Gambling Treatment Program, Long Bay Correctional Complex.

### The Two Ways Together Framework

Rekindling the Spirit, Yindyama La (Family Violence project) and Walking Together are the three programs in the Two Ways Together framework which was funded from 2008 to 2012 by the NSW Government.

In 2011/12, participations in all Two Ways Together programs fell by 43 per cent. This reflects a decline in attendance for Rekindling the Spirit and Yindyama La, but offset by a 47 per cent increase in attendance for Walking Together.

Program	All individuals attending programs	Individuals attending in custody	Sessions attended in custody	Individuals attending in the community	Sessions attended in the community
Rekindling the Spirit	14 (-79%)	n/a	n/a	14 (-79%)	61 (-97%)
Walking Together	22 (+47%)	n/a	n/a	22 (+47%)	173 (-29%)
Yindyama La	44 (-27%)	n/a	n/a	44 (-27%)	459 (-44%)
<b>TOTAL</b>	<b>80 (-43%)</b>	<b>n/a</b>	<b>n/a</b>	<b>80 (-43%)</b>	<b>693 (-75%)</b>

Figure in brackets indicates percentage increase or decrease compared with 2010/11.

## Offender Management (continued)

### Programs Addressing Community Engagement

Community engagement is the process of reconnecting offenders with agencies in the community that can assist in their resettlement and reintegration and encourage them into pro-social activities. Programs focus on education, training, employment, financial literacy, and parenting. Participants are encouraged to explore and create personal links with external agencies providing services and assistance.

#### Financial literacy and management: Dealing with Debt

Dealing with Debt is an interactive resource, featuring information from a variety of government and community agencies. It helps participants to take control of their finances and other obligations, prepare for release, and avoid accumulating unmanageable debts.

The program has been designed to be run in correctional centres, Community Offender Services

Offices and Community Offender Support Program (COSP) centres in either a group or one-on-one setting. Participants may also work through the program independently.

#### Parenting and family life: Hey Dad!

Hey Dad! is a joint initiative between CSNSW and Centacare. The program gives fathers/carers who are separated from their children a greater understanding of their role. It helps participants to develop an enriched relationship with their children.

#### Parenting and family life: Mothering at a Distance

The Mothering at a Distance program is a joint initiative between CSNSW and the Tresillian Family Care centres. The program aims to enhance the mother/child relationship, increase maternal sensitivity and reduce trauma during separation caused by incarceration. Participants must be mothers or caregivers who, once released, will have significant parenting responsibility for children aged 0–5 years.

### Completion rates for community engagement programs

In 2011/12, community engagement program participation increased in both custody (nine per cent) and the community (15 per cent). In the community, the focus is on improving employment prospects and linking with community education options via the TAFE PEET course. In custody, the emphasis is on maintaining contact with children and preparation for release. The introduction of Dealing with Debt, which replaced the Responsibilities and Rights program, has seen improved take-up and consequent improvement in preparing offenders for release.

In 2011/12, completion rates for community engagement programs scheduled on the Offender Integrated Management System database were 45 per cent in custodial locations, and 42 per cent in community locations.

Program	All individuals attending programs	Individuals attending in custody	Sessions attended in custody	Individuals attending in the community	Sessions attended in the community
Pathways to Employment, Education and Training	489 (+15%)	n/a	n/a	489 (+15%)	2,261 (-8%)
Parenting skills	162 (+315%)	162 (+315%)	969 (+470%)	n/a	n/a
Nexus	552 (-20%)	552 (-20%)	1,063 (-24%)	n/a	n/a
Dealing with Debt*	221 (+75%)	221 (+75%)	1,225 (+675%)	n/a	n/a
<b>TOTAL</b>	<b>1,424 (+11%)</b>	<b>935 (+9%)</b>	<b>3,257 (+89%)</b>	<b>489 (+15%)</b>	<b>2,261 (-8%)</b>

Figure in brackets indicates percentage increase/decrease from 2010/11.

\* Replaced Responsibilities and Rights

## Offender Management (continued)

### Programs targeting young adult offenders

Young adult offenders, who are aged between 18 and 25 years, account for approximately 20 per cent of the offender population. CSNSW has a Young Adult Offender Strategic Framework, 2009–2012, and a specialised program aimed at reducing re-offending rates with these offenders. A preliminary investigation into the program's impact suggests this objective is being met. CSNSW is developing a proposal for an independent evaluation.

In 2011/12, Stage 2 of the Young Adult Offenders Program was expanded to include readiness programs at Mid North Coast, South Coast and Wellington Correctional Centres in addition to John Morony Correctional Centre.

A condensed seven-day version was developed to enable more young adult male offenders to participate in all stages of the program. This Young Adult Satellite Program (YASP) enables offenders to participate who would have been excluded in the past, such as offenders with maximum security classifications, those

on Methadone/Buprenorphine, those in protective custody or offenders serving short sentences. YASP is also being rolled out in the community. In 2011/12, YASP received an award as a program of excellence from the Australian Institute of Criminology.

In 2011/12, satellite programs were delivered for female offenders at Dillwynia and Wellington Correctional Centres, and for male offenders at John Morony, Wellington, Kariang Juvenile and South Coast Correctional Centres. Satellite programs were delivered at the Maitland Community Offender Services (COS) office for female and male offenders and at the Miruma diversionary program for female offenders.

In 2011/12, a Young Adult Satellite Facilitator Training Course was introduced with staff from John Morony, Dillwynia, South Coast, Wellington and Oberon Correctional Centres and staff from Bathurst and Maitland COS District Offices attending.

Additionally, four Women's Adventure-Based Challenges for young adult female offenders were conducted at Dillwynia and Oberon Correctional Centres.

### Attendance of Young Adult Offenders Program

In 2011/12, the expansion of the Young Adult Offenders program increased participation in custody by 84 per cent. The Young Adult Satellite program saw a particular surge in increased attendance.

Program	All individuals attending programs	Individuals attending in custody	Sessions attended in custody	Individuals attending in the community	Sessions attended in the community
Adventure Based Challenge (ABC) – Women	46 (+5%)	46 (+5%)	399 (+25%)	n/a	n/a
Gurnang Life Challenge	272 (+100%)	272 (+100%)	4,591 (+170%)	n/a	n/a
Young Adult Preparation program – (YAPP)	193 (+56%)	193 (+56%)	574 (-7%)	n/a	n/a
Young Adult Satellite program – (YASP)	162 (n/a)	151 (+180%)	1,362 (+213%)	11 (n/a)	98 (n/a)
<b>TOTAL</b>	<b>673 (n/a)</b>	<b>662 (+84%)</b>	<b>6,296 (+125%)</b>	<b>11 (n/a)</b>	<b>98 (n/a)</b>

Figure in brackets indicates percentage increase or decrease compared with 2010/11.



## Offender Management (continued)

### Education, training and employment

#### Adult Education and Vocational Training Institute

The Adult Education and Vocational Training Institute (AEVTI) provides accredited courses and nationally recognised education and vocational qualifications to inmates in all NSW publicly operated correctional centres. AEVTI is registered by the Australian Skills Quality Authority (ASQA) until January 2014.

As a Registered Training Organisation, AEVTI is required to lodge an annual Australian Quality Training Framework (AQTF) Quality Indicators Report. This report includes learner engagement and employer satisfaction surveys, as well as data on student completion rates. The 2011 report highlights the high quality of AEVTI services and operations through an 81 per cent learner overall satisfaction rating and an 84 per cent employer overall satisfaction rating.

AEVTI conducts regular reviews to continually improve its service and meet the standards of the AQTF. In 2011/12, AEVTI carried out site audits at six correctional centres and undertook paper audits on all of its correctional centre delivery sites.

AEVTI provides accredited courses and nationally recognised qualifications. In 2011/12, it 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 contributed to inmate readiness and motivation to participate in offence-related programs, such as the Custody-Based Intensive Treatment (CUBIT) Sex Offender Program, by providing opportunities to develop functional literacy and effective communication skills.

#### Indigenous teacher cadetships

In 2011/12, CSNSW employed four Indigenous teacher cadets under the Indigenous Cadetship Program (ICP). The ICP is an Australian Government funded program administered by the Department of Education, Employment and Workplace Relations (DEEWR). As the sponsoring employer, CSNSW provided the cadets with suitable work placement for 12 weeks and administered payments under the terms of the ICP, including the weekly study allowance and the yearly book and equipment allowance. CSNSW provided the cadets with a mentor, who maintained contact with the cadet outside of the work placement period. CSNSW will offer cadets a full-time permanent job at the end of their cadetship, provided they meet all the necessary academic and work performance requirements.

#### Skills assessment

The Core Skills Assessment (CSA) is used to determine an offender's reading, writing and numeracy levels. The tool records the skill levels of inmates as Australian Core Skills Framework (ACS) scores. The ACS, is a nationally recognised set of standards describing the macro skills (reading, writing, oral communication, numeracy and learning) on a scale of ACS 1–5.

In 2011/12, 3,509 CSAs were completed, an 11 per cent increase on the previous year. The results of these assessments contribute to a database of CSAs completed since 2007. This data provides a profile of inmate literacy and numeracy levels, which is used as a tool for planning and resource allocation. For example, inmates scoring below ACS 3 have the highest needs. Their early identification enables a timely intervention to increase their reading, writing, communication and numeracy skills.

The range of offence-related programs has been mapped against the ACS Framework to specify the literacy level required for inmates to fully participate in the program.

#### 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 is competency-based, supporting inmate students to complete units that build towards short course or certificate completion.

In 2011/12, TAFE NSW undertook a review of the Framework and CSNSW was subsequently licensed to deliver three Certificate level courses and a new Statement of Attainment course in Vocational and Community Engagement. The new course targets those who have experienced barriers to vocational training and engaging with the community. It is designed for a diverse range of learners who require a supported pathway to employment, further education and training.

#### Participation in education and/or vocational training

In 2011/12, AEVTI provided a service to 9,141 inmates, a slight increase on the previous year. This figure includes 7,716 individuals who enrolled in one or more education and/or vocational training courses as part of their case management plan.

In 2011/12, 35.3 per cent of inmates with access to education participated in an education and vocational training program. This figure includes both publicly and privately operated correctional centres and is reported nationally in the Report on Government Services.

## Offender Management (continued)

### Annual Target Group Individual Participation figures for 2011/12

Target group	Individual participants	% of total enrolments	Target group as % of offender population
Aboriginal and Torres Strait Islanders (ATSI)	1,693	22.0%	22.2%
Culturally and Linguistically Diverse (CALD)	1,995	26.0%	24.0%
Young Adult Offender (YAO)	1,589	21.5%	18.5%
Women	882	9.0%	6.5%

### Outcomes

In 2011/12, 409 Certificate courses were completed, a 15 per cent increase in certificate completions from 2010/11. This figure includes a 75 per cent increase in Traineeship certificate completions.

In 2011/12, the following awards were issued:

Statements of Attainment for unit completions		Statements of Attainment (for courses of one or more units)	
AEVTI	6,534	TAFE NSW	2,944
Traineeships	3,420		
Library Training	85		
Distance Education	684		
<b>Total</b>	<b>10,723</b>		

Certificates		Distance education courses	
AEVTI	121	Tertiary Preparation Program	30
Traineeships	228	Diploma/Associate Degree/Advanced Diploma	1
Library Training	3	Bachelors Degree	10
Distance Education	57	Post Graduate	2
<b>Total</b>	<b>409</b>	<b>Total</b>	<b>43</b>

## Offender Management (continued)

### Traineeships 2011/12

The Inmate Traineeship program continued under the auspices of the NSW Department of Education and Communities (DEC), as part of the Commonwealth Australian Apprenticeship Program. Inmates on traineeships are engaged in a program of work and associated nationally recognised training for 12 months or more. On completion, inmate trainees receive a Registered Training Organisation (RTO) qualification, as well as a Certificate of Proficiency from DEC. Inmates have started more than 1,100 traineeships since 2004.

In 2011/12, CSNSW and DEC approved 299 inmates to commence a traineeship. Of these, 228 successfully completed a traineeship. At 30 June 2012, CSNSW had 240 active inmate trainees. The overall completion rate of the traineeship program was approximately 78 per cent, comparing favourably with the national average for completions of around 50 per cent.

	2004	2005	2006	2007	2008	2009	2010	2011	2012	<b>totals</b>
Commenced	40	27	62	98	100	200	224	284	98	<b>1,133</b>
Completed	29	23	51	79	76	152	182	90**	0**	<b>682</b>
Active							1	146	93	<b>240</b>
Cancelled	11	4	11	19	24	48	42	48	5	<b>212</b>
Pending									16	<b>16</b>
Per cent completions for year	72.50	85.19	82.26	80.61	76.00	76.00	81.25	**	**	
Total ongoing completions	29	52	103	182	258	410	592	682		

\*\* As traineeships can commence any time within a calendar year and are of 12 months minimum duration, completions for a calendar year take 12 months or more to be known/finalised.



### Corrective Services relighting the Tasman Sea

The historic Crookhaven Heads lighthouse near Nowra has temporarily been switched off as CSNSW staff and inmates restore it back to its former glory. The popular landmark is in urgent need of repair after being vandalised and corroded due to its harsh environment.

Inmates from the South Coast Correctional Centre refurbished the lighthouse's lantern, which was airlifted by a sea hawk helicopter and transported by road to the correctional centre.

The mammoth dismantling operation involved CSNSW, the Royal Australian Navy and the Lake Illawarra Authority.

Teams of inmates and offenders serving community orders have cleared and prepared the grounds around the lighthouse, and once it is finally restored, the next big challenge will be putting it back together and returning it.

*A sea hawk helicopter was used to airlift the lantern  
(Photo courtesy of South Coast Register)*

## Offender Management (continued)

### Traineeships completed in 2011/12

Animal Care and Management – Animal Studies Certificate II (VTO 3024)	2
Asset Maintenance (Cleaning Operations) Certificate II (VTO 3144)	11
Automotive Services – Automotive Vehicle Body (Paint Preparation) Cert II (VTO 4165)	8
Business Services – Business Administration Certificate III (VTO 3714)	12
Business Services – Business Administration Certificate IV (VTO 3719)	1
Business Services – Business Certificate II (VTO 3711)	6
Business Services – Customer Contact Certificate II (VTO 3720)	9
Clothing Production (Complex or Multiple Processes) Certificate II (VTO 3670)	28
Clothing Production Certificate III (VTO 3671)	3
Construction Certificate II (VTO 4031)	11
Construction Pathways Certificate II (VTO 4032)	1
Engineering (Production Systems) Certificate III (VTO 3420)	4
Engineering Certificate II (VTO 3418)	24
Food Processing Certificate II (VTO 2953)	34
Food Processing Certificate III (VTO 2954)	2
Forests and Forest Products (Sawmilling and Processing) Certificate II (VTO 3339)	3
Furnishing (Furniture Making) Certificate II (VTO 4099)	8
Health Services – Health Support Services (Laundry Support) Certificate II (VTO 3551)	2
Horticulture (Landscaping) Certificate II (VTO 2835)	4
Horticulture Cert II (VTO 2826)	1
Hospitality (Kitchen Operations) II (VTO 3788)	3
Laundry Operations Certificate II (VTO 4351)	5
Printing and Graphic Arts (Instant Print) Certificate II (VTO 3359)	7
Recreational Vehicle Manufacturing Certificate II (VTO 4487)	1
Retail Services – Retail Certificate II (VTO 3836)	1
Rural Skills – Agriculture Certificate III (VTO 2844)	3
Rural Skills – Agriculture Certificate IV (VTO 2845)	1
Textile Care – Laundry Operations Certificate II (VTO 3682)	10
Textile Fabrication Certificate II (VTO 3603)	16
Transport and Logistics (Warehousing and Storage) Certificate II (VTO 3691)	3
Transport and logistics (Warehousing and Storage) Certificate III (VTO 3692)	3
Water Industry Operations – Water Operations Certificate II (VTO 3606)	1
<b>Grand Total</b>	<b>228</b>

## Offender Management (continued)

### NSW TAFE Memorandum of Understanding

In 2011/12, CSNSW negotiated a new Memorandum of Understanding (MOU) with TAFE NSW from 2011 to 2014. This MOU builds on established partnership and agreed-to principles in providing correctional centre inmates with vocational education and training equal to that provided by TAFE NSW Institutes in the wider community.

In 2011/12, CSNSW provided \$2 million towards the cost of providing TAFE NSW vocational education and training in NSW correctional centres. In addition, the Aboriginal Education and Training Directorate, Department of Education and Communities contributed \$213,000 for delivering TAFE courses for Aboriginal and Torres Strait Islander offenders.

### Number of TAFE hours allocated to specific offender groups

In 2011/12, 15,577 hours of TAFE NSW courses were delivered to inmates as per the MOU's funding arrangements. The following hours were allocated to specific offender groups:

Offender groups	TAFE NSW Course Delivery (Hours)
Aboriginal inmates	4,275
Young adult offenders	1,550
Female inmates	1,427
Inmates with an intellectual disability	550
Juvenile offenders	250

In 2011/12, TAFE NSW delivered nationally accredited short courses to inmates in correctional centres.

### 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 through a short course provided by a Registered Training Organisation (RTO). Under the terms of the MOU, CSNSW engaged TAFE NSW to deliver this training. A similar process applies to offenders seeking to obtain a WorkCover NSW Construction Induction Certificate (CIC).

In 2011/12, 1,472 hours of training were delivered to provide the offenders working in Corrective Services Industries with current CIC and HRW licences in such areas as Forklift. These licences and certificates are part of a work-ready portfolio, which equips offenders to gain employment across a number of industries upon release from custody.

### Support for Aboriginal offenders

The Aboriginal Support and Planning Unit (ASPU) liaises with both community and public service organisations working with CSNSW to provide effective advice to senior management about Aboriginal issues. In 2011/12, it also assisted the Northern Lands Council to prepare a Justice Schedule to its Regional Partnership Agreement.

In 2011/12, the ASPU held the first Aboriginal Staff Statewide Network Meeting for several years, with presentations on issues affecting contemporary law enforcement for Aboriginal people.

In 2011/12, ASPU staff assisted with the launch of the Department of Attorney General and Justice's video visits initiative, and the development of the Road and Traffic Authority's Indigenous Unit learning program. They also attended local Community Justice Groups and participated in Ministerial Aboriginal Taskforce Community Consultations.

### Women in custody profile

At 30 June 2012, NSW correctional centres held 638 women, a reduction from 650 in June 2011 and 746 in June 2010. These 638 women represented just under seven per cent of the total inmate population, which also decreased slightly. The proportion of women in custody identifying as Aboriginal rose very slightly to 29.6 per cent, against 29 per cent in the previous year.

The number of women under supervision in the community rose from 2,469 in 2011 to 2,519 in 2012. However, it remained lower than the 2,631 total recorded in 2010.

In December 2011, the fourth edition of *Female Offenders: a Statistical Profile* was produced by CSNSW's Corporate Research, Evaluation and Statistics Branch.

### Programs to support female offenders with mental health issues

The main reception centre for women, Silverwater Women's Correctional Centre, provides a range of services for women with mental health issues.

## Offender Management (continued)

These include:

- Mental Health Screening Unit (MHSU)**  
 The MHSU is a purpose-built 10 bed unit jointly operated by CSNSW and Justice Health which manages, assesses and treats mentally ill women.
- Mental Health Step Down Unit (SDU)**  
 The SDU is a purpose-built 10 bed unit, jointly managed by CSNSW and Justice Health to accommodate and manage female offenders in accordance with their mental health management plans. In 2011/12, the unit worked with 56 women.
- Mum Shirl Unit (MSU)**  
 The MSU is a specialised 19 bed unit for female offenders unable to be housed safely within mainstream services, due to complex psychological, behavioural and personality issues. In 2011/12 the MSU worked with 315 women.
- Personality and Behaviour Disorders Unit (PBDU)**  
 This mobile team provides training and consultation services to correctional centres managing female offenders with complex needs, most of whom have severe personality disorders. The work of the PBDU, coupled with that of the MSU, has significantly reduced the number of serious incidents of self-harm, violence and the need for restrictive housing in the women's system.

## Mothers and Children's Program

To improve family outcomes for children of vulnerable families, CSNSW provides early intervention support, services and programs that engage parents and children in appropriate activities. In 2011/12, 32 women and 58 children (with 12 and 21 respectively carried over from the previous year) participated in the Mothers and Children's Program at Jacaranda Cottages and the Parramatta Transitional Centre.

In 2011/12, the program received 88 referrals. Of these, 20 women were approved, bringing 37 children into residence at Jacaranda Cottages and the Parramatta Transitional Centre, 11 in full-time and 26 in occasional residence. Overall referral, approval and participation rates were slightly less than in the previous year, with a modest increase in the number of women and children participating in the occasional residence program.

Three children participated in the occasional residence program due to exceptional circumstances. One was a seven year old boy whose mother passed away. With family support, he participated in the program with his maternal grandmother. Two 15-year-old girls were approved to have extra contact mid-week, during school holidays and several overnight stays, to allow their mothers to support the girls through periods of personal crisis.

## Mothers and Children's Program

	2010/11	2011/12	Current Year compared to previous year
Referrals	98	<b>88</b>	-10
Women Approved Overall	24	<b>20</b>	-4
Women Approved Full Time Residence	10	<b>7</b>	-3
Women Approved Occasional Residence	9	<b>11</b>	2
Women Approved Full Time and Occasional Residence	5	<b>2</b>	-3
Children Overall Participation	39	<b>37</b>	-2
Children Full Time Residence	17	<b>11</b>	-6
Children Occasional Residence	22	<b>26</b>	4

Age on entering the program	Number of children in residence during the year
Born during their mother's current episode of incarceration (4 during the previous year and 2 in the current year)	6
5 months	1
1-5 years	18
6-10 years	22
11-12 years	9
15 years	2
<b>Total</b>	<b>58</b>

## Offender Management (continued)

### Mothing at a Distance

In 2011/12, 56 women participated in the Mothing at a Distance, a parenting program for mothers in custody. This program provided jointly by CSNSW and Tresillian Family Care Centres is funded through NSW 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. The program has a particular emphasis on Aboriginal mothers/carers who, when released, will have significant parenting responsibility for children aged 0 to 5 years.

### Legal Education and Advice Program

In 2011/12, solicitors from Wirringa-Baiya Aboriginal Women's Legal Centre, Women's Legal Services NSW and Hawkesbury Nepean Community Legal Centre provided civil and family law advice to women in the Silverwater Women's, Dillwynia and Emu Plains Correctional Centres.

In 2011/12, the centres provided advice to 24 women per month and community legal education about topics including human rights law and other civil law matters.

### Women's Advisory Council

In 2011/12, the Women's Advisory Council worked on the following initiatives:

- **Victims' Services Counselling Pilot**

In recognition of the high number of women in custody who have experienced violence including childhood sexual assault and domestic violence, a pilot of counselling services commenced at Dillwynia and Wellington Correctional Centres. Between November 2011 and 30 June 2012, 29 women at Dillwynia Correctional Centre received counselling.

- **Legal Literacy Program**

Women in custody often have difficulties understanding court proceedings and outcomes, legal letters and other communication. To address this need, a partnership was established with Women's Legal Services NSW, Wirringa-Baiya Aboriginal Women's Legal Centre and Hawkesbury Nepean Community Legal Centre.

- **Trauma-informed practice**

In 2011/12, a Memorandum of Understanding was signed with the NSW Ministry of Health's Education Centre Against Violence, the Mental Health Coordinating Council and Department of Attorney General and Justice's Victims Services. The partnership aims to develop staff training in trauma-informed practice so they can develop skills in managing and working with offenders with trauma symptoms, such as post-traumatic stress disorder and other social, psychological and biological issues.

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

CSNSW has a multidisciplinary team, consisting of 23 staff, which provides a range of specialist disability services, including case management, assessment, advice and staff training, as well as interagency collaboration. Recidivism for offenders with a disability remained high and relatively unchanged. For offenders with cognitive impairment, the rate was 66.4 per cent, and for offenders with sensory/physical impairment it was 58.5 per cent.

CSNSW took a client-centred service approach to supporting offenders with a disability which is aligned with the National Disability Strategy. In 2011/12, four Additional Support Units (ASUs) provided comprehensive case planning, programs and therapy for 108 offenders with both cognitive impairment and a higher risk of re-offending. Appropriate support was also provided in mainstream correctional centres, allowing equity and access to programs for all offenders with a disability.

The ASUs piloted a number of programs for offenders with cognitive impairment, including a new Memory Retraining Program. In 2011/12, the self-regulation program for sexual offenders with cognitive impairment was expanded, with seven offenders successfully graduating. Other modified psycho-educational programs for offenders with cognitive impairment include Managing Emotions, Getting Smart and Dealing with Debt.

“The second edition of the Women's Handbook was published in February 2012 providing information on programs and services in custody and community and preparing for release.”

## Offender Management (continued)

### Education and psycho-education program participation

In 2011/12, participation in education courses for offenders with a disability increased, with a large number of participants attending multiple programs. Participation in psycho-educational and skills programs almost doubled.

	Number of offenders	
	2010/11	2011/12
Education courses (internal) – Total participants only, regardless of attending multiple programs	310	382
Education courses (internal) – Total participants – with duplication for attending multiple programs	196	633
Education courses (external) e.g. OTEN, TAFE	97	157
Psycho-educational and skills programs e.g., Problem Solving, Relationships, Communication	54	106
Self-Regulation Program – Sex Offender (SRP-SO) and Self-Regulation Program – General Offender (SRP-GO) treatment programs	–	24
Memory Retraining (new program)	–	7

### Reasons for referral to disability services

In 2011/12, 1,303 referrals were made to Statewide Disability Services for a range of offenders with disabilities. The trend for fewer new referrals reflects the success of the existing database of offenders with those disabilities. The main reasons for referral are outlined below:

	Number referred			
	2008/09	2009/10	2010/11	2011/12
Suspected intellectual disability or borderline functioning	676	624	570	521
Suspected cognitive impairment including acquired brain injury	184	249	301	312
Suspected hearing impairment	85	114	134	102
Suspected vision impairment	57	55	61	45
Suspected mobility or physical impairment	209	229	319	175
Aged/frail offenders*	–	–	106	48

\* 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.

In 2011/12, 215 assessments of offenders with a disability were conducted, 184 in custody and 31 in the community. All the information from the assessments is used in tailoring case management, creating treatment pathways, and sequencing programs for offenders with disabilities. A number of assessments indicated that some offenders were eligible for disability services from other agencies. As a result, CSNSW made 55 new referrals to Aging Disability and Home Care (ADHC) and 27 offenders were newly accepted for services. A further 11 referrals were made to the ADHC Community Justice Program (CJP), with eight offenders considered eligible.



## Offender Management (continued)

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

#### At Risk Inmates Programs

In 2011/12, the At Risk Inmates Programs (ARIP) Unit coordinated the development and management of a statewide strategy to manage offenders with mental illness or at risk of self-harm, including the following initiatives:

- An audit of correctional centres to prioritise targeted training was carried out. Brush Farm Corrective Services Academy (BFCSA) prioritised training for staff working at centres with higher than average rates of acts of offender self-harm and lower than average rates of relevant staff training. As a result, 366 staff were trained in Mental Health First Aid; 314 in Suicide Awareness and Immediate Intervention; and 222 in Risk Intervention Teams Protocol Training. This is an increase of 265 staff trained in these three programs, compared with the previous year.
- In September 2011, the ARIP intranet site went live, attracting an average of 125,722 hits per month as staff welcomed the opportunity to improve and refresh their mental health and suicide prevention knowledge, and participate in online learning.
- A policy change was implemented to streamline referrals of At Risk inmates from their reception at correctional centres to psychology services. The reception screening tool was reviewed and will be enhanced to identify offender refugee status at reception, to assist in alerting staff to potential At Risk conditions.
- An e-Learning refresher course in Safe Custody was developed in collaboration with the Brush Farm Corrective Services Academy. This course is being piloted and evaluated.



#### The rains are here

Widespread rain caused havoc across the State in March 2012, forcing thousands of people out of their homes. Correctional centres were affected by flooding around Cooma, Wagga Wagga, Goulburn, Brewarrina, Broken Hill and Ivanhoe.

Inmates at Broken Hill and Cooma Correctional Centres helped State Emergency Services (SES) with filling much needed sandbags. "The SES were really grateful as it freed them up to respond to calls and concentrate on sand bagging, repairing roofs and crucial clean up work," said Mr Stanley, the Manager of Programs and Services at Broken Hill Correctional Centre.

At Cooma, inmates turned ten tonnes of sand into 500 sandbags in just an hour. The Community Offender Support Program (COSP) centre and Community Offender Services office were cut off from the town of Cooma due to extensive flooding. Both buildings were damaged and COSP residents were temporarily relocated to Cooma Correctional Centre.

Road closures left Brewarrina (Yetta Dhinnakkal) Centre isolated and had to rely on the SES to airlift in staff and supplies. Roads from Bourke to Brewarrina, Dubbo and Cobar were partly under water, which stopped Community Offender Services staff from reaching these regions. Offenders were required to phone in and report to their COS officers as local police also assisted by monitoring some high risk offenders.

## Offender Management (continued)

### 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 CSNSW, and is unique in Australia.

#### Compulsory Drug Treatment Order assessments

In 2011/12, the Drug Court received fewer referrals for Compulsory Drug Treatment Order (CDTO) assessments.

Received	Numbers	Comments
New referrals for assessing eligibility and suitability for a Compulsory Drug Treatment Order	57	A decrease from 79 in the previous year.
Eligibility assessments completed by Justice Health	51	Of these, three offenders were ineligible (one due to requiring methadone maintenance early 2011 and two due to psychiatric issues). Three assessment reports were not completed as staff from the Office of the Director of Public Prosecutions had already ruled the offenders as ineligible on other CDTO criteria.
Suitability assessment referrals	32	Of these assessments, 10 offenders were found unsuitable for a Compulsory Drug Treatment Order.
Suitability assessments finalised (6 from previous year)	38	
Compulsory Drug Treatment Orders (CDTOs)	27 (47% eligibility rate)	This compares with 33 from the previous year, reflecting a 42% eligibility rate, and 38 in 2009/10.

#### Progression through stages of the Compulsory Drug Treatment Program

	2010/11	2011/12
Stage 1 to 2	28	24
Stage 2 to 3	22	11
Stage 3 to parole	16	9

Participants spend more than six months in each stage of the three stage CDT Program, which is usually completed over three financial years. In 2010/11, the flow of participants through the program matured to the extent that comparison data will now be possible for future financial years.

#### Urinalysis

In 2011/12, 6,709 urine samples were taken for analysis, of which 1.35 per cent were positive for illicit substances. This percentage is comparable to results in the 2010/11 and 2009/10 financial years.

#### Intensive Drug and Alcohol Treatment Program

In February 2012, CSNSW began Stage 1 of an Intensive Drug and Alcohol Treatment Program (IDATP) at John Morony Correctional Centre, with a 62 bed dedicated Drug and Alcohol Treatment Unit.

The IDATP provides secure containment in a drug/alcohol restricted environment, together with a modified therapeutic program, offering a combination of group involvement, peer support and a cognitive behavioural program. It also addresses education, vocational training and employability and will include a re-settlement phase, ensuring offenders continue to be supported on their release.

## Offender Management (continued)

### Creating a rehabilitative correctional environment

#### Access to well-maintained offender library facilities

In 2011/12, the Brush Farm Corrective Services Academy Library focused on building partnerships within CSNSW and across jurisdictions. New libraries were established at several Community Offender Support Program (COSP) centres, including Miruma, Tomago and Wollongong. Library usage by inmates and staff continued to increase, with significant rises in the number of inter-library loans, internal requests, new user registrations and loans. Apart from inmates, the highest staff library users per capita were from the disciplines of research and psychology.

Online services proved particularly cost effective, generating value of \$1.9 million, against a cost of \$78,000. In 2011/12, the institutional repository became operational, accompanied by a major digitisation project. In April 2012, the repository became searchable using Google. Between March and June, over 9,000 documents were downloaded from the repository, and almost 47,000 searches performed.

Over 50 per cent of the new items sent to the libraries were supplied by donations, a 32 per cent increase. As a result of this and discounts obtained from suppliers, the total number of items received increased by 47 per cent on the previous year, with no change to the budget being required.

In 2011/12, data collection began on loans and correctional centre library usage, and a survey was carried out to benchmark CSNSW library services against established national best practice.

In 2011/12, the in-house journal, *Australasian Journal of Correctional Staff Development*, was transformed into an academic, peer reviewed journal in association with the Offender Programs Unit and various university academics. The new journal is to be published under the new name, *Journal of Corrections*.

#### Access to computers

There are over 1,000 computers for use by inmates. These computers are centrally and securely controlled, offering inmates a range of applications and information that support education and program delivery, as well as access to the offender legal information portal. In 2011/12, network upgrades to this service were carried out.

#### Health promotion

In 2011/12, CSNSW continued to provide information, programs, services and resources that promote the benefits of healthy life style choices and reduce the harm caused by tobacco, alcohol and other drug use. The Health Survival Tips DVD, produced by the CSNSW Multimedia Production Unit, continued to be delivered both as a facilitated program for offenders newly received into custody and via the in house TV system. In 2011/12, a set of animated advertisements to raise awareness of risk factors for Hepatitis C was also developed for use on the in-house TV system.

CSNSW continued to supply condoms and disinfectants to reduce the risk of transmission of blood borne and sexually transmitted infections such as HIV/AIDS, Hepatitis C and Hepatitis B in correctional facilities. In addition, a wide range of information resources, including the Hepatitis Review and Transmission Magazine, was distributed in correctional centres.

On 28 May 2012, Lithgow Correctional Centre began a pilot of 'smoke free' buildings. All buildings, including inmate cells, will be smoke free, with Nicotine Replacement Therapy provided to help inmates cope with their nicotine addiction when locked in. The pilot, which is a joint CSNSW and Justice Health project, will be evaluated after six months.

## Offender Management (continued)

### Engagement with local communities and community projects

In 2011/12, the Correctional and Community Partnership and Mobile Outreach Programs continued to be expanded, with 11 Mobile Outreach Program Units strategically placed across NSW. Numerous projects in many communities were successfully completed, providing much needed assistance in the community. In addition, the programs directly assisted offenders by providing them with real and valuable work experience, life and communication skills. It also afforded offenders the opportunity to make reparation for their crimes, helping them with re-integration into the community.

The projects are identified and prioritised by community interest groups, via regular meetings chaired by CSNSW staff. All projects involve charity and non-profit organisations and are funded by donations and grants and do not take away employment opportunities within the community.

In 2011/12, offenders at a number of correctional centres carried out maintenance work in local parks and community facilities. Other community work included rubbish removal, graffiti removal, painting fences, cleaning water police vessels and vegetation works around scout halls. All of these projects assisted various charity and non-profit organisations. During the 2011/12 floods in NSW, offenders also provided emergency service assistance to communities, such as filling sandbags and cleaning and removing rubbish and debris left by the floods.

### Breakthrough in domestic violence

A groundbreaking program by CSNSW has received an important national award for its success in substantially reducing re-offending rates.

The Domestic Abuse Program (DAP) was singled out in the prestigious Australian Crime and Violence Prevention Awards in October 2011, where the winners were announced by Senator Kate Lundy, the then Parliamentary Secretary to the Prime Minister and Parliamentary Secretary for Immigration and Multi-Cultural Affairs.

DAP is a multi-agency initiative involving CSNSW (the NSW Department of Attorney General and Justice), the University of New South Wales's School of Forensic Psychology and Bureau of Crime Statistics and Research (BOCSAR).

Since August 2007, more than 2,600 offenders have participated in DAP, a 20-session rehabilitative group intervention program.

This program is making a real difference by improving the behaviour of perpetrators and significantly reducing their re-offending rates.

The award acknowledges the hard work of the Offender Programs Unit as more than 400 staff have been trained to facilitate it.

A study of 1,800 offenders who were involved in the DAP program was carried out by a University of NSW research student. It found that 900 of these offenders committed 21 per cent fewer crimes than the control group of 900 who were not treated.



*Assistant Commissioner Luke Grant, Chris Blatch, Andre Van Altena, Jordan Delaney and Senator Kate Lundy*

"Evidence from international studies over the last decade has consistently failed to demonstrate any effect of treatment programs on domestic violence perpetrators, but this evaluation changes that. The extensive study sets a research benchmark and establishes good methodology for CSNSW to use to measure the success of other CSNSW programs," Luke Grant, Assistant Commissioner Offender Services and Programs said.

"DAP has a relatively low attrition rate, with close to 80 per cent of participants completing it and Jordan's research proves we are on the right track," Mr Grant said.

"We can now refine the program to increase the intensity and duration of the program for high risk offenders."

## Offender Management (continued)

### Corrective Services Industries

In 2011/12, Corrective Services Industries (CSI) continued to support the CSNSW objective of reducing re-offending by providing real work opportunities in 102 commercial business units and 51 service industries within 26 correctional centres. The focus of CSI is to increase the number of inmate traineeships and work opportunities, enabling inmates to gain employment in the community upon their release from custody.

A major highlight of the year was the completion, delivery and installation of four modular homes constructed by Aboriginal inmates for Aboriginal people in remote areas within NSW.

In July 2011, the Gundi Indigenous Employment Program was launched. It now has 30 Aboriginal inmates enrolled, with nine offenders being mentored in the community resulting in two employment outcomes.

All have been involved in building and construction training in the Affordable Housing Business Unit.

In 2011/12, with the assistance of the Statewide Infrastructure Group, CSI designed and constructed a new food manufacturing unit at Cessnock using inmate labour. This unit will be used to process beef and vegetables grown on CSNSW properties to make a range of meal components used in menus for inmates. CSI also completed the manufacture and installation of all of the cell furniture for the new 250 bed maximum security facility at Cessnock Correctional Centre, using its staff and inmates at the Engineering Business Units at Dawn De Loas, John Morony and Cessnock Correctional Centres.

Corrective Services Industries continued to roll out its Business Management Operating System to improve accountability of manufacturing processes, resulting in less waste and increased financial performance for CSI's commercial business units.

### Inmate Employment

In 2011/12, CSI remained at the forefront of Australia's correctional industry programs, achieving 76 per cent employed of the total available inmate population. This is substantially higher than the Australian National Benchmark of 65 per cent. In 2011/12, the average employment rate for inmates in CSNSW operated correctional centres was 82.8 per cent, above the national average of the previous year.

	2007/08	2008/09	2009/10	2010/11	2010/11 National Average	2011/12
Inmates employed	5,469	5,561	5,569	5,801	Not applicable*	<b>5,435</b>
Eligible inmates employed (%)	80.6	75.9	76.9	78.6	80.50	<b>76.00</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.

### Commercial performance

In 2011/12, CSI provided sales of \$72.4 million, a 10 per cent increase on the previous year's sales of \$65.8 million. The gross return to CSNSW was \$24.4 million, up from \$23.9 million in 2010/11.

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
2010/11	65.8	23.9
<b>2011/12</b>	<b>72.4</b>	<b>24.4</b>

## Offender Management (continued)

### Correctional Industries Consultative Council of NSW

The Correctional Industries Consultative Council of NSW (CICC) is an integral part of the NSW Correctional Industries. The Council has responsibility to monitor the development and operation of correctional industry programs, ensuring they function sensibly and sensitively in parallel with private sector businesses. CICC ensures that Corrective Service Industries (CSI) does not adversely impact upon other businesses and in particular community employment.

In 2011/12, the CICC included representatives from NSW Business Chamber, Unions NSW, Australian Industry Group and the Community. The remainder of the CICC is made up of CSNSW staff, including two staff who act as ex-officio members. In 2011/12, Council welcomed two new members – Emma Maiden, Unions NSW, and Stephen Lovegrove, Australian Industry Group.

The Council also oversees the formal grievance handling system on the CSI website – [www.csi.nsw.gov.au](http://www.csi.nsw.gov.au).

In 2011/12, representations from private businesses continued at a low level. This is a direct result of robust organisational and grievance handling arrangements and the continuing commitment of the members of the CICC.

In 2011/12, Council approved eight business development opportunities, with the potential of providing employment to over 185 offenders. In doing so, it encouraged CSI to maintain its focus on developing and establishing industries that are relevant to the community in fields where there is a known skills shortage. For example, it encouraged the Affordable Housing Business Unit at St Heliers Correctional Centre, which constructs modular housing for Aboriginal people in remote areas. CSNSW through CSI has been working with the Designing Crime Out Centre, part of the School of Architecture of the University of Technology, Sydney, to make the design of the modular homes more appealing to Aboriginal people, reduce construction costs and make these homes safer.

Correctional Industries Consultative Council of NSW also focused on providing offender employment through self-sufficiency projects, including producing beef and vegetables, maintaining correctional centres, and monitoring the vocational education and training opportunities offered to offenders.



*Jim Greig showing a young visitor around a PC at Long Bay Hospital*

### Computer kids

The Children and Families of Offenders Steering Committee (CFOSC) has made it less daunting for children visiting a gaol. Chaired by Assistant Commissioner Peter Peters, the Committee has installed computers in visits areas at three correctional centres.

The CFOSC Senior Project Officer, Jim Greig, said the PCs are very popular amongst the young visitors. "Kids can become a little bored during visits. This gives them some time out and keeps them occupied while visiting a relative in custody, and the adults get a chance to discuss family and other matters while the kids play on the PCs," Mr Greig said.

The PCs have been refurbished by Corrective Services Industries' Technology Business Unit and feature non-violent and educational games.

Mr Greig said SHINE for Kids is also onboard by providing advice and developing basic rules to ensure the computers are fairly shared amongst the young users.

Computers are available at Dillwynia, Long Bay Hospital and the Outer Metropolitan Multi-Purpose Correctional Centres with more being rolled out to selected correctional centres over the next 12 months.

## 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	2011/12
Visits	212,533	202,209	202,890	214,746	210,335	<b>193,262</b>
Rate per 100 prisoners	22.45	20.98	20.15	20.74	20.83	<b>19.81</b>

### Services to children and families of offenders

The Children and Families of Offenders Steering Committee (CFOSC) continued to provide assistance and aims to achieve better outcomes for children and families of offenders by addressing concerns raised by staff, families and friends. In 2011, a survey of visitors to inmates in correctional centres throughout the State was completed. Its results are considered by the CFOSC, with a view to improving service delivery to families and children of offenders.

In 2011/12, Information Expo events were organised which connect offenders to vital services and provide information to support successful resettlement in the community. These events also enabled correctional staff to network with other agencies dealing with offenders, such as Centrelink, Medicare, Housing NSW, the Australian Taxation Office, the Salvation Army and various employment agencies.

### Number of residents in Community Offender Support Program (COSP) centres

COSP centre	Number of residents in program	
	2010/11	2011/12
Swanson Lodge	105	71
Nunyarra	90	77
Boronia	40	28
Bundaleer	146	132
Campbelltown	64	69
Cooma	60	72
Tomago*	–	67
Wollongong*	–	37
<b>Total</b>	<b>505</b>	<b>553</b>

\* Opened in 2012

## Offender Management (continued)

### Partnerships enhancing post-release support for offenders

In 2011/12, CSNSW partnered with other government and non-government organisations in a number of strategic policy and service delivery projects aimed at contributing to reduced risk of re-offending and improving reintegration for offenders, including:

- co-sponsoring and launching the Homelessness NSW forum on Homelessness and Ex-Prisoners
- engaging with Community Housing Federation and Peak Homelessness organisations to promote offender reintegration and build partnerships
- attending Community Homelessness Forum in Broken Hill and convening interagency meetings with Aboriginal and non-Aboriginal stakeholders for a local homelessness project
- establishing an interagency agreement with Housing NSW regarding proof of identity requirements for people in custody, when applying for social housing
- ongoing representation in system reform-oriented forums, including the Department of Human Services Homelessness Reference Group and the Homelessness Interagency Committee
- partnering with Housing NSW to develop a discharge planning project in Tamworth Correctional Centre to improve housing and support outcomes for inmates on short sentences with co-existing disorders
- supporting a new partnership with Housing NSW and a non-government organisation to improve reintegration for offenders in the Mid North Coast area, via support to access the private rental market.

### Post-release support for offenders with alcohol and other drug problems

- **Co-existing Disorders Co-ordinator Project** – involving specialist co-ordinators being placed in five Community Offender Services District Offices to assist with interagency referral, case management and relationship building with relevant agencies to reduce re-offending with this group of offenders. In 2011/12, an independent evaluation concluded that offenders on this project have a reduced rate of re-offending compared to a matched control group at both 12 and 24 months.

- **Crisis/Emergency Accommodation Scheme** – providing emergency accommodation to offenders with drug-related risk factors to manage risk of re-offending and relapse.
- **Aboriginal Client Support Officers** – enhancing case management and interagency collaboration to reduce drug and alcohol related re-offending for Aboriginal offenders.

### Parolee Support Initiative

The Parolee Support Initiative (PSI) is funded by CSNSW and delivered in partnership with the Community Restorative Centre (CRC), a non-government agency. PSI provides high level, interagency support to higher risk parolees with mental health/intellectual disability issues, aiming to reduce homelessness, reduce the risk of re-offending, organise and sustain housing (tenancies), and organise and sustain other human services to assist with transition and reintegration. In 2011/12, PSI operated in the Fairfield/Liverpool and Parramatta/Granville areas. The evaluation report for this project has been finalised and is being reviewed.

### Community Funding Program

The Community Funding Program (CFP) allocates funding to community-based non-profit organisations that provide support services to offenders, former inmates and their families. The CFP is a key element in delivering the CSNSW Throughcare Strategy, comprising inmate support, transitional support, and children and families support. In 2011/12, \$3,350,160 was allocated to eligible organisations.

### Victims of Violent Crime Grants funding allocation

The Victims of Violent Crimes Grants Program was suspended in 2011/12, pending the outcome of a Ministerial Review of the Department of Attorney General and Justice's grants programs.



## Offender Management (continued)

### Child protection and child wellbeing

The CSNSW Child Contact Assessment Policy (CCAP) requires inmates who have had a child victim to be assessed if they wish to have contact visits with children. In 2011/12, 425 inmates were referred for review, processing and/or assessment. Of those referrals, 221 were seeking child visits. All the referrals were reviewed and 109 assessments prepared.

The Child Protection Co-ordination and Support Unit (CPCSU) works closely with other agencies such as Family and Community Services, the NSW Police Force, Housing NSW and SHINE for Kids. In 2011/12, the CPCSU received 750 information exchange requests, mainly from Family and Community Services. Information was also provided to the NSW Police Force Child Protection Unit in relation to prohibition orders.

In 2011/12, the CPCSU handled 2,735 intakes, providing case management, risk assessment advice and assistance. It also provided 17 training sessions throughout NSW, including in regional and remote areas.

### Child protection assessments

	2009/10	2010/11	2011/12
Inmates referred to the CPCSU for review, processing and/or assessment under CCAP	432	424	425
Number seeking child visits	254	202	221
Assessments prepared	93	82	109

### Legal status of full-time custody offenders<sup>1</sup> held as at 30 June 2011 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	1,484	124	4,973	332	8	1	6,465	457
Forensic patient <sup>3</sup>	16	4	58	6	–	–	74	10
Fine Default	–	–	–	–	–	–	–	–
Periodic Detention	12	2	91	8	5	1	108	11
<b>Sub-total Sentenced</b>	<b>1,512</b>	<b>130</b>	<b>5,122</b>	<b>346</b>	<b>13</b>	<b>2</b>	<b>6,647</b>	<b>478</b>
Appellant	84	8	195	14	–	–	279	22
Remand/Trial	496	73	1,935	129	1	1	2,432	203
Awaiting Deportation	–	–	–	–	–	–	–	–
Awaiting Extradition	–	–	3	–	–	–	3	–
Civil Prisoner	–	–	–	–	–	–	–	–
<b>Total</b>	<b>2,092</b>	<b>211</b>	<b>7,255</b>	<b>489</b>	<b>14</b>	<b>3</b>	<b>9,361</b>	<b>703</b>

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.

3. Includes correctional patients.

## Offender Management (continued)

### Number of inmates in NSW Custody at 30 June by Aboriginality<sup>1</sup> – 1982 to 2011

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
<b>2011</b>	<b>7,173</b>	<b>483</b>	<b>2,080</b>	<b>209</b>	<b>96</b>	<b>9</b>	<b>12</b>	<b>2</b>

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



*CSNSW State Emergency Unit putting their backs into it*

### Hard yakka

Officers from the CSNSW State Emergency Unit redefined the definition of “strength” when they pulled a 47 tonne C-130 Hercules aircraft 10 metres in less than 14 seconds at the Richmond RAAF Base. The officers were competing against NSW Police Force, Fire and Rescue NSW and Australian Department of Defence personnel to see who could haul the monster plane 10 metres in the fastest time.

When the ‘stats’ were checked and rechecked, the CSNSW team’s best time was 13.42 seconds – good but not quite quick enough.

The Police Public Order and Riot Squad claimed the champion’s trophy.

Captain Sharon Charman said that despite all the pain, the officers were proud to be involved.

“It’s a good charity event which raises money for children and adults with intellectual disabilities to help them participate and compete in sporting events in the Special Olympics,” Ms Charman said.

More than \$15,000 was raised and the correctional officers are now gearing up for the next Plane Pull in early October 2012.

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



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

#### Governance

##### Audit and Risk Management Committee

In 2011/12, the Audit and Risk Management Committee (ARMC), chaired by Paul Crombie (independent chair), met once in each quarter. The Commissioner was briefed on the key findings of this committee, which included matters related to finance and governance. In particular, the ARMC assisted and advised the Commissioner on risk management improvements, internal controls, legal compliance and business continuity processes.

In 2011/12, the internal CSNSW audit function was independently reviewed. Most of the review's recommendations were adopted. The Audit Branch completed 48 of the 57 approved projects stipulated in the 2011/12 audit plan. Eleven projects were brought forward from 2010/11. In addition, five projects were unscheduled, with two projects still in progress.

##### Performance reporting

In 2011/12, performance reviews of crucial security systems in correctional centres were reported to senior CSNSW executives, with improvement recorded across 15 centres, following initial and follow-up reviews.

Public Correctional Centres' Operating Standards were revised and updated and are expected to be implemented in 2013. In addition, the contractual obligations of the privately operated correctional centres and security contracts were monitored and reported against.

Community Key Performance Indicators (KPIs) were revised to align with the recently developed Community Standards. In June 2012, a pilot program of reviews for community operations started, using these Community Standards and KPIs.

##### Integrated Risk Management

In 2011/12, the CSNSW Risk Register was completed. CSNSW established reporting processes aligned with those adopted by the Attorney General's Division.

Complementing this executive CSNSW Risk Register, regional risk registers were finalised via a series of workshops to capture the experiences and expertise of employees across all operational functions of CSNSW. Monthly reports against these risk registers will ensure currency and relevance of identified risks, efficient mitigation strategies and effective assessment of residual risks.

In 2011/12, evidence of legal compliance was 'harmonised' across the Principal Department of Attorney General and Justice. CSNSW provided evidence of legal compliance against the identified 'priority 1' legislation in the CSNSW Legal Compliance Register by completing the Director General's Questionnaire.

##### Business Continuity Management Plan

In 2011/12, the CSNSW Business Continuity Planning (BCP) project continued, with 19 individual business unit BCPs completed and ready for testing.

##### Board of Management Policy Committee

The Board of Management determines the strategic directions, policy and resource allocation for functional areas of CSNSW. The Policy Committee provides central oversight of policy development.

#### Activities of the Board of Management Policy Committee

	Total 2008/09	Total 2009/10	Total 2010/11	Total 2011/12
Policies re-submitted	4	6	2	3
Policies submitted	35	15	16	10
Policies held over	10	1	0	2
Policies approved	29	7	15	8
Policies signed off by BOM	23	9	15	10

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

### Information, communication and technology

#### Corporate Shared Services Reform

In December 2011, following the appointment of the CSNSW Chief Information Officer as Functional Information, Communication and Technology (ICT) Lead for the Principal Department of Attorney General and Justice (DAGJ), a number of shared services reforms took place. They included developing a single ICT organisational stream, as a component of broader shared corporate services reform. In addition, the first DAGJ converged ICT planning compendium was developed, including Strategic Plan 2012–2016, Business Plan 2012–2013, and Service Delivery Plan 2012–2013.

In 2011/12, eight ICT Circles of Organisational Excellence were established, based on enterprise architecture functional classifications to engage ICT participants from each departmental agency to provide converged functional ICT outcomes.

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

In 2011/12, the implementation of the Remediation Enhancement and Architecture Lifecycle (REAL) Program continued to deliver significant value to CSNSW.

The Offender Financials module of the Offender Integrated Management System (OIMS) was renewed to facilitate integration with the Business Integrated Management System (BIMS) and Corrective Services Industries Business Management System (CSI BMS). OIMS word processing was integrated with the Corporate Information Management System (CIMS) to streamline file tracking and digital records capture.

In 2011/12, a new Business Intelligence System (BIS) was implemented to provide role-based access and consolidated real-time reporting. Mobile device applications were released for Visitor Information and Escapes and Recaptures, and user access to ICT systems was simplified through a single sign-on process.

The Local and Wide Area Network (LAN/WAN) infrastructure was upgraded at all CSNSW sites to accelerate access to corporate applications. This also enabled CSNSW to realise benefits from the uptake of broadband provision through a single telecommunications provider.

With an increasing proportion of record keeping now transitioned to a digital format, CSNSW had high level of record-keeping compliance against the *State Records Act 1998*. It also had a continued positive record of information security, with nil major defaults and a confirmed information security certification against ISO27001:2005.

#### Website

2011/12 was the fourth full year of operation of the enhanced CSNSW website, which makes it easier for other agencies and members of the public to make enquiries, lodge complaints and make comments and suggestions. Since the Frequently Asked Questions (FAQs) section of the website went live in March 2011, enquiries have almost halved. In 2011/12, of the 539 general enquiries received, the majority were about careers within CSNSW. The next most common area was requests from family and friends seeking to locate an inmate.

Analysis of the suggestions and enquiries received through the website has enabled CSNSW to continue to refine and improve the information provided, ensuring it continues to meet stakeholder needs.

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



### Goal: Cost efficiency and efficient asset management

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

In 2011/12, the overall recurrent cost per day per inmate increased slightly, but remained below the national average in the previous year.

	2007/08	2008/09	2009/10	2010/11	2010/11 National Average	2011/12
Cost per day (\$)	233.86	219.08	210.40	199.46	215.85	<b>212.31</b>

The cost per inmate per day includes voluntary redundancy payments.

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

In 2011/12, 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.

	2007/08	2008/09	2009/10	2010/11	2010/11 National Average	2011/12
Cost per day (\$)	13.78	21.52	22.83	24.50	20.33	<b>26.23</b>

Cost figures from previous years are revised by the Productivity Commission each year to reflect changes in the value of the dollar. They will therefore not match data published in previous Annual Reports.

#### Rate of correctional centre utilisation

In 2011/12, with the inmate population continuing to fall, the total rate of correctional centre utilisation decreased from the previous year.

Security	2007/08	2008/09	2009/10	2010/11	2010/11 National Average	2011/12
Open	103.7	96.3	102.9	100.0	95.6	<b>93.4</b>
Secure	105.7	112.0	113.3	104.1	102.9	<b>97.0</b>
Total	104.9	105.9	109.4	102.6	100.6	<b>95.6</b>

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

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

In 2011/12, CSNSW, in an agreement with the Public Service Association, implemented significant industrial reforms. In support of these reforms, three correctional centres were closed and correctional centre management plans and related staff reductions were achieved. The Knowledge Consulting review of CSNSW Head Office and Regions will result in further improved operational performance and efficiency savings.

CSNSW pursued the wider acceptance of the new Intensive Correction Order, as well as enhancing diversionary opportunities for offenders. By providing effective and efficient custodial and community operations via these reform initiatives, CSNSW has ensured overall expenditure has not exceeded budget allocation in 2011/12.

### Standards and performance reporting for correctional centres and community operations

In 2011/12, the Operational Performance Review Branch deployed Monitors at the two privately operated correctional centres to report monthly on operational performance against Performance Linked Fees and a set of operating specifications. It also assessed compliance with crucial security systems in both private and public correctional centres, conducting 32 performance reviews and 22 follow up reviews.

Compliance monitoring and reporting on various contracted security services at a number of CSNSW sites continued. A set of Community Standards was developed and a pilot of operational reviews in community locations commenced in June 2012. The Branch is reviewing and updating the operating and security standards for publicly operated correctional centres.

### Performance Assessment Reviews

The GEO (Global Expertise Outsourcing) Group Australia has been privately operating the Parklea and Junee Correctional Centres since 2009 and 1992 respectively, under a management agreement with CSNSW.

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

correctional centre. In accordance with section 242 (4) (a) of the Act, the onsite Monitor conducts 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 minimum standards for privately operated correctional centres.

### Methodology

The contract reporting years are: 1 November to 31 October for Parklea Correctional Centre; and 1 April to 31 March for Junee Correctional Centre. The following methodology was used for both 2011/12 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.)
- The Monitor reviewed compliance with the contractual operating standards using tools to identify specific performance outcomes in areas such as offender management, security, governance, administration and resource management. The Monitor also interviewed staff, inmates and management team members and the review of sampled documents, files and records.

### Performance Linked Fee

Each financial year, the Performance Linked Fee (PLF) is calculated as a maximum payment of 2.5 per cent 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 for any of the agreed KPIs. For performance assessed above the Base Level, the portion of the PLF is based on a sliding scale, up to that of Best Practice Performance.

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

### Parklea Correctional Centre – Performance Assessment Report 2011/12

#### Compliance with PLF

For the 2011/12 contract year, the Commissioner determined that:

- a) Seven per cent of the total PLF withheld fee be held over until the end of the 2011/12 contract year as an incentive for improving compliance relating to the operation of the DSR systems (2 per cent) and staff deployment (5 per cent).
- b) The PLF amount payable be reduced by \$10,000, due to the two occasions where inmates were erroneously released from custody (where an inmate is held in custody beyond the date from when he/she should have been legally released) due to failures in the operator's procedures.
- c) The remaining 93 per cent of the withheld PLF fee (less the \$10,000) be paid to GEO for operating Parklea Correctional Centre.

#### Minimum standards

During the contract year, Parklea Correctional Centre management met the stated performance outcomes for the minimum standards.

#### Highlights in programs and services

Innovative programs and services initiated during the contract year included:

- material recycling program
- Hill Song Church motivational speakers program
- Ponds Community Seating project – inmates manufacturing seating for community locations around the ponds development.

#### Highlights of cultural and community events

Parklea management hosted a number of cultural events for inmates and staff, including Waitangi Day, Chinese New Year, and Pacific Island Day, attended by Fijian Consul General, NAIDOC Day, and Harmony Day.

Parklea management held a number of charity and community events including the annual Prison Fellowship Art Exhibition, SHINE for Kids winter chocolate drive, PCYC event 'Time for Kids' fundraiser, Cancer Council Biggest Morning Tea, funding for the Prospect Soccer Club, and the PCYC vehicle loan program to assist transporting local youth to sporting venues.

#### Conclusion

With the exception of the 7 per cent withheld PLF funds, GEO met its contractual obligations for operating Parklea Correctional Centre for the contract year.

### Junee Correctional Centre – Performance Assessment Report 2011/12

#### Compliance with PLF

The Commissioner has determined that the full PLF funds be paid to GEO for the 2011/12 contract year for operating Junee Correctional Centre.

#### Minimum standards

Junee Correctional Centre management met the stated performance outcomes for the minimum standards.

#### Highlights in programs and services

Innovative programs and services initiated during the contract year included a Water Management Plan, which has seen water tanks installed for the laundry, B4 garden and industries ablution block.

#### Highlights of cultural and community events

Junee management hosted a number of cultural events for inmates and staff, including the Moon Harvest Festival and Chinese New Year.

Junee management held a number of charity and community events.

#### Conclusion

GEO met its contractual obligations for operating Junee Correctional Centre for the contract year.



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



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

#### Corrective Services NSW Energy Management Program

In October 2011, as part of the CSNSW Energy Management Program, NSW Public Works compiled and submitted the annual energy consumption report for 2010/11 to the Department of Environment, Climate Change and Water. The report indicated that electricity consumption in correctional facilities increased by 9 per cent, partly due to the inclusion of the new South Coast Correctional Centre in the 2010/11 reporting year. CSNSW's energy consumption in office accommodation decreased by 3.4 per cent. In 2010/11, transport, fuel and energy consumption decreased slightly by 2.2 per cent, while the overall total energy consumption decreased by 1.6 per cent. Between 2009/10 and 2010/11, total greenhouse gas emissions increased by 4 per cent.

Energy data for 2011/12 will not be available until late October 2012, since it is compiled annually for NSW Government Sustainability Policy (GSP) reporting.

#### Bridge Program

In 2011/12, the scoping stage was completed for the energy-saving Bridge Program at the Metropolitan Remand and Reception Centre, Silverwater Correctional Complex. The data gathering phase was finished and 'smart meters' were installed at the centre by UGL Beyond Green, under contract to the Office of Environment and Heritage. The business case for a lighting upgrade program is currently being developed. If successful, the model will be applied to other CSNSW sites.

#### Water management

Installing remote monitoring devices to water meters in all metropolitan centres has allowed daily management of water usage and the instant detection of leaks and water misuse. For example, in November 2011, proactive management and monitoring of collected data enabled Silverwater Correctional Centre to quickly rectify a leak. As a result, the water usage rate dropped from 200 to 50 litres per minute – savings in wastage of approximately \$400 per day. Planning is underway to extend the water savings lessons learnt through the Water Savings Action Plan to other correctional centres where water usage is high.

#### Property management

In 2011/12, CSNSW managed 75 commercial leases to support Community Offender Services offices, and other operational and administration areas with a combined floor area of approximately 43,862m<sup>2</sup>. In 2011/12, the average space utilisation ratio for the office accommodation portfolio was 19.15m<sup>2</sup> per employee, with a projected utilisation of 17.46m<sup>2</sup> per employee in 2015/16, in accordance with the Government's Accommodation Guidelines. Sixteen leases were renewed, three new leases were negotiated for new premises, and three properties were vacated with leases terminated.

#### Asset and heritage maintenance

##### Asset maintenance program

In 2011/12, CSNSW continued implementing an asset maintenance program, with a budget of \$32.58 million.

##### Heritage management

CSNSW owns and manages State Heritage Items on 14 correctional centre sites, as listed on the s170 Register. In 2011/12, conservation building works to heritage buildings were undertaken at the following sites:

Conservation building works to Heritage Buildings	Cost
Bathurst Correctional Centre	\$67,850
Cooma Correctional Centre	\$25,000
Tamworth Correctional Centre	\$28,100
Long Bay Correctional Complex	\$246,900
Grafton Correctional Centre	\$45,000
Broken Hill Correctional Centre	\$89,176
Goulburn Correctional Centre	\$140,000
<b>TOTAL</b>	<b>\$642,026</b>

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

### Waste audit

In 2011/12, a waste audit of the CSNSW Head Office was conducted by APC Environmental Management, contracted by the Office of Environment and Heritage. APC reported a 93 per cent recovery rate for all office paper, comparing well to the average of NSW Government agencies of 80 per cent. The report recommended introducing a container recycling system, which is being considered. The waste audit findings were published in the Corrective Services Bulletin to encourage staff engagement and raise awareness of recycling and reuse best practice.

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

Two of the aims of the CSNSW Environmental Management Plan are: "Reduced paper consumption in the administration of CSNSW" and "Increased recycling and reduction of waste". To this end, CSNSW uses NSW Government suppliers who provide environmentally sustainable products.

In 2011/12, CSNSW reduced its paper use by changing its default printer settings to double-sided, increasing electronic record keeping and circulating regular reports in electronic, rather than printed format.

It also strongly encouraged the use of sustainable procurement processes and policies. As a result, CSNSW has increased its environmentally sustainable purchasing. For example, of the paper procured from Corporate Express, 'EarthSaver' products increased from 27 per cent in 2010/11 to 98 per cent in 2011/12.

In 2011/12, CSNSW used various strategies to increase reusable resources at correctional centres, including:

- establishing worm farms in many correctional centres – the worms are fed food and paper scraps, with the resultant fertiliser used for garden and vegetable beds
- sending food scraps to the Emu Plains poultry farm, with the eggs laid being used by inmates in lifestyle programs
- using chicken coop manure on vegetable gardens
- compressing and baling all cardboard and paper products, which are then sold by the tonne
- selling compressed plastics by the tonne and recycling aluminium foil trays and cans
- turning excess grass at Emu Plains Correctional Centre into hay for the centre's dairy herd.

In 2011/12, Glen Innes Correctional Centre was a finalist in the 2012 Green Globe Award in the Public Sector Sustainability category. The award was due to a range of innovative waste reduction and recycling strategies. They helped the centre to divert 260 tonnes of waste a year from landfill.

*Black Saturday bush fires painting by Dennis Ferguson*



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



### Goal: Safe and healthy workplace

#### Injury prevention

To achieve compliance with the new Work Health and Safety (WHS) legislation, introduced on 1 January 2012, CSNSW reviewed its WHS policies and procedures and training programs.

In 2011/12, local management conducted WHS risk assessments and workplace inspections, with the assistance of Health and Safety Committees or representatives. The CSNSW Safety Team supported this process with technical advice and assistance in addressing complaints to WorkCover.

In addition, in 2011/12, the Safety Team:

- conducted seven audits of WHS management systems to complete the first round of audits of all CSNSW workplaces
- conducted 18 risk assessments, 31 work station assessments and 9 working from home assessments at work locations throughout the State
- undertook joint security and safety risk assessments with the State Emergency Unit, most notably a pre-operational assessment of the new Cessnock Maximum Security Correctional Centre
- delivered 50 in-house OHS training sessions throughout the State, including WHS consultation, WHS Risk Management, Integrated Induction, CSI Safety Procedures, WHS Site Inspection for Intensive Correction Orders supervisors
- provided extensive assistance to Glen Innes Correctional Centre to review and update its safety systems following a fatal incident in May 2011

- participated in cross-agency committees and projects, including the Tobacco Working Group with Justice Health, and the Justice Agency OHS Forum with the Department of Attorney General and Justice and NSW Police Force
- commenced the Lithgow Clean Air project. This pilot project aims to reduce exposure to environmental tobacco smoke for both staff and offenders by lowering the high rates of smoking in correctional centres.

#### Injury management

In 2011/12, CSNSW's Injury Management Unit continued to close a significant number of claims, decreasing the net cost of its workers compensation claims by approximately \$3.4 million. The Unit produced a surplus on the premium calculation, resulting in CSNSW receiving a refund. It also actively managed cases, leading to faster return to work rates and reduced lost time. Continuing to rigorously test claims and ensure reconciliation will see further improved premiums and reduced claim costs in the future.

#### Sick leave

In the 2011 calendar year, staff averaged 12.5 days of sick leave (including carer's leave), slightly higher than the average of 11.7 days in the calendar year 2010.

#### Workers compensation claims

	2009/10	2010/11	2011/12
Sum of total amount paid (\$)	10,617,443.17	7,558,277.88	<b>3,867,119.06</b>
Count of claim number	835	784	<b>684</b>
Average of total amount paid (\$)	12,715.50	9,640.66	<b>5,653.68</b>
FTEs (wage declarations)	7,092.4	7,272.8	<b>7,155.2</b>
Claims per 100	11.77	10.78	<b>9.56</b>
Costs (\$) per 100	149,701.70	103,925.28	<b>54,046.27</b>

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



### Goal: Professional and ethical conduct

#### Ethics and professional conduct

In 2011/12, CSNSW continued to implement the Guide to Conduct and Ethics issued in December 2010. This included developing an intranet-based form requiring all staff to acknowledge they have read the Guide.

CSNSW also reviewed its Protected Disclosures Policy to address the changes in legislation with the introduction of the *Public Interest Disclosures Act 1994*. The revised policy was approved in November 2011 and is available on the intranet. Existing training was amended to incorporate this change.

In 2011/12, Ethics Officers increased the number of information and training sessions they facilitated. This included sessions on professional conduct, ethical leadership, and workplace information. As a result, they made 66 workplace training visits across NSW, including correctional centres, Community Compliance Monitoring Group, Community Offender Services and court complexes.

CSNSW provided information on ethical conduct to all new staff and contractors through the Induction Program facilitated by the Brush Farm Corrective Services Academy. A confidential telephone service was also available for staff seeking advice about probity issues.

In accordance with an Independent Commission Against Corruption (ICAC) recommendation, the Early Intervention System project was progressed. The data-based management tool was created, the policy and procedures were drafted and work started on an on-line training tool.

#### Investigations

CSNSW Investigations is comprised of the Investigations Branch, Special Investigations Unit (SIU) and the NSW Police Force Corrective Services Investigations Unit (NSWPF – CSIU).

The Investigations Branch is responsible for conducting reactive disciplinary investigations under the provisions of the *Public Sector Employment and Management Act 2002*, and also investigating all deaths in custody, escapes, and other critical incidents. The branch also performs targeted alcohol and drug testing when required.

In 2011/12, the Investigations Branch continued to conduct presentations during primary training sessions for correctional officers.

#### Investigations and Drug Testing

	2009/10	2010/11	2011/12
Assessments	80	71	52
Formal disciplinary investigations	47	31	32
Death in custody investigations	25	21	20
Escape from custody investigations	12	38	18
Drug and alcohol tests	14	10	19
Random drug and alcohol tests (custodial and non-custodial staff)	2,771	4,872	Drug tests* 183
			Alcohol tests* 3,567

\* In 2011/12, random drug and alcohol tests were reported separately. Two staff members tested positive to illicit drugs (1.09 per cent of staff tested) and 17 staff members who tested positive to alcohol (0.47 per cent of staff tested).

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

### Special Investigations Unit

In 2011/12, the Special Investigations Unit (SIU) continued to play a major role in disseminating to, and exchanging information with, the wider CSNSW intelligence community, including the Corrections Intelligence Group, 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 (ICAC). The SIU conducted intelligence driven proactive investigations, often jointly with the ICAC and NSWPF – CSIU.

### Professional Standards

#### Professional Standards Division

The Division consists of the Professional Standards Branch, Workplace Relations Branch, which includes Safety and Staff Support, 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. It also responds to complaints from the Anti-Discrimination Board, the Australian Human Rights Commission and other external bodies on behalf of the Commissioner as well as representing the Commissioner at various courts and tribunals.

#### Committee Matters – Professional Standards Branch

	2007/08	2008/09	2009/10	2010/11	2011/12
Professional Standards Committee (new complaints)	338	496	373	474	388
Legal Cases	133	76	58	63	40
Risk Assessment Committee (new matters)	59	69	31	82	53
<b>Total</b>	<b>530</b>	<b>641</b>	<b>462</b>	<b>619</b>	<b>481</b>

### On the road again

City staff may struggle getting to work on a crowded train or in traffic, but their bush colleagues are up against a bigger battle. Theirs involves travelling along remote roads, dodging wildlife and struggling to find phone coverage.

“Our metro colleagues probably can’t imagine working in the red dust or doing home visits in 40 degree temperatures,” said Narelle Jeffrey, Community Offender Services Western Cluster Area Manager. “Your survival instincts kick in because you can’t rely on roadside assistance out here. We had to change a tyre in the middle of the road, which blew near Byrock where there’s no phone coverage.”

Ms Jeffrey’s colleague Mick Marshall, who works in Bathurst, faces similar challenges. “Working in rural and remote NSW requires additional safety and security considerations,” Mr Marshall said. “Staff must report to the police and pass on their home visits appointment schedule because we need to know their whereabouts.”



*Joanne Stapleton and Renee Covington from Bathurst COS at Gormans Hill near Bathurst*

In addition to carefully planning trips to minimise travel times, officers also compete against satellite phone ‘blackspots’. “I once gave evidence to the State Parole Authority standing on the car roof between Hay and Balranald,” Mr Marshall laughed.

Ms Jeffrey said staff are mindful of confidentiality because they are more likely to run into offenders in the supermarket, local club or on the football field in a small town.

Organisational Capability, Governance and Staff Support (continued)



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

**Workforce planning**

In 2011/12, Human Resources (HR) worked in collaboration with the other agencies within the Department of Attorney General and Justice to develop best-practice HR services. HR also managed staffing matters related to major organisational reform and operational efficiency changes, including the closure of Berrima Correctional Centre, Parramatta Correctional Centre and Kirkconnell Correctional Centre.

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

In 2011/12, the separation rate was 11.6 per cent, significantly higher from last year due to major organisational reform initiatives.

**Number of recruitment actions**

	2010/11	2011/12
Total number of positions filled	1,056	618
Total number of recruitment actions	529	492

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

	2006/07		2007/08		2008/09		2009/10		2010/11		2011/12	
		%		%		%		%		%		%
Disallowed	109	64.9	185	26.7	12	32.4	36	41.0	215	48.7	122	34.8
Allowed	7	4.2	18	2.6	2	5.4	4	4.5	5	1.1	0	0.0
Withdrawn	45	26.8	401	57.9	18	48.7	43	48.9	180	40.8	201	57.3
Struck out	6	3.6	50	7.2	5	13.5	1	1.1	21	4.8	12	3.4
Pending	–	–	–	–	–	–	–	–	–	–	3	0.8
Lapsed	1	0.6	39	5.6	–	–	4	4.5	20	4.5	13	3.7
<b>Total</b>	<b>168</b>	<b>100</b>	<b>693</b>	<b>100</b>	<b>37</b>	<b>100</b>	<b>88</b>	<b>100</b>	<b>441</b>	<b>100</b>	<b>351</b>	<b>100</b>

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

### Brush Farm Corrective Services Academy

#### Quality management

In June 2011, Brush Farm Corrective Services Academy (BFCSA) was re-certified via an external audit in the nationally recognised Quality Management System. BFCSA has maintained a successful RTO and ISO certification record for the past 13 years.

#### Learning online project

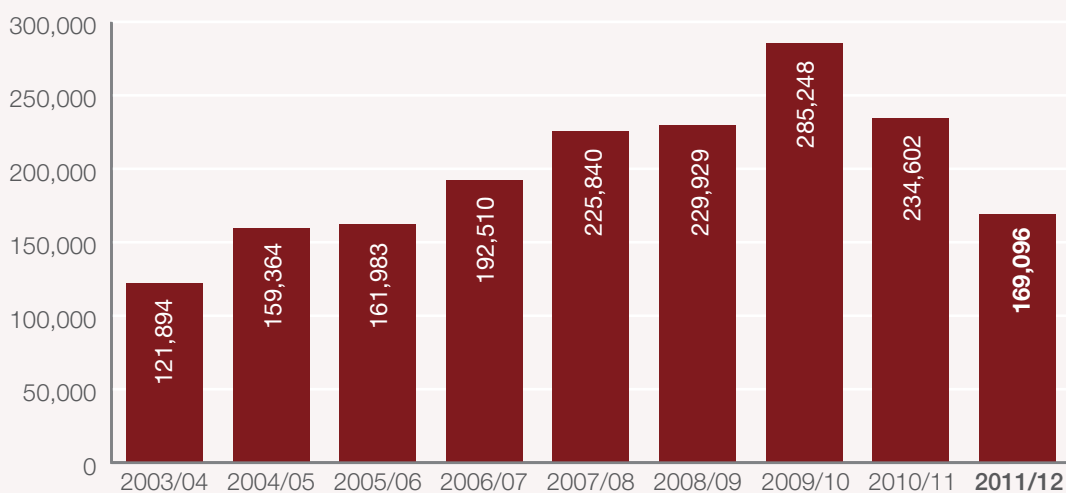
In 2011/12, BFCSA began its learning online project, integrating all training activity under a single framework. The project will deliver a single administrative platform for all learning and development within CSNSW,

allowing staff to view their training history and improving reporting. In addition, an online professional development planning process was finalised, which will be implemented in the third-quarter of 2012.

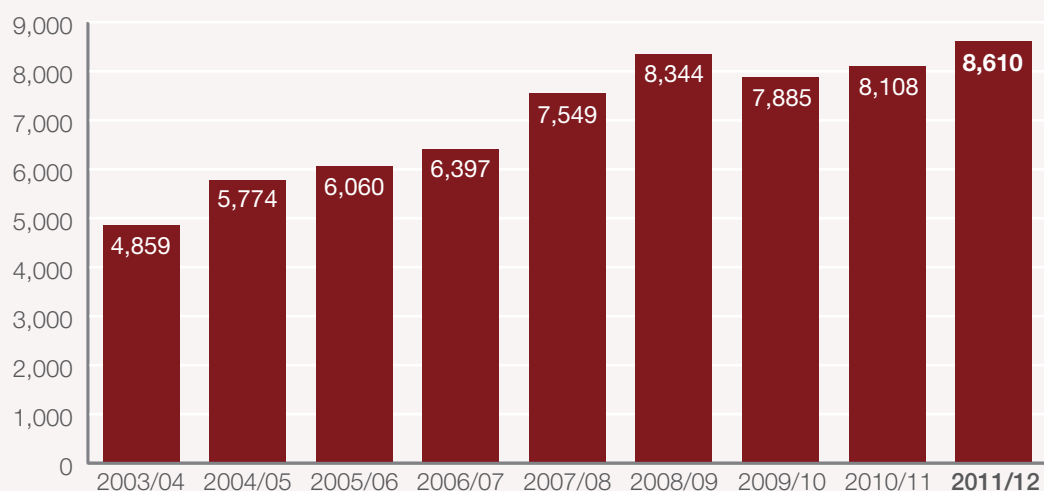
#### Training provision

In 2011/12, participant numbers increased by six per cent, while training hours decreased by 28 per cent. This reflects an increase in short courses and workforce reform processes, which reduced the number of the 11 week primary training courses.

#### Total Training Hours Delivered Per Financial Year

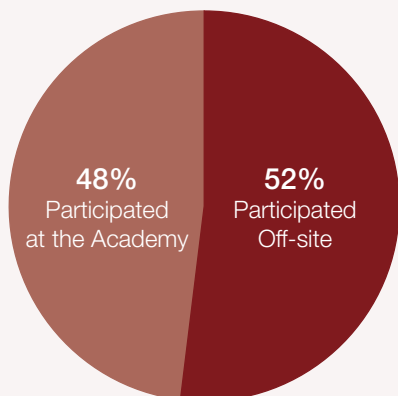


#### Total Participants Attending Academy Training Courses Per Financial Year



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

### Location of Delivery for Academy Training Courses 2011/12



In 2011/12, 150 staff undertook an integrated induction program, with a special emphasis on policy, probity and security related issues.

### Custodial training

In 2011/12, BFCSA trained 30 officers, of these 24 were casual correctional officers and six were overseers. 115 officers were enrolled in the e-Learning Correctional Managers Course for middle supervisors, and 148 officers were enrolled in the e-Learning course for supervisors. Following recommendations from the NSW Coroner, an e-Learning Safe Custody Refresher Course was developed and will be rolled out to uniformed correctional staff in 2012/13.

### Community Offender Management training

In 2011/12, the Offender Programs Training Unit (OPTU) trained 64 Community Offender Support Program (COSP) centre staff, 52 Community Compliance and Monitoring Group Officers undertaking the Diploma of Correctional Administration, and 35 Probation and Parole Officers undertaking the Certificate IV in Correctional Practice.

The OPTU designed and implemented a training program for supervisors within the Community Compliance and Monitoring Group, with 19 staff attending this training. Supervisor training continued, with 54 staff attending Unit Leader, Senior Probation and Parole Officer Training courses.

The Community Offender Services (COS) Case Management Review Training concluded in December 2011, with over 600 staff attending. Refresher training was provided to both Community Compliance and Monitoring Group Officers and COSP centre staff.

The OPTU trained a number of specialist roles within the Community Compliance and Monitoring Group, including Community Offender Sampling Team Officers and Works Release Officers. The OPTU also developed and delivered training to over 120 COS and CCMG Administrative Assistants.

### OPTU courses for operational staff delivered in 2011/12

Mental Health First Aid	366
Motivational Interactions	274
Suicide Awareness	289
Risk Intervention Teams	198

In 2011/12, 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 133 CSNSW staff in partnership with the Institute of Public Administration of Australia (IPAA). In addition, 120 staff attended various training courses, covering job application skills, leadership skills for women and presentation skills.

The Merit Selection course was reviewed and now includes an online module from Taleo, the recruiting solution used by the NSW Public Service. In 2011/12, the second, two year Senior Executive Succession Program started, with 11 senior officers from across the organisation.

All of these programs were aligned to the NSW Capability Framework, which was also used to develop a Leadership Development Model for senior staff. This is an ongoing project to be rolled out in 2013.

In 2011/12, 14 professional development grants of up to \$3,000 were provided to employees seeking to engage in self-study and other self-directed professional improvement activities.



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

### Professional development

Program/ qualification	Attendance 2008/09	Attendance 2009/10	Attendance 2010/11	Attendance 2011/12
Australian Correctional Leadership Program	23 executives from Australasia	20 executives from Australasia	17 executives from Australasia	<b>17 executives from Australasia</b>
Executive Leadership Program	51 senior managers	34 senior managers	5 senior managers	<b>45 senior managers</b>
Action Management Program	50 middle managers	52 middle managers	36 middle managers	<b>23 middle managers</b>
Frontline Management Program	31 supervisors	121 supervisors	93 supervisors	<b>36 supervisors</b>
Career Development Program	40 managers and senior managers	67 managers and senior managers	52 managers and senior managers	<b>35 managers and senior managers</b>
Women Into Leadership	–	–	–	<b>78</b>

### e-Learning

In 2011/12, e-Learning developed rapidly, with the Learning Management System (LMS) receiving over 25,000 logins per month, 14 new courses being developed and over 1,600 staff participating in online courses. In addition, 370 participants completed the new online security awareness course for external service providers. In 2011/12, a repository of over 200 informal learning resources was developed, receiving more than 30,000 hits.

### Workforce learning

In 2011/12, 3,245 participants enrolled in the 35 courses offered by the Workforce Learning Unit, with the most popular courses detailed in the table below. Steady demand also continued for health

and wellbeing courses, such as Strategies for Stress Management and Conflict Resolution. New policies and procedures for Community Offender Services (COS) Administrative Assistants required Offender Integrated Management System training at almost all COS locations in regional areas.

Course Name	Enrolments 2011/12
First Aid	1,242 (includes re-accreditation)
TRIM	177
Business Writing Skills	63
Workplace Assessment and Validation	56

### Henry Deane Building cleans up its act

Staff working in the Henry Deane Building (HDB) have earned a green star from the Office of Environment and Heritage (OEH) for its successful waste management regime.

A waste audit of the building found that CSNSW recycles more than 90 per cent of its office paper, which is 13 per cent higher than other State Government agencies.

Barry Priestly from the Corporate Strategy Unit said the audit entailed going through garbage on every floor and weighing recycled rubbish, including cardboard and paper.

“Head office generates more than one ton of waste a week which consists of more than 300 kilograms of garbage and nearly 800 kilos of recycling, so we are on the right track,” Mr Priestly said.

Stephen Rourke from Facility Assets Branch added: “This audit has measured the effectiveness of our existing waste management systems and identified ways to improve them to reduce landfill.”

In its report about the audit, the OEH recommended that organic waste as well as used drink containers and aluminium cans should also be collected.

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

### Site improvements

In 2011/12, Brush Farm Corrective Services Academy (BFCSA) finished upgrading the external entry points to its Administration Building and renovating the Caretakers Cottage.

Environmental initiatives included creating a staff-run 'community garden', participating in a site waste stream analysis, and continuing to participate in the OEH Sustainability Advantage and the Love Food Hate Waste programs.

BFCSA also entered into a formal agreement with Macquarie Community College, which allows for reciprocal access to classroom facilities in both BFCSA and Brush Farm House. This partnership will improve classroom utilisation rates and enhance community engagement, while also giving BFCSA access to additional classroom space during times of peak demand.

Work continued on updating the functionality and content on the BFCSA website and upgrading the Voicemail system.

### International and interstate programs

In 2011/12, the International Programs Unit (IPU) hosted 15 delegations, with 163 participants from 10 different nations, including a growing number of delegates from the United Arab Emirates. The number of Commissioner's Brush Farm International Scholarship places was increased to four, generating 26 applications received from nine countries. The scholarship was awarded to four senior officers from Cambodia, Singapore, Solomon Islands and the Philippines, bringing more cross-cultural input to the Australian Correctional Leadership Program.

CSNSW officers continued to support the Directorate-General of Corrections (DGC) Indonesia in implementing reform of the Indonesian Corrections system. Two senior officers, fully funded by the Department of Foreign Affairs and Trade, were deployed for up to 12 months to assist the DGC with operational, policy and legislative changes at both the custodial and community level. Reciprocally, Indonesia sent a delegation of senior counter-terrorism officials to NSW to study Police-Military Co-operation in Counter-Terrorism.

In 2011/12, the IPU began joint projects with various NSW universities with a special interest in working with overseas correctional jurisdictions. The IPU collaborated with Macquarie University in running the scholarship program and the University of New South Wales in hosting a delegation from China studying issues related to offender health.

### A traditional graduation

The Solomon Islands Consulate in western Sydney hosted a ceremony for Mt Druitt's Community Offender Services (COS) staff and offenders who had graduated from the Pacific Islander Men's Program. A total 14 offenders had completed the 12 week program designed to help them address their offending behaviour and to embrace their culture. They learned about managing their anger, violent behaviour and the pressures of family expectations.

So impressed was Consul-General Sir Trevor Garland by the COS Pacific Islander Men's Program that he put on a traditional Samoan umu, similar to a hungi, for the offenders, their families and COS staff.

Offenders were presented with graduating certificates by Sir Trevor who told them he was proud of their achievements.

