

# Department of Attorney General and Justice contact details

## Attorney General's Division

### Head Office

Justice Precinct Offices  
160 Marsden Street  
Parramatta NSW 2124

### Postal address

Locked Bag 5111  
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Telephone 02 8688 7777 or 1800 684 449  
Facsimile 02 8688 7980  
TTY 02 8688 7733  
Website [www.lawlink.nsw.gov.au](http://www.lawlink.nsw.gov.au)

DX 1227  
Sydney NSW 2001

### Translating and Interpreter Service

If you need an interpreter ring 131 450 and ask the operator to ring 02 8688 7777 or 1800 684 449

### Hours of operation

9am–5pm  
Monday to Friday  
However there are many after hours and 24-hour services offered by individual business centres and justice services.

## Corrective Services NSW

### Head Office

Henry Deane Building  
20 Lee Street  
Sydney NSW 2000

### Postal address

GPO Box 31  
Sydney NSW 2001

Telephone 02 8346 1333  
Facsimile 02 8346 1010  
Website [www.correctiveservices.nsw.gov.au](http://www.correctiveservices.nsw.gov.au)

### Hours of operation

8.30am–5.00pm  
Monday to Friday

## Juvenile Justice NSW

### Street address

477 Pitt Street  
Sydney NSW 2000

### Postal address

PO Box K399  
Haymarket NSW 1240

Telephone 02 9219 9400  
Facsimile 02 9219 9500

Website [www.djj.nsw.gov.au](http://www.djj.nsw.gov.au)  
Email [juvenilejustice@djj.nsw.gov.au](mailto:juvenilejustice@djj.nsw.gov.au)

### Hours of operation

8.30am – 5.00pm  
Monday to Friday

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# Letter of submission to Minister



The Hon. Greg Smith SC MP  
Attorney General and Minister  
for Justice



**Attorney General  
& Justice**

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The Hon. Greg Smith SC MP  
Attorney General and Minister for Justice  
Level 31 Governor Macquarie Tower  
1 Farrer Place  
SYDNEY NSW 2000

31 October 2011

Dear Attorney General and Minister

I have pleasure in presenting to you the annual report of the Department of Attorney General and Justice of New South Wales for the 2010/11 financial year.

This report has been prepared in accordance with the *Annual Reports (Departments) Act 1985* and the *Public Finance and Audit Act 1983* (NSW) for presentation to Parliament.

It has been a year of significant achievement, particularly in the areas of court performance; the expansion of crime prevention programs; improving client service and implementing innovative programs to provide greater access to justice for the people of NSW. In addition we welcomed Juvenile Justice NSW to the Department.

The achievements outlined in this report reflect the dedication and commitment of the Department's staff, the NSW Judiciary, our non-government organisations and community partners.

I commend the report to you.

Yours faithfully

A handwritten signature in black ink that reads 'Laurie Glanfield'. The signature is written in a cursive, flowing style.

Laurie Glanfield  
Director General  
Department of Attorney General and Justice

# Who We Are

## The Department of Attorney General and Justice

The Department of Attorney General and Justice (DAGJ) was created in April 2011 as part of the new administrative arrangements for the public sector to support the NSW Government.

The Department of Attorney General and Justice delivers legal, court and supervision services to the people of New South Wales by:

- managing courts and justice services
- implementing programs to reduce crime and re-offending
- managing custodial and community-based correctional services
- protecting rights and community standards
- advising on law reform and legal matters.

The Department has three divisions:

The **Attorney General's Division (AGD)** delivers services to ensure an accessible and effective justice system, prevent crime and reduce re-offending. AGD provides the following key services:

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

The Guardianship Tribunal also forms part of the Attorney General's Division and was transferred from the Department of Ageing, Disability and Home Care. The Guardianship Tribunal is an independent specialist disability tribunal.

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

- assessment, whole-of-sentence planning and case management
- interventions and programs addressing risk factors of re-offending
- compulsory drug treatment and other addiction programs

- education, training and employment
- offence-specific programs relating to violence and sexual offending
- supervision and monitoring of offenders
- diversionary sentencing options
- accommodation support
- referrals to community and other government support services
- secure, safe and humane management of inmates
- court escort security and inmate transport
- mental health and other health services
- external leave programs
- transition arrangements
- advice to courts and releasing authorities.

**Juvenile Justice NSW (JJNSW)** delivers supervision services for young offenders in the community and in detention centres and aims to reduce juvenile re-offending. Juvenile Justice provides the following key services:

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

## Justice Cluster

The Department is also the principal agency for the Justice Cluster, and plays a role in facilitating co-operative working arrangements with all agencies within the cluster including:

- Office of the Director of Public Prosecutions (ODPP)
- Legal Aid NSW
- Information and Privacy Commission (IPC)
- Judicial Commission
- Ministry for Police and Emergency Services
- New South Wales Crime Commission
- New South Wales State Emergency Service (SES)
- Rural Fire Service
- Fire and Rescue NSW
- NSW Police Force.

# Our Vision

The Department contributes to a just and safe society for:

## The Community

- Satisfaction with justice and legal services
- Protection of rights
- Containment of adult and young offenders and correctional centre security
- Effective supervision and monitoring of adult and young offenders in the community
- Public safety (crime prevention) and management of adult and young offenders
- Supporting vulnerable participants in the justice system
- Efficient use of resources

## Clients

- Equitable access to justice and legal services
- Access to alternative dispute resolution
- Timely and cost-effective services
- Access to effective intervention and treatment programs

## Offenders

- Innovative and effective program and service solutions for adult and young offenders
- Development of relevant and appropriate diversionary strategies

## Staff

- Dignity, respect and equity
- Opportunities to develop skills and knowledge
- Recognition of achievements
- A safe workplace

# Director General's Foreword

I am pleased to present the annual report for the Department of Attorney General and Justice (DAGJ) for 2010/11. It showcases our strong commitment to delivering an effective and efficient justice system in NSW with a focus on achieving a just and safe society.

On 1 April 2011 Juvenile Justice NSW (JJNSW) joined the Attorney General's Division and Corrective Services NSW (CSNSW) as the third division of the Department. The development of this new department has provided a platform to deliver better justice services across the board. This is the first combined annual report for the three divisions and represents the wide variety of work delivered across all business centres.

This report also presents a good opportunity to thank our staff who continue to be dedicated to public service and the justice system. Integrity, innovation, hard work and professionalism are all qualities that we value in our people and the Department continues to be committed to people development, dignity and respect and the well-being of its employees.

## Strategic planning for the Department

We are a large department, with staff located throughout the state from city offices to corrective and juvenile justice facilities to regional courthouses. The Department now shares a single strategic plan that sets out the vision, goals, strategic direction and business initiatives for 2010/12. This strategic thinking for the whole Department offers a consistent and collective direction on which to manage the NSW justice system.

Working together we continue to combine our strengths and expertise as acknowledged when the 2009/10 Annual Report, the Department's first joint annual report with Attorney General's Division and Corrective Services NSW received a Bronze Award at the Australasian Annual Reporting Awards. The report received the accolades for meeting international best practice standards and providing high quality reporting in several major areas. The annual report remains the flagship document for the Department to create awareness of its programs, services, highlights and achievements.



*Laurie Glanfield, Director General*

"...our strong commitment to delivering an effective and efficient justice system in NSW with a focus on achieving a just and safe society."

# Director General's Foreword (continued)

## Attorney General's Division

### Outstanding court performance

NSW courts continue to rank first promoting public confidence and trust in the court system achieving clearance rates of 93 per cent or higher across all matters, the highlight being the Supreme Court which achieved a clearance rate of 120 per cent and the District Court 101 per cent. Also to be commended in 2009/10 NSW Local Courts and the NSW District Court continued to rank first in Australia for timeliness and nearly 90 per cent of the criminal matters in NSW are finalised in the Local Courts within six months.

The Division celebrated a number of significant milestones in courts and tribunals with Community Justice Centres and the Land and Environment Court celebrating 30 successful years, the Children's Court reaching a historic 105 years and the opening of the Australian International Disputes Centre in Sydney. Dispute Resolution Conferences, instead of litigation, commenced in the Children's Court on 7 February 2011 and an external mediation pilot commenced on 9 September 2010.

We have implemented world-class technology and online services to make our courts more efficient and safer so that they are sensitive to the needs of vulnerable clients. We lead the way in the use of video conferencing in the justice environment by surpassing targets with over 60,000 sessions conducted in 2010/11. During the year we invested \$1.261 million to continue the update of remote witness facilities part of a three-year program and introduced Multi-Court Monitoring to the Parramatta Justice Precinct and Digital Audio Technology in district and local courts across NSW.

The Land and Environment Court was the first court in the world to implement the International Framework for Court Excellence to improve public trust and confidence in the court's processes and the provision of accessible and effective justice in environmental and planning matters. Developed by an International Consortium of justice groups and organisations, the International Framework for Court Excellence is based on the premise that while there are many different court systems throughout the world, they share common ideals such as the need for impartiality, fairness, transparency and timeliness.

The Division is committed to maintaining the best performing courts in Australia with the best facilities aimed at reducing re-offending and building safer communities. In line with this it has delivered one of the largest facilities capital works programs in the last 10 years with nearly \$70 million worth of work completed. The largest project is the upgrade of the Law Courts Building at Queens Square, which included the delivery of 12 new courtrooms, which have made the Supreme Court more accessible to the public and increased its capacity to host large and complex cases.

### Innovative crime prevention

In line with the Department's strategic direction the Division continued to develop and manage a wide range of successful evidence-based policies and programs to prevent crime and reduce re-offending throughout 2010/11.

Forum Sentencing is now available in 24 local courts and Circle Sentencing was introduced to Moree, Blacktown and Lismore, bringing the total number of state-wide locations to twelve. The Magistrates Early Referral Into Treatment (MERIT) program is now based in 65 local courts across NSW and its success has led to the establishment of program for people with alcohol addiction. Alcohol MERIT exists in nine courts across the state consisting of Bathurst, Broken Hill, Coffs Harbour, Dubbo, Manly, Orange, Wellington, Wollongong and Wilcannia. Expansion of the program will be considered in 2012. The Division also launched the Video Visits Scheme, which allows Aboriginal families to maintain vital links to family members whilst they are in custody.

The crime prevention and community programs unit continued its work in developing partnerships with key government and non-government stakeholders to target specific crimes in identified hotspots. In 2010-11 nine local government areas in NSW were awarded total funding of \$708,851. Local crime prevention activities involved working with communities and experts to implement programs to reduce graffiti and car theft as well as strategies to increase public safety such as access to safe transport options late at night or in the early hours of the morning.

## A fair and environmentally responsible workplace

The Division remains dedicated to reducing its impact on the environment. In 2010/11 it has reduced its energy consumption by five per cent per square metre of occupied space, reduced gas consumption by 20 per cent and increased the use of ethanol-blended fuel to 50 per cent of its total fuel use to help reduce carbon emissions as per the Division's Environmental Policy.

We continually strive to create a workplace across all divisions where everyone is treated with fairness, dignity and respect and a workplace of choice for people from culturally diverse backgrounds. The Division exceeded the public sector target of 2.6 per cent Aboriginal and Torres Strait Islander staff by achieving an employment rate of 4 per cent. It exceeded the public sector target by 1.1 per cent of people with a disability requiring adjustment by achieving an employment rate of 1.9 per cent. It also exceeded the public sector target of 35 per cent of senior positions held by women by achieving an employment rate of 44.5 per cent.

## Law and policy reform to meet community needs

The 2010-11 year was a busy one for the Law Reform Commission. It conducted more than 73 separate consultations with stakeholders, up from 53 in the previous year, and 21 in 2008/9. Improving and extending community and stakeholder engagement has been a deliberate strategy of the Commission to achieve the Department's strategic direction: *Undertake law reform, and develop evidenced based justice policy and research.*

The Division advanced significant law reform through the development of 19 new laws, including laws relating to the recovery of criminal assets, suppression orders, surrogacy, victims compensation and journalists privilege. It also published reports and papers on a broad range of legal issues including bail, juvenile offending, assaults on and around licensed premises, family violence complicity and cheating at gambling.

In order to provide clients with high quality and timely information about crime and criminal justice issues, and high quality research to inform policy decisions about crime control and criminal justice administration the Division also published 25 major research reports in 2010/11 through the Bureau of Crime Statistics and Research.

The Public Defenders Office also increased their representation in regional courts by three per cent from last year with seven Public Defenders now based in regional locations. The number of Public Defenders located at the Parramatta Justice Precinct was also increased from one to three to meet the additional demands of the Sydney West Trial Courts, resulting in an increase of completed matters of almost 50 per cent.

## Providing legal and community services

Providing legal and community services to meet the needs of the people of NSW is an essential part of what the Department does. The Division appointed or re-appointed 37,848 Justices of the Peace in NSW in 2010/11 – almost twice as many as the previous year. We also worked with the NSW Police Force to enable more comprehensive national criminal records checks of their applications.

In response to community concerns the Division managed 5,672 correspondence matters in 2010/11, either directly or by referral to the Attorney General, 85.2 per cent of those matters were finalised within required timeframes of up to 21 calendar days. LawAccess NSW answered 197,653 calls and provided 20,480 legal advice sessions. It also delivered 105 presentations to community groups, workers and agencies and attended more than 60 community events to raise community awareness and launched the LawAssist website which recorded over 121,000 visits in 2010/11.

In this financial year the Division also made Births, Deaths & Marriages Registry services available at 52 Australia Post outlets throughout rural, regional and metropolitan NSW as part of its strategy to deliver high quality client services to the people of NSW.

“The Division celebrated a number of significant milestones in courts and tribunals with Community Justice Centres and the Land and Environment Court celebrating 30 successful years...”

# Director General's Foreword (continued)

## Corrective Services NSW

Corrective Services NSW continued its strategic re-allocation of programs and resources from custody to the community to create more opportunities to reduce re-offending. Periodic Detention ceased to be a sentencing option in NSW from 1 October 2010 with the introduction of a new community sentencing option, the Intensive Correction Order (ICO). At 30 June 2011, 354 offenders were being supervised under this new scheme.

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

Community Offender Services (COS) has again maintained a rate of successful completion of community-based orders (81.2) which is higher than the national average (72.1). Community Offender Services in NSW is a leader in working to established standardised KPIs; all COS offices report monthly against these KPIs which were specifically established to minimise re-offending and to contribute to community safety. In 2010/11, the rate of offenders managed in the community and returning to corrective services with a new correctional sanction within two years decreased from 23.9 to 23.1 and is below the national average of 27.4.

For the first time in 13 years, the NSW average full-time daily inmate population decreased. Over the previous 12 years, the daily average inmate population increased annually by close to 330 inmates or 4.2 per cent per year. In 2010/11, the inmate population decreased by 505, the difference between the highest and lowest daily inmate number.

The stabilising inmate population will enable CSNSW to scale down its active capital works program and review its older facilities. The last planned major capital works are the 600 bed new South Coast Correctional Centre which officially opened in November 2010, and the 250 bed expansion of Cessnock Correctional Centre, which is due for completion in January 2012.

Corrective Service Industries (CSI) delivered another record result, achieving \$65.8 million in sales, \$1.8 million more than in the previous year. In 2010/11, CSI received a contract to construct modular houses for Aboriginal communities. The first of these houses has now been completed and assembled. The project provides selected and assessed Aboriginal inmates a construction traineeship to help increase their chances of employment upon release from custody. In addition, the project will provide sustainable housing for remote Aboriginal communities.

Access to programs for sex offenders was expanded in 2010/11, enabling maximum security offenders at Parklea Correctional Centre to participate. Inmates at Cessnock Correctional Centre will also be able to take part in 2012. New programs were also introduced to address the causes of re-offending in sex offenders with cognitive impairment and those in denial. The Serious Offenders Assessment Unit was opened at Long Bay Correctional Complex in November 2010 to assess high-risk sex offenders who pose the greatest risk to community safety after release from custody.

“Corrective Services NSW continued its strategic re-allocation of programs and resources from custody to the community to create more opportunities to reduce re-offending.”

## Juvenile Justice NSW

Although Juvenile Justice NSW (JJNSW) did not join the Department until 1 April 2011 this publication reports on the full 2010/11 financial year. JJNSW administers youth justice conferences and for supervising young people who receive community-based orders or custodial sentences from the courts. In line with the strategic plan JJNSW is committed to reduce rates of crime, particularly violent crime, reduce levels of antisocial behaviour and reduce re-offending.

There were some significant achievements in Juvenile Justice during 2010/11 with the introduction of the Bail Assistance Line and the continuation of the Intensive Supervision Program in the community. During the year a new pre-release unit was opened at the Reiby Juvenile Justice Centre which connects young people nearing the end of their control orders with employment and education opportunities in the community.

The number of young people entering custody continued to rise, with over 5,000 young people coming into custody on remand, a six per cent increase on last year, while the average daily number of young people in custody dropped during the year. The average length of stay on remand was nine days, and the median length was one day. There continues to be a high volume of young people coming through the custodial system, which is a major driver of resource consumption by Juvenile Justice.

Initiatives were introduced to help keep young people out of custody where possible. The Bail Assistance Line, which received over 130 telephone calls for assistance, was established to provide safe accommodation for nearly 40 young people to ensure they were not remanded in custody because of accommodation, transport and case support issues.

The Division completed the implementation of the Detainee Behaviour Intervention Framework. The Framework, which has now been implemented across all centres, provides staff working in custodial environments with a consistent framework for the effective management of detainee behaviour. It also opened the pre-release 'Waratah Unit' at Reiby Juvenile Justice Centre in December 2010. The unit is designed to prepare young offenders for their release from detention and the young people attend external community locations, such as TAFE and employment services, and also undertake community work.

## 2011 Financial Commentary

The Department of Attorney General and Justice prepared its first set of financial statements as at 30 June 2011, comprising the full year's financial results of the Attorney General's Division and Corrective Services NSW Division and the financial results for the three months ended 30 June 2011 of the new Juvenile Justice NSW Division, which was transferred from the Department of Human Services on 1 April 2011.

The surplus for the year of \$70.1 million was achieved against a background of continued revenue decline, combined with the challenges of underlying structural deficits; included in the result were increased Government contributions of \$112.4 million compared with the budget, concentrated mainly in the Corrective Services division.

The main impact upon the Department's assets was a full revaluation of the Department's properties in all three Divisions as at 30 June 2011, which resulted in a net increase in the value of these properties of \$362.5 million.

Over the last financial year the Department has seen a wide range of reforms, including legislative, technological, organisational and cultural to continue to deliver an effective and efficient justice system in NSW with a focus on achieving a just and safe society. The Department will continue to work with the 2010-2012 Strategic Plan while developing a new plan for all divisions in the forth-coming years.

The next year promises to be one of consolidation with many successful programs in review and a continued focus on improving client services and reducing re-offending across all divisions of the Department.

"There were some significant achievements in Juvenile Justice during 2010/11 with the introduction of the Bail Assistance Line and the continuation of the Intensive Supervision Program in the community."

# Our Strategic Commitments

## NSW 2021 Plan

The NSW 2021 Plan sets out clear priorities to guide Government, balance competing demands and allocate limited resources. The Department is responsible for delivering key aspects of the NSW 2021 Plan, and is focussed on the goals of reducing re-offending and improving the efficiency of the court system.

## The Department of Attorney General and Justice Strategic Plan

The DAGJ Strategic Plan outlines how the Department will deliver its services, corporate goals, strategic directions and business initiatives from the current year until 2012. The plan gives the Department a consistent and collective vision for the future and a plan of how to get there and reflects the breadth of the Department's operations and services. The DAGJ Strategic Plan is currently being updated to incorporate the new NSW 2021 Plan and reflect the Department's new structure and priorities. The existing Strategic Plan 2010–2012 can be accessed on the Department's web site [www.lawlink.nsw.gov.au](http://www.lawlink.nsw.gov.au).

## Department of Attorney General and Justice Strategic Framework

The Strategic Framework outlines the goals and direction of the Department. Each strategic direction has a range of projects and activities that contribute to delivering key services to the community.

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### Strategic Goal: Building safe communities

#### Strategic Directions

1. Deliver effective crime prevention and diversionary programs
  2. Reduce re-offending
  3. Safe, secure and humane management of offenders in custody
  4. Effective supervision of offenders in the community
- 

### Strategic Goal: Accessible and effective justice system

#### Strategic Directions

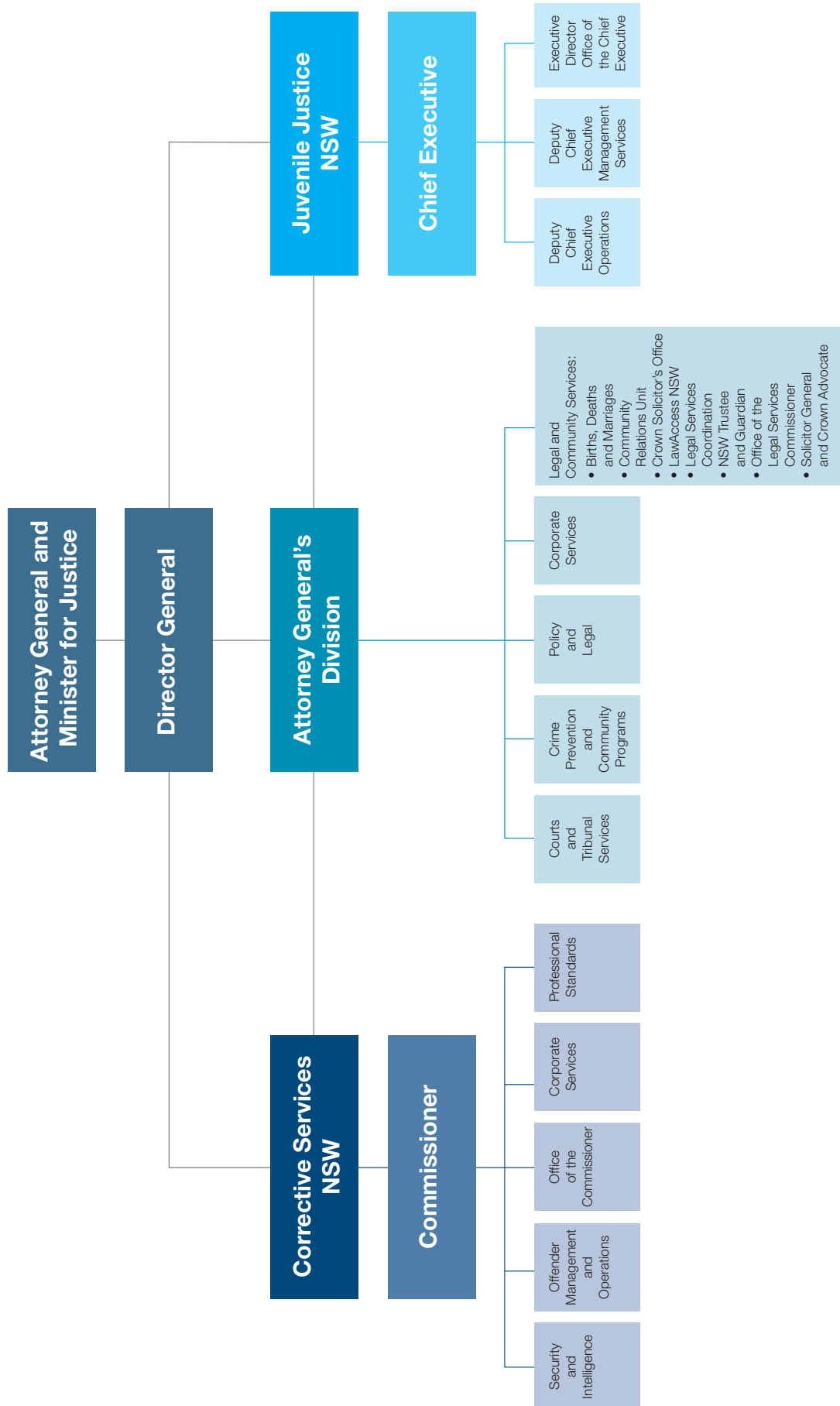
5. Timely and effective resolution of disputes and civil and criminal matters
  6. Deliver high quality client services
  7. Undertake law reform, and develop evidence-based justice policy and research
- 

### Strategic Goal: Protection of rights and promoting responsibility in the community

#### Strategic Directions

8. Support vulnerable participants in the justice system
9. Provide representation and management of life matters for individuals
10. Continue to promote and protect rights

# Organisational Chart



# Corporate Governance

## Department Governance

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

## Division Governance

### Attorney General's Division

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

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

### Corrective Services NSW

The Corrective Services NSW Board of Management is led by the Commissioner of Corrective Services and comprises Deputy Commissioner Offender Management and Operations; Deputy Commissioner Corporate Services and other senior executives. The Board of Management determines the strategic directions, policy and resource allocation for functional areas of Corrective Services NSW.

### Juvenile Justice NSW

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

"The Department is committed to building safe communities, an accessible and effective justice system and protecting rights and promoting responsibility within the community."

# Leadership Team



*Pictured are (left to right) Ron Woodham, Laurie Glanfield and John Hubby.*

## **Commissioner Corrective Services NSW**

### **Ron Woodham PSM**

Ron Woodham was appointed Commissioner of Corrective Services in January 2002. He has a history of service in the criminal justice system which spans 45 years. Commissioner Woodham has led major innovative change in the management of offenders in custody and the community which strengthen community safety and reduce risks of re-offending. He established Aboriginal programs such as Balund-a and Yetta Dhinnakkal which have gained national and international acclaim. Through the vision and direction of Commissioner Woodham, Corrective Services NSW can offer a broad range of specialised therapeutic programs, such as treatment for sex offenders and violent offenders. Under his leadership, mental health services for offenders in custody are considered best practice in offender management.

## **Director General**

### **Laurie Glanfield AM**

BA LLB (Hons)

Laurie Glanfield has been Director General of the Department since 1991. Nationally, he is Deputy President of the Australasian Institute of Judicial Administration, Deputy Chair of the Australian Commercial Disputes Centre, Chair of the Criminology Research Advisory Council and member of the Board of the Australian Institute of Criminology. Mr Glanfield provides leadership across the criminal justice system through being Secretary of the Standing Committee of Attorneys-General since 1988. He also fulfils a leadership role in the NSW public sector generally through participation on a range of committees. He has a strong interest in evidence-based policy and quality service delivery in the justice system and social justice areas. Prior to joining the public sector Mr Glanfield practised as a solicitor in the private sector.

## **Acting Chief Executive Juvenile Justice NSW**

### **John Hubby**

BBA MPH

John Hubby joined Juvenile Justice NSW in July 2009 as Deputy Chief Executive. He was appointed to the role of Chief Executive in October 2010. Mr Hubby is also Chair of the Australasian Juvenile Justice Administrators, a group of representatives from every Australian state, territory and New Zealand, responsible for juvenile justice services. Mr Hubby has an extensive background in health and human services in Australia and the United States. Prior to joining Juvenile Justice NSW, he was an executive at NSW Health, Justice Health where he worked on the organisation's response to the complex health issues of young offenders. Additionally, Mr Hubby has worked across multiple settings in the implementation of the NSW Government's model for shared corporate service delivery. Prior to his roles in NSW Health Mr Hubby held a variety of senior roles in both the public and private health sector in the United States. He holds a Master of Public Health from the University of Sydney and a Bachelor of Business Administration from the University of Texas at Austin.

# Highlights of the Year

## The Attorney General's Division

- NSW Local Courts continued to rank first in Australia for timeliness. Nearly 90% of the criminal matters in NSW are finalised in the Local Courts within six months. The NSW District Court continued to rank first in Australia for timeliness of criminal non-appeal matters.
- NSW Courts and Tribunals achieved clearance rates of 93% or higher across all matters, with the Supreme Court achieving a clearance rate of 120% and the District Court 101%.
- Dispute Resolution Conferences commenced in the Children's Court in February 2011.
- Celebrated significant milestones with both Community Justice Centres and the Land and Environment Court celebrating 30 successful years and the Children's Court reaching a historic 105 years.
- Leads the country in using video conferencing in the justice environment. In 2010/11 60,000 video conferencing sessions were held in courts across NSW.
- Developed successful evidence-based policies and programs to prevent crime and reduce re-offending including the Video Visits Scheme, Alcohol Magistrates Early Referral Into Treatment, Forum Sentencing and Circle Sentencing.
- Awarded a total of \$1,275,332 in grants for crime prevention programs including those to nine local government areas.
- Reduced the Division's impact on the environment by decreasing energy consumption by 5% per square metre of occupied space and gas consumption by 20%.
- Delivered one of the largest capital works programs in the last decade with nearly \$70 million worth of work completed.
- Achieved an employment rate of 4% Aboriginal and Torres Strait Islander staff within the Division, exceeding the NSW public sector target of 2.6%.
- Achieved 44.5% of senior positions (clerk grade 11/12 or equivalent and above) held by women, exceeding the public sector target of 35%.
- Advanced significant law reform through the development of 19 new laws, including laws relating to the recovery of criminal assets, suppression orders, surrogacy, victims compensation and journalists privilege.

# 90%

of criminal matters  
finalised within  
six months

# \$1.275m

in grants for crime  
prevention programs

# \$70m

capital works  
program completed

# 44.5%

senior positions  
held by women

# Highlights of the Year

## Corrective Services NSW

- Continued to re-allocate resources from custody to the community to create more opportunities to reduce re-offending and strengthen supervision in the community.
- Implemented Intensive Correction Order (ICO), a community-based diversion from custody option now available statewide with mandatory program and work components.
- Expanded the Community Offender Support Program (COSP) centres accommodation program by refurbishing Periodic Detention Centres in Bathurst, Wollongong and Newcastle so they can be used as COSPs.
- Increased completion rates for key treatment and intervention programs.
- Opened a new 500-bed South Coast Correctional Centre.
- Corrective Service Industries (CSI) delivered another record result, achieving \$65.8 million in sales, an increase of \$1.8 million on the previous year. In the last two years, despite difficult economic conditions, CSI production has doubled.
- Corrective Services Industries received a contract as part of the Affordable Housing Scheme in which inmates build transportable homes, gaining skills and experience which enhance their employability prospects once released from custody.
- Number of inmates engaged in a traineeship increased by 24 percent.
- Expanded access to programs for sex offenders and new programs to address the causes of re-offending in sex offenders with cognitive impairment and those in denial.
- Opened the Serious Offenders Assessment Unit at Long Bay Correctional Complex to assess high-risk sex offenders who pose the greatest risk to community safety after release from custody.
- Increased education and training outcomes for offenders.

### 500-bed

South Coast Correctional Centre opened

Record result of

### \$65.8m

sales by Corrective Services Industries

### new

residential Community Offender Support Program centres

### 24%

increase in inmate traineeships

# Highlights of the Year

## Juvenile Justice NSW

- Commenced the roll out of Changing Habits and Reaching Targets (CHART), a new cognitive-behavioural approach for community-based offenders that helps young people change their offending behaviour. 147 young people have commenced the program since its introduction in late 2009.
- Opened a new 15-bed unit in Acmena Juvenile Justice Centre, which is self-contained and includes two classrooms, a visits area and Court Audio Visual Link suites.
- Established the Bail Assistance Line, which has received over 130 telephone calls for assistance to provide safe accommodation for nearly 40 young people to ensure they were not remanded in custody because of accommodation, transport and case support issues.
- Completed the implementation of the Detainee Behaviour Intervention Framework across all correction centres. It provides staff working in custodial environments with a consistent framework for the effective management of detainee behaviour.
- Opened the pre-release 'Waratah Unit' at Reiby Juvenile Justice Centre in December 2010. The unit is designed to prepare young offenders for their release from detention and the young people attend external community locations, such as TAFE and employment services, and also undertake community work.
- Expanded the Quality Assurance Framework, into community operations covering all aspects of Juvenile Justice Community Services including youth justice conferencing and court logistics.
- Held a series of education seminars in partnership with the Sydney Institute of Criminology at Sydney University on juvenile justice issues including rising numbers in remand and Indigenous incarceration.

# 147

young people in  
new program for  
community-based  
offenders

# new

15-bed unit in Acmena  
Juvenile Justice Centre

# 130

calls for assistance to  
new Bail Assistance Line

# new

pre-release unit at Reiby  
Juvenile Justice Centre