

THE STRUCTURE OF THIS ANNUAL REPORT REFLECTS THE DEPARTMENT'S
CORPORATE PLAN 2001–2004.

THE REPORT OUTLINES THE STRATEGIES IMPLEMENTED TO MEET THE OBJECTIVES OF
THE CORPORATE PLAN AND REPORTS ON PROGRESS AGAINST EACH ONE IN THE
2002/03 FINANCIAL YEAR.

KEY RESULT AREAS

CORRECTIONAL CENTRE MANAGEMENT

COURT SECURITY AND INMATE ESCORT SERVICES

COMMUNITY BASED CORRECTIONAL SERVICES

STAFF OF THE DEPARTMENT

MANAGING ASSETS AND RESOURCES

TARGET ACHIEVED ◆◆◆

CORRECTIONAL CENTRE MANAGEMENT

OBJECTIVE

Correctional centres (including Periodic Detention Centres) are humane, safe and secure environments that provide a structured day for inmates and a program pathway to release.

Throughcare Strategic Framework

On 29 January 2003 the Commissioner launched the Department's Throughcare Strategic Framework. Throughcare plans for and provides holistic and coordinated services and programs to offenders while they are under the care of the Department. The focus of Throughcare is on the offender. It ensures that all relevant information about the offender is gathered, recorded and shared in a timely and effective manner.

The Throughcare Framework will ensure that risk and needs assessment informs whole-of-sentence planning. Its implementation involves a Throughcare and E Case Management project managed by a new Unit, which was established within the Office of the Commissioner during the year.

STRATEGY

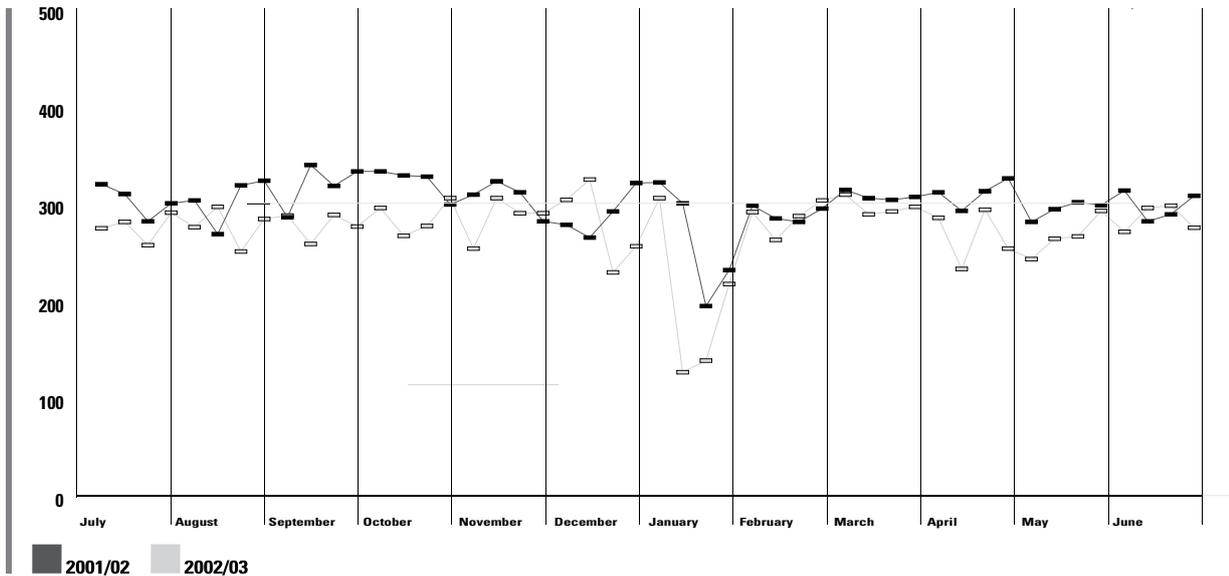
Identify and address the immediate safety and well being needs and risks of newly arrived inmates by assessing existing pre-sentence and contemporary information.

During the year, 19,303 new inmates were received into custody in both court cell complexes and correctional centres. This required 32,646 screening interviews within the first few days of arrival to identify those at risk of self-harm or with special needs including: detoxifying from drugs and/or alcohol; securing outside property and accommodation; or requiring assistance adjusting to custody.

In 2002/03, to reduce duplication and focus on the immediate needs of inmates, the Reception Screening and Induction program was improved by:

- better integrating pre-reception information including pre-court assessments (police and pre-sentence reports), court-based screening and screening conducted by the Corrections Health Service;
- developing and implementing a new intake screening form; and
- carrying out program evaluations and audits at key reception centres.

NEW INMATES RECEIVED INTO CUSTODY



The Department is preparing to introduce the program at Parklea and Kempsey and working on developing a Safe Custody Course for officers in the Court Escort Security Unit.

STRATEGY

Provide orientation and induction to newly arrived inmates to reduce the impact of incarceration and to better inform inmates of their rights and responsibilities.

In 2002/03 the Department produced a number of information resources for newly arrived inmates.

The Inmate Handbook was revised to incorporate new policies and procedures and services affecting inmates and redesigned in a more user-friendly format using plain English. This revised handbook is now distributed to inmates on reception or as part of their induction and is available through correctional centre libraries. In April 2003, a template was also distributed to each centre to encourage the development of local handbooks about centre-specific services and programs.

The Multi-Media Unit produced a second induction video "Doing Your Time", which explains the process of classification and the case-management, services and programs available to inmates. The video also gives advice and information to help inmates make the most of their time in custody, deal with problems they may encounter, and start preparing for release as soon as they enter the system.

STRATEGY

Involve inmates and a multi disciplinary Case Team in planning and monitoring inmate progress along a designated program pathway.

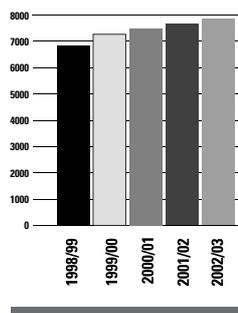
Case Management

In 2002/03, over 22,000 Case Management Team Meetings were held to develop and monitor case plans for each inmate. The plans, which address criminogenic needs identified in an LSI-R assessment, are negotiated with inmates who are active participants in the meetings. Meetings are also attended by staff from Custodial Services and Programs, Corrections Health, Corrective Services Industries, and Probation and Parole, linking the roles of these staff into team structures that best support each inmate’s needs.

◆◆◆ **During the year, the Department continued implementing electronic recording of case file information and inmates’ risk and needs assessments.**

This is a key component in the Department’s move towards evidence-based programs that meet defined criminogenic needs. An integrated electronic case management system will facilitate the delivery of complementary programs and services to achieve the best possible results in reducing recidivism.

Daily average bed demand



STRATEGY

Develop and implement programs and strategies to promote inmate safety and ensure inmates are afforded a range of services and programs in custody to promote social, emotional and physical well-being.

Corrective Services Support Line (CSSL)

In 2002/03, the Department began a 12-month pilot support line for inmates with the Corrective Services Support Line (CSSL) operating in the Metropolitan Remand and Reception Centre, Lithgow Correctional Centre and Mulawa Correctional Centre.

Attached to the Office of the Commissioner, the CSSL helps inmates obtain information and have their inquiries, requests and complaints addressed. It operates five days per week, Monday to Friday from 9.00am to 3.00pm or 3.30pm, depending on correctional centre routines. The telephone number for the CSSL is programmed into the telephone system so inmates do not have to pay for the call.

As of 30 June 2003, the CSSL has referred 102 calls to correctional centre staff for action, with many other calls from inmates being resolved on the spot.

Video link to remote visitors

During the year, the Department conducted a pilot program using video conferencing technology to ensure inmates are able to maintain links with family and friends who would otherwise have to travel long distances to visit them.

Welfare

In 2002/03, Welfare Officers in each correctional centre assisted inmates with family issues and legal problems and facilitated contact between inmates and their families during periods of crisis. Welfare officers continued to act as advocates between inmates and the Department and other agencies and provide travel and accommodation assistance to inmates' families.

Partnership with Corrections Health Service

During the year, the Department worked in partnership with the Corrections Health Service (CHS), providing it with four in-patient facilities. CHS provides a comprehensive range of health care programs, including dispensing methadone to approximately 1,000 inmates across the State.

Health Promotion

During the year, the Department's Alcohol and Other Drug/HIV and Health Promotion Unit (AOD/HHPU) continued to work closely with NSW Health and the NSW Hepatitis Council. To reduce the incidence of HIV and hepatitis, the AOD/HHPU ran HIV and health promotion workshops for inmates and distributed approximately 200,000 condoms and dental dams. Inmates are educated as to best practices and safe cleaning of injectable equipment and provided with bleach to minimise the threat of blood-borne viruses.

Lifestyles Unit

During the year, the Department developed new plans for the Lifestyles Unit (LSU), a health based education program partly funded by NSW Health. LSU was an initiative of the HIV & Health Promotion Unit, now the AOD HIV Health Promotion Unit (AOD HHPU), the Department's health promotion arm. Originally established exclusively for HIV positive inmates, as part of a comprehensive effort to address this issue, the eligibility criteria for the LSU were subsequently expanded to address the needs of the growing number of inmates with Hepatitis C virus (HCV).

In 2002/03, the AOD HHPU implemented a number of strategies targeting inmates at risk of blood borne viruses, these included:

- rolling out Health Information Workshops at all centres;
- trialing a new Health Survival Tips workshop;
- training staff as AOD Counsellors to deliver Health Promotion Groups as part of their usual duties; and
- implementing the Lifestyles Unit program content as a pre release component of the Ngarra Nura Unit at Long Bay.

The proposed new Lifestyles (LS) Program will address the growing concerns around HCV and the possible increase of HIV-positive inmates. These initiatives will not only use resources more effectively, they will allow correctional centres to have their own LS Program to suit their inmate mix. For example there will be different LS programs for

inmates due to be released shortly and those in remand facilities, and specific programs for women and indigenous inmates.

Diet

During the year, the new CSI Food Services Business Unit enhanced the summer and winter menu plan to balance variety with nutritional, dietary and cultural needs. In addition, HACCP/ISO9000 certification of food service facilities was achieved in Silverwater and John Morony Correctional Centres.

STRATEGY

Increase the Department's capacity to respond rapidly to critical incidents and implement containment strategies.

Security and Investigations

Visitor Security

During the year, the Department began trialing a biometric product that offers a number of advantages over the existing fingerprint system. The 'Iris Scan System' will scan the iris of each eye of visitors to a correctional centre and has the capacity to positively identify people more quickly and easily than the existing system. The Iris Scan System has a central database, a once-only-entry, a register of all banned visitors and may play a future role in recording staff movements.

Correctional Centre Security

In 2002/03, the Department installed Rapid Scan X-Ray machines into the Metropolitan Remand and Reception Centre, Goulburn and Parklea Correctional Centres. These machines help prevent contraband from coming into correctional centres.

Searching Powers

In February 2003, amendments in the *Crimes (Administration of Sentences) Amendment Act 2002* and the *Summary Offences Amendment (Places of Detention) Act 2002* gave Correctional Officers the power to stop, detain and search persons (other than inmates) and vehicles in or in the immediate vicinity of a place of detention. Since then correctional officers have found a number of contraband items on visitors, enabling police to lay charges.

Corrections Intelligence Group (CIG)

Information and Intelligence

During the year, CIG assisted in approximately 30 Department-wide and ten regional operations. This involved providing information and intelligence support to departmental operations and participating in joint operations with external law enforcement agencies. CIG also supported the High Risk Management Committee in assessing inmates.

Urinalysis Testing Program

CIG has been very successful in developing and improving data-management facilities in the Urinalysis Unit, culminating in more accurate drug use figures. In 2002/03 the Urinalysis Unit assessed approximately 14,000 samples across all correctional centres. To support this process, six urinalysis classes were conducted at the Academy with approximately 25 officers per class receiving training. During the year, the Unit also held 21 on-site refresher courses.

Key Performance Measures

Fights, assaults and occasions of force

The Department supervises some of the highest risk inmates in the country, including forensic patients in Long Bay Hospital, with 48% of inmates in custody for a violence-related crime. It also manages a large number of police cells and court-cell complexes, where people are sometimes inebriated or suffering from drug withdrawal. Under these conditions, stringent anti-violence measures are required to minimise the risk of fights and assaults.

The following rates are calculated using National Correctional Indicators (NCI) counting rules, as published in the Productivity Commission's Report on Government Services 2003. The Productivity Commission did not publish a national average for assault figures as they are not strictly comparable across Australian jurisdictions. Elsewhere in this report comparisons with 2001/02 national averages are provided if the figures are available and the Productivity Commission has stated that the figures are comparable.

During the year, the Department's anti-violence measures continued to be effective, with no serious assaults (defined as sexual assaults or assaults requiring hospitalisation or extended periods of treatment) on officers, and no increase in less serious assaults (injuries not requiring hospitalisation) on officers. There was also a reduction in serious assaults on inmates by other inmates, to a rate of 0.6; less serious assaults rose slightly, to a rate of 17.1, compared to a rate of 16.4 in 2001/02 and 22.6 in 2000/01.

ANNUAL TRENDS IN INMATE POPULATION

| Year ending 30 June | Daily Average | Rate per 100,000 adults | % change in average from last year | Lowest weekly state | Highest weekly state | Difference between lowest and highest | |
|---------------------|---------------|-------------------------|------------------------------------|---------------------|----------------------|---------------------------------------|--------------|
| | | | | | | No | % of average |
| 1999 | 6,853 | 143.2 | 7.8 | 6,475 | 7,240 | 765 | 11.2 |
| 2000 | 7,272 | 150.3 | 6.4 | 7,107 | 7,416 | 309 | 4.2 |
| 2001 | 7,490 | 153.1 | 3.0 | 7,315 | 7,794 | 479 | 6.4 |
| 2002 | 7,667 | 152.9 | 2.4 | 7,465 | 7,861 | 396 | 5.2 |
| 2003 | 7,854 | 154.8 | 2.4 | 7,726 | 8,062 | 336 | 4.3 |

Escapes from custody

There were only 30 escapes from custody during the year, and none from maximum or medium security correctional centres, with these results well below other jurisdictions in Australia in 2001/02. This also compares to 136 escapes in New South Wales in 1994/95, when there were 1,700 fewer people in custody

| ESCAPES FROM FULL-TIME CUSTODY | | ESCAPE RATE PER 100 OFFENDER YEARS | |
|--------------------------------|----|------------------------------------|-----|
| 1998/99 | 75 | 1998/99 | 1.1 |
| 1999/00 | 65 | 1999/00 | 0.9 |
| 2000/01 | 67 | 2000/01 | 0.9 |
| 2001/02 | 75 | 2001/02 | 1.0 |
| 2002/03 | 30 | 2002/03 | 0.4 |

NATURE OF ESCAPES IN 2002/03

| | |
|-----------------------------------|----|
| Minimum security institutions | 17 |
| Escorted external work party | 4 |
| Escorted external sport/education | 1 |
| Day/weekend leave | 1 |
| Unescorted education programs | 1 |
| Court complexes | 6 |

The escape rate from open custody (as defined by the NCI counting rules) was 0.47, which was far below the national average in 2001/02.

Deaths in custody

In 2002/03 deaths in custody were kept to 18, three of them indigenous inmates. This relatively low level resulted from the introduction of coordinated strategies, including improved screening and assessment, detoxification programs, risk intervention, acute crisis management facilities, safe cell design in all new facilities and staff training. The rate of non-indigenous inmate deaths in custody from apparent unnatural causes was 0.12, which was below the national average for 2001/02.

DEATHS IN CUSTODY

| | 1998/99 | 1999/00 | 2000/01 | 2001/02 | 2002/03 |
|----------------|---------|---------|---------|---------|---------|
| Natural causes | 3 | 5 | 7 | 6 | 6 |
| Suicide | 11 | 12 | 8 | 5 | 9 |
| Murder | 6 | 3 | 1 | 2 | 1 |
| Drug overdose | 6 | 3 | 2 | 0 | 0 |
| Other/unknown | 0 | 0 | 2 | 3 | 2 |
| TOTAL | 26 | 23 | 20 | 16 | 18 |

INDIGENOUS DEATHS IN CUSTODY

| | 1998/99 | 1999/00 | 2000/01 | 2001/02 | 2002/03 |
|----------------|----------|----------|----------|----------|----------|
| Natural causes | 1 | 2 | 2 | 0 | 0 |
| Suicide | 1 | 3 | 2 | 0 | 2 |
| Murder | 1 | 1 | 0 | 0 | 0 |
| Drug overdose | 1 | 1 | 0 | 0 | 0 |
| Other/unknown | 0 | 0 | 0 | 1 | 1 |
| TOTAL | 4 | 7 | 4 | 1 | 3 |

The rate of indigenous deaths in custody from apparent unnatural causes was 0.07, which was equal to the national average in 2001/02

Security**REPORTS OF SERIOUS INCIDENTS**

| Financial Year | 2000/01 | 2001/02 | 2002/03 |
|------------------------------|---------|---------|---------|
| Number of incidents reported | 11,185 | 11,649 | 11,281 |

Security and Dog Unit searches* conducted during 2002/03

| | |
|----------------|--------|
| Total inmates | 19,710 |
| Total visitors | 59,509 |
| Total vehicles | 1,699 |
| Total searches | 80,915 |

* These searches do not include correctional centre or area searches or individual searches of Extreme High Risk Inmates.

OBJECTIVE

Programs and services meet inmate risk management and core development needs and are effective in reducing high risk and re-offending behaviours.

STRATEGY

Link programs and services provided within correctional centres to pre-custody information and to post-release opportunities to achieve effective Throughcare.

Transitional Support Services

In response to the critical need for support for offenders leaving custody and re-establishing themselves in the community, the Department is developing transitional support services to provide practical support for offenders in their transition into custody and to better prepare them for release.

Since its creation, the Throughcare and E-Case Management Unit has completed a transitional mapping project and started to develop a Resource Directory and other resources to enhance case planning. The Unit has also developed implementation procedures and trialled them at the Goulburn Correctional Centre.

During the year, the Unit worked closely with community contacts including: the Registry of Births, Deaths and Marriages; CHS; Centrelink; Department of Housing; Family & Community Services; CRC; and the Children of Prisoners Support Group. The Unit helped to establish a Centrelink Unit focusing on offender services and has finalised a Centrelink Program Protocol Agreement.

Community Funding Program

In 2002/03, the Department's Community Funding Program (CFP) allocation increased by 38% on the previous year. This was awarded to the following community-based non-profit organisations, enabling them to provide support services to approximately 9,400 offenders, ex-offenders and their families.

- **Glebe House and Judge Rainbow Memorial Fund** to provide supported accommodation services for recently released male offenders;
- **Guthrie House** to provide the above service for women offenders and ex-offenders;
- **Prisoners Aid Association** to provide property minding and financial services to inmates;
- **CRC Justice Support** to provide support services to offenders, ex-offenders and their families, including a family transport service to correctional centres;
- **Yulawirri Nurai Aboriginal Corporation** to provide post-release services for indigenous women;
- **Link-Up (NSW) Aboriginal Corporation** to assist Aboriginal and Torres Strait Islander inmates in establishing and strengthening their family links; and
- **Children of Prisoners Support Group** to deliver services to support children of offenders.

These funded organisations are a key part of the Department's Throughcare Strategy and are often involved in the case-management process. They help offenders maximise post-release opportunities by offering short-term supported accommodation; linking offenders with specialist community services such as mental health services, rehabilitation, Centrelink and accommodation; and supporting families in maintaining relationships.

During the year, the Department identified priority projects for funding and instituted an Expression of Interest process to select agencies to operate these projects for the 2002-2005 CFP triennium. Two new services were approved in June 2003:

- **Bundjalung Tribal Society Ltd** to operate the residential rehabilitation project for male indigenous offenders with alcohol and other drug dependence (NSW North Coast); and

- **New Horizons Enterprises Limited** to operate supported accommodation project for male offenders with a mental illness (Metropolitan).

Preparation for release

The Department offers inmates nearing the end of their sentences additional opportunities to develop life and job skills. Programs in 2002/03 included:

- A new facility in the Bathurst Correctional Centre offering unit living and day and weekend leave to inmates on a work release program or education release.
- Additional training at non-metropolitan centres for inmates returning to rural and isolated communities at the end of their sentence.
- A new pre-release program for both Broken Hill and Ivanhoe Correctional Centres, with direct links to rural employment opportunities and the local support structure.

Aboriginal Employment Officer

In 2002/03 a funding contract was negotiated with the Department of Employment and Workplace Relations (DEWR) for a pilot employment program. The funding will provide an Aboriginal Employment Officer to help Aboriginal inmates from Cessnock and St Heliers Correctional Centres find and keep work post-release. The Aboriginal Employment Officer will service the Hunter Region, Taree Region and Southern Sydney Region. If the pilot project succeeds, it will be expanded to correctional centres across NSW.

Alcohol and drug program continuity

During the year, the AOD/HHPU service continued to build strong links with community stakeholders to support HIV- and hepatitis C-positive and addicted inmates on their return to the community. These groups included:

- Hep C council, NSW
- Corrections Health Service
- Aids Council of NSW
- CRC Justice
- Community Drug Action Team
- Various community NESB groups

◆◆◆ Rural employment opportunities

In 2002/03, the Department introduced a number of training opportunities to increase the likelihood of employment for inmates returning to rural and isolated communities.

- At Glen Innes Correctional Centre, fencing, farm tractor operations, farm chemicals, hand tool maintenance and labouring courses have been conducted through TAFE.
- As part of the Young Offenders Program at Oberon Correctional Centre, courses are offered in backhoe, forklift, front-end loader, chainsaw and bricklaying.

- At St Heliers Correctional Centre, courses in Cattle Husbandry, Heavy Horse Training and Vegetable Production are offered.
- Programs at Ivanhoe Warakirri and Broken Hill Correctional Centres are directed towards rural skills such as welding, horticulture, small motor maintenance and blue/green building certificate cards.
- Brewarrina (Yetta Dhinnakkal) also provides heavy machinery courses for inmates at Ivanhoe.

STRATEGY

Enable offenders to make reparation to the community via work programs and through the provision of direct support to organisations providing services to victims of crime.

Support for the victims of crime

In 2002/03, Corrective Services Industries (CSI) allocated funding from its annual income to two programs that support victims of crime:

1. The Victims of Violent Crime Grants Program distributed over \$295,000 to assist 17 non-profit, community agencies working with victims of violent crimes with small grants for one-off projects.
2. The Victims Awareness Project received \$72,084 to assist the Enough is Enough Anti-Violence Movement Inc., which is rolling out its 'R' Program throughout NSW correctional centres. The 'R' Program explores the three themes of responsibility, rehabilitation and reintegration with offenders, encouraging inmates to accept responsibility for their crimes by highlighting the damage caused during the execution of a crime to the offender and those affected by the crime, including the victim, the victim's family and friends. During the year, 13 'R' Program workshops were attended by 524 inmates and correctional centre staff.

Community work programs

In 2002/03 the Department's inmates and periodic detainees were involved in a variety of community projects including: 'Clean-up Australia Day' and tree planting, landscaping, fencing, maintenance and repair work at community facilities. They are also involved in beautification projects, fire emergency response, drought relief, sand dune care, land and water conservation, coastal patrol, and roadside clean-up. In addition, female detainees at Tomago Detention Centre supplied the Salvation Army, Newcastle with repaired toys for sale.

Mobile Outreach Program

Much of this community work involves minimum-security inmates who work in mobile outreach projects within a 500 kilometre radius of their correctional centre. Mobile Outreach Programs in 2002/03 included:

- the Ivanhoe Mobile Camp where inmates have carried out pest and weed control, fencing, painting, paving, plumbing and building construction and maintenance projects;
- refuelling the Royal Flying Doctor aircraft;
- assisting drought-affected farmers within the Ivanhoe area;
- a trial community project at Milparinka in August 2002 to install a rain water tank and construct paths and wheelchair access at the Court House and install an irrigation system at the community park; and
- restoring the Great North Road;
- a group of women from Emu Plains assisting in a Habitat for Humanity project to build a home for a Bidwill family; and
- work with the Rural Fire Service during the summer bush fires.

STRATEGY

Provide a range of quality evidence-based programs and services to address risk and to provide for general offence related and specialised needs with the objective of reducing re-offending.

◆◆◆ LSI-R

During the year, the Department began to introduce the LSI-R or Level of Service Inventory (Revised), into correctional centres, with trials in Grafton, Mulawa and Tamworth. This international risk/needs assessment tool measures the probability of re-offending and assesses the dynamic risk factors contributing to that likelihood. The Department will use it to:

- ensure the efficient allocation of resources to high risk/needs offenders;
- identify key areas of criminogenic need;
- inform program development;
- improve decision-making consistency; and
- develop evaluation strategies.

Early results from the trials indicate that between 10-20% of offenders who come into custody will require intensive services to reduce their re-offending and that most inmates will fall into the medium risk group.

As part of the trials the Department piloted a new system of comprehensive, whole-of-sentence case planning and a new 'Online Case Planning' training course.

◆◆◆ Program Accreditation Framework

In May 2003, the Board of Management approved a Strategic Framework including a set of guidelines for program accreditation to tie LSI-R assessment into program development.

Program Accreditation has two parts: the Framework ensures that the content of a specific offender program meets the needs of offenders who are at medium to high risk of re-offending. In addition, it stipulates the environmental standards that are most conducive in achieving the desired stated program objectives.

All accredited programs must have a built-in evaluation and monitoring component and the Department will conduct an overall evaluation of program accreditation within the first two years of implementation.

In the next financial year, the Department will establish a Program Development Unit to advise program designers and give support to the Program Accreditation Panels, which will be comprised of internal and external experts.

Inmate Employment

Corrective Services Industries (CSI) provides a vital link in the Department's Throughcare strategy to reduce re-offending, by providing real work opportunities for inmates and teaching work skills that can be used post-release. CSI provides these work opportunities through:

- **service industries** within correctional centres, such as building and ground maintenance and administration;
- **commercial industries** within correctional centres, such as furniture manufacturing; and
- **community projects** such as ground maintenance.

In 2002/03 CSI provided actual employment for 4,805 or 60% of the total inmate population of 8,015. This percentage was lower than the expected National Performance Indicator (NPI) of 65% due to an increase in population and a downturn in business for a number of CSI divisions. Commercial sales were \$36m, with a gross contribution of \$12.8m against a budget of \$37.5m and a gross contribution of \$14.5m.

In 2000 the Auditor-General published his Performance Audit Report of Prison Employment in NSW. The audit identified a need to adjust the focus of correctional employment activities to improve the post release prospects of inmates.

The Department undertook a broadly based but detailed analysis of ex-inmate employment market disabilities and developed the concept known as the Employability Skills Framework (ESF). Our in-house accredited education provider (AEVTI) and Corrective Services Industries work as partners to assess individual inmate needs and deliver programs aimed at addressing vocational skills deficits and work readiness requirements such as improving basic education, addressing drug and alcohol abuse and enhancing personal communication skills.

In 2002/03 the ESF has been piloted at a number of correctional centres involving inmates serving sentences of greater than six months. The program is being refined using the pilot experience and it is expected it will be delivered across the entire system during 2003/04.

Key Performance Measures

INMATE EMPLOYMENT

| Year | Inmate Actual | Population | NPI |
|---------|---------------|------------|-------|
| 1998/99 | 4,519 | 7,206 | 62.6% |
| 1999/00 | 4,608 | 7,326 | 62.9% |
| 2000/01 | 5,011 | 7,759 | 64.6% |
| 2001/02 | 4,926 | 7,707 | 64.5% |
| 2002/03 | 4,805 | 8,015 | 60.0% |

COMMERCIAL PERFORMANCE

| Year | Sales \$ | Gross Contribution (Trading Profit) |
|---------|----------|-------------------------------------|
| 1998/99 | \$20.2m | \$ 7.8m |
| 1999/00 | \$25.5m | \$ 9.6m |
| 2000/01 | \$27.1m | \$10.5m |
| 2001/02 | \$36.2m | \$13.5m |
| 2002/03 | \$36.0m | \$12.8m |

Inmate Education and Vocational Training

The Department's Adult Education and Vocational Training Institute (AEVTI) provides nationally accredited courses linked to Throughcare strategies to enhance inmates' opportunities for further study, traineeships and employment. In 2002/03, a monthly average of 4,796 inmates were enrolled on AEVTI courses.

Where possible, AEVTI works with CSI to deliver off the job training to complement inmate employment. It does so via a Memorandum of Understanding with TAFE.

Implementation of new Education Consent Award

On 25 November 2002, a Consent Award ended a long history of casual contracted teaching service within the Department, creating six permanent full-time and 127 permanent part-time teaching positions. Almost all of these new teaching positions were filled by former contract teachers.

The Award allows teaching staff to take part in Case Management and Throughcare processes. It also makes provisions for Correctional Education Officers to teach for up to ten hours per week.

Registration/VETAB Compliance Audit

On 27 May 2003, AEVTI passed a Vocational Education and Training Accreditation Board (VETAB) compliance audit resulting in it gaining a five-year registration as a Training Organisation. This allowed AEVTI to increase its curriculum scope beyond literacy and numeracy and vocational training skills, to provide a more extensive service and program delivery for the Department.

New VETAB-accredited curricula:

Course in Planning for Employment and Training;

Course in Workforce Re-entry Skills;

Certificates I, II and III in Communication Skills;

Certificates I, II and III in Learning Pathways for Aboriginal and Torres Strait Islander Peoples;

Certificate I in Career Access;

Certificates I and II in Koori Education Training and Employment.

These curricula focus on generic communication, problem solving, employability and life planning skills.

OH&S Course

In early 2003 AEVTI developed the "Working Safely" course with CSI, based on an introductory Occupational Health and Safety module from an existing AEVTI curriculum. The "Working Safely" course has been trialled at a number of centres and is required to be undertaken by all offenders before starting work in CSI Business Units and Service Industries

Key Performance Measures

Student Achievements 2002/03

| | |
|------------------------|----|
| Certificates completed | 27 |
|------------------------|----|

| | |
|----------------------------------------------|-------|
| Statements of Attainment (modules) completed | 5,321 |
|----------------------------------------------|-------|

Average monthly AEVTI student participation 2002/03

| | |
|----------------------------------------------|-----|
| Aboriginal and Torres Strait Islanders (ATS) | 536 |
|----------------------------------------------|-----|

| | |
|------|-----|
| NESB | 727 |
|------|-----|

| | |
|-------|-----|
| Women | 327 |
|-------|-----|

| | |
|------------|----|
| Disability | 83 |
|------------|----|

| | |
|-----------------------|-------|
| Young Adult Offenders | 8,550 |
|-----------------------|-------|

| | |
|----------------|-----|
| Aged and Frail | 136 |
|----------------|-----|

Young Adult Offenders

Approximately 28% of inmates in NSW correctional centres are under the age of 25. During the remand and reception process, all young male adults are assessed for their suitability to participate in a five-stage program, which includes an intensive 16-week 'Life Challenge', work experience, education and post-release planning.

Research indicates that the 152 young inmates completing the 'Life Challenge' program in their last year have significantly lower recidivism rates than those who failed to participate or graduate. They also experience a significant level of personal growth, as evidenced by their improved attitudes to other inmates and staff and in their approach to educational and vocational training.

Key Performance Measures

| Young adult offender-specific program | Inmate Numbers |
|----------------------------------------------|----------------|
| Raising Awareness for Change | 243 |
| Life Challenge Participants | 220 |
| Life Challenge Graduates | 152 |
| AEVTI, TAFE and Workcover Accredited Courses | 412 |
| Criminogenic Needs Programs | 196 |
| Preparation for Release | 163 |
| Work Release | 54 |
| Education Release | 19 |

Managing High Risk Offenders

◆◆◆ Security Threat Groups

On 1 January 2003, a Security Threat Group (STG) Intelligence Unit was established, providing a dedicated residential intervention program at Parklea Correctional Centre for 32 identified STG leaders and key members.

The STG program aims to improve the attitudes and behaviour of these inmates by applying focussed case-management interventions. Focused Case Management is a structured and interactive management approach, addressing offence-related behaviours and attitudes. It is also used in the Violence Prevention Program and HRMU.

High Risk Management Unit (HRMU)

Any overflow from the STG Unit will be managed by the HRMU, a self-contained facility within the Goulburn Correctional Complex. The HRMU is an ultra-secure unit, with a very high staff/inmate ratio, that can accommodate up to 75 extreme high-risk inmates. Within the unit, strict protocols govern the movement of and association between inmates.

Violence Prevention Program

The Violence Prevention Program, founded in 2001/02, is one of the Department's core programs addressing offending behaviour.

In April 2003, the Department held a workshop to evaluate the Program and develop new policies and procedures to enhance its operation. This included developing recruitment procedures and rostering arrangements that enable the Department to recruit and retain motivated, suitable and trained custodial staff. The workshop also addressed guidelines for in-program training, linkage to other programs and the planned development of a Violence Prevention Program for female violent offenders. The Violence Prevention Unit at Long Bay Correctional Complex was temporarily closed on 1 July 2003 to enable refurbishment and the development of new policies and manuals.

Alcohol and Other Drugs

Around 80% of inmates are intoxicated or drug-affected at the time of their offence. In 2002/03, the Department employed 91 alcohol and other drug HIV health promotion (AOD/HHP) workers, 16 of them Aboriginal. These staff worked closely with community agencies to:

- screen 4,612 inmates for alcohol or drug-related needs;
- assess 5,144 inmates to determine the extent of their drug or alcohol problem;
- assist the case management team in developing a case plan for these offenders;
- provide counselling to 10,096 inmates, including groups for stress-management, anger-management and drink-driving;
- run relapse prevention programs; and
- educate inmates about a healthy lifestyle and infection control.

They also ran specific programs for inmates who are: female, indigenous, young, from a non-English speaking background, and/or who have an intellectual disability.

Key Performance Measures

| Centre | Alcohol and Drugs Unit/Program | Participants |
|------------|---------------------------------------------|--------------|
| Parklea | Drug Treatment Wing (4 months) | 26 |
| | Detoxification Unit | 540 |
| MRRC | Detoxification Unit | 694 |
| Bathurst | Detoxification Unit (opened November 2002) | 192 |
| Grafton | Detoxification Unit | 820 |
| Cessnock | Phoenix Unit | 68 |
| Emu Plains | Poise Program | 20 |
| | Bolwara House (women's transitional centre) | 27 |
| Long Bay | Ngara Nura Transit Unit | 113 |

Mentally Ill Inmates

Mental Health Assessment Unit

In 2002/03 construction began on a 40-bed Mental Health Assessment Unit (MHAU) at the Metropolitan Remand & Reception Centre (MRRC). The building should be finished by June 2004. The MHAU will be able to assess the majority of mentally-ill new male inmates who are received into the MRRC. By providing a therapeutic environment where mentally-ill inmates can be assessed, diagnosed and treated, the MHAU will be instrumental in effectively reducing the number of assaults, self-harm incidents and suicides in custody.

Additional Support Unit

Renovations to 5 & 6 Wings at the Metropolitan Special Programs Centre, Long Bay are nearing completion. The Wings are to be used for inmates who require additional support within the correctional system. These inmates may have intellectual disabilities or some other form of disability.

Women's Unit

A unit at the Long Bay Hospital has been developed to address the particular mental health hospitalisation needs of women inmates. The unit is a jointly-managed partnership between the Department and Corrections Health. Accommodation will be provided for nine female inmates who need mental health care or medical hospitalisation.

Sex Offenders

In 2002/03 there were approximately 800 sexual offenders in custody in NSW prisons, 78% with current convictions for sexual offences. The Department offered these inmates a range of assessment and treatment services to reduce the likelihood of them continuing their sex offending behaviour. The custodial programs offered matched the type and intensity of treatment with an individual offender's criminogenic needs and level of risk.

Pre-sentence assessments

Sex Offender Program psychologists working in the community provide pre-sentence assessments at the request of the courts. The assessments provide informed advice to sentencing authorities in relation to issues of sexual offending, risk to the community, types of intervention required and/or available, and recommendations for case management.

ESO (Education for Sex Offenders)

The Department runs psycho-educational groups to help prepare and motivate sex offenders for treatment on an 'as needs' basis. The eight-session ESO program challenges denial and minimisation about sexual offending and increases offenders' readiness to participate in treatment.

CUBIT (Custody Based Intensive Treatment)

CUBIT is a residential therapy program at the Metropolitan Special Programs Centre (MSPC) accommodating 40 moderate or high-risk male sex offenders per year. Participants are required to take responsibility for their offending behaviour; examine victim issues; identify their offence cycle; and develop a detailed relapse prevention plan.

The CUBIT program is tailored to meet the specific needs of offenders, offering a high-intensity program for ten months and a moderate intensity program for eight months. In 2002/03, the Department introduced a new adapted program for special needs sex offenders; for example those with literacy problems or borderline intellectual disabilities.

CORE (CUBIT Outreach)

CORE is a prison-based non-residential therapy program for lower risk male sexual offenders who continue their regular institutional activities. CORE ran at Kirkconnell Correctional Centre in 2002/03.

Custodial Maintenance

After completing the program, CUBIT/CORE graduates are expected to complete their minimum terms in correctional centres that run the Custodial Maintenance program. The Custodial Maintenance Program focuses on individual relapse prevention issues and reinforces the gains made in more intensive treatment programs.

Reducing treatment attrition

The Department employs a research psychologist to assess whether these treatment programs are reducing sex offender recidivism. During 2002/03, this research officer carried out a study of the factors related to treatment attrition in sex offenders. The research identified a number of factors that are related to, and potentially predictive of, treatment attrition in a sex offender population. The Department can now focus on addressing these factors earlier in an offender's sentence to increase the likelihood of them completing treatment.

Key Performance Measures

| Program | Details | Participants |
|--------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Pre-sentence assessments | Carried out by Forensic Psychology Service and a Regional Supervisor | 86 |
| ESO | 10-week course at Goulburn | 8 |
| CUBIT | 2 high-intensity programs 1 moderate intensity program 1 adapted program | 43 began treatment 23 completed treatment 14 discharged before completion |
| CORE | Kirkconnell | 8 began treatment 3 completed treatment |
| Custodial Maintenance | MSPC Kirkconnell | 33 19 |

Are these programs reducing offence-related behaviour?

A number of studies have been undertaken in relation to whether treatment is leading to changes in 'dynamic risk factors' of the offenders who have undertaken treatment. Treatment participants complete a battery of tests at the start and end of treatment.

Evaluation research has found that CUBIT/CORE were effective in targeting inadequate coping strategies and attitudes and beliefs condoning sexual violence. Offenders who had completed treatment had significantly reduced their use of sexual coping around abusive themes and offence-specific and general cognitive distortions. These factors have been identified as being predictive of sexual offence recidivism.

There has been ongoing evaluation of the CUBIT/CORE programs and the results of these evaluations have been presented at domestic and international conferences. During the year a comprehensive database was developed to support treatment evaluation and planning began for a recidivism study. However, the first graduates from institutional treatment programs have not been in the community long enough to provide decisive data. Until that time, the Department is relying on international research which indicates that the cognitive-behavioural treatment used in its sex offender programs can reduce the sexual recidivism rate.

OBJECTIVE

Correctional programs and services are appropriately developed and implemented for minority groups within the inmate population – women, indigenous people, NESB groups and people with disabilities.

STRATEGY

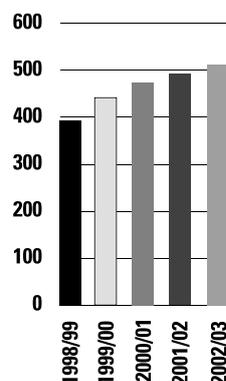
Establish a Women's Facilities and Services Command to recognise both the rise in the numbers of female inmates and their particular needs.

Women's Facilities and Services

The Women's Facilities and Services Command was established in August 2002. It has responsibility for all women's correctional facilities, including the Women's Services Unit, and has partial responsibility for all other facilities housing women.

Female inmates offer different custodial challenges, exhibiting higher rates of mental illness and chronic self-harm than male inmates, but generally presenting a lower security risk. There are, however, a small number of women who present a higher security risk. During the year, the Department continued to develop domestic style environments and specialised therapeutic programs to meet the needs of women presenting a low security risk, and conducted training to enhance the management of women who present the most challenging behaviours.

Daily average full time female inmate population



Dillwynia Correctional Centre

During the year, construction continued on the new Dillwynia Correctional Centre in North Western Sydney, due to open in early 2004. Dillwynia has been designed to promote self-responsibility for inmates and positive interactions between inmates and staff, and to reduce violence. The centre will be a stand-alone facility with its own clinic, programs building, sacred space and industries building. A unit will also be provided for residential therapeutic programs. The centre's accommodation will be domestic style cottages with common living and dining areas and their own kitchen facilities.

Transitional Centre

The Parramatta Transitional Centre is achieving record rates of rehabilitation with only a 3.67% recidivism rate. Since 1996, when it was set up, only five out of the 139 female inmates who have been released returned to prison. The centre has been a model for other jurisdictions around the world and holds a maximum of 21 women, some of whom have children with them.

As part of the inmates' preparation for release, most take part in work-release programs such as laundry, factory, nursing home, horticulture, hospitality, telemarketing, hairdressing, accounts, receptionist, general clerical and office administration work. All women must also participate in some form of voluntary work project, either on-site or in the community. The women also attend a range of courses at university and TAFE and receive assistance with job-seeking skills.

Rehabilitation

Many female inmates in full-time custody have mental health disorders and co-existing drug and alcohol problems. These women are often in custody for relatively minor offences that were committed in part because they did not have stable accommodation or were unable to access community support services. During the year, the Department worked to divert such inmates from full-time custody into long-term community-based rehabilitation programs. To this end, a five-bedroom house has been constructed on the edge of the Long Bay Correctional Complex. This Malabar Cottage program will provide a residential base for women to receive the necessary support to stabilise their problems and gain entry into longer-term community programs.

Detoxification Unit

The Department introduced further support for female inmates with drug and alcohol issues at Bathurst Correctional Centre, where the Detoxification Unit also provides services for women inmates.

Mothers and Children's Program

During the year, the Department continued to coordinate a Mothers and Children's Program to promote mother/child bonding and alleviate any potential trauma that may

be associated with their separation. The program provides four options for inmate mothers:

1. the Commissioner can release them with their child into an appropriate community-based environment;
2. they can join a full-time residential program allowing pre-school children to stay at Bolwara House Transitional Centre at Emu Plains or Parramatta Transitional Centre;
3. they can participate in the occasional residential program permitting children to stay over for weekends or during school holidays; or
4. they can spend entire days with their children on all-day visits.

STRATEGY

Consult Aboriginal communities and ethnic communities and organisations to obtain their advice and assistance in designing and delivering culturally appropriate programs and services.

Multicultural Community Consultative Committee

In line with the principles of the *Community Relations Commission and Principles of Multiculturalism Act 2000*, in 2002/03 the Department established a Multicultural Community Consultative Committee chaired by the Commissioner. This committee includes individuals from the Vietnamese, Arabic and Pacific Islander communities as well as representatives from the Ethnic Communities Council NSW, CRC Justice Support and the Corrections Health Service.

The committee, which met in March and May 2003, will provide a link between the Department and other agencies who provide services for offenders with different linguistic, religious, racial and ethnic backgrounds. It will also help to develop services and programs following the principles of Throughcare.

Ethnic Affairs Services

In 2002/03 the Department compiled a resource directory of metropolitan and regional multicultural community agencies. This has been circulated to correctional centres to assist in recruiting members for local community consultative committees and providers of inmate services.

During the year, inmates throughout NSW participated in religious, cultural and family days such as NAIDOC Week, Sorry Day, Survival Day, Tet Nguyen Dan Family Day, Waitangi Day, Ramadan, Chinese New Year Festival, Asian Moon Festival, Pesach, Rosh Hashanah, Yom Kippur, Ash Wednesday, Good Friday and Christmas Day.

Consultation with Aboriginal Communities

Working with Aboriginal communities and agencies is one of the Department's six key result areas in its Strategic Plan to reduce the over-representation of Aboriginal people in

custody. In 2002/03, the Aboriginal Support and Planning Unit consulted with Aboriginal communities and organisations to:

- re-form the Department of Corrective Services Aboriginal Taskforce Committee;
- maintain a supportive framework to the Yetta Dhinnakkal Training Centre at Brewarrina;
- monitor and oversee the implementation of the Pinta Kulpi Elders Program within communities State-wide that provides a basis of support for all offenders;
- encourage Aboriginal offenders to participate in Mobile Camps;
- develop the Nangy Kangar Certificate III General Construction Program;
- provide cross-cultural awareness training for custodial staff;
- develop the Maruma-Li Men's Cultural Program and the Karrka Kirnti Women's Cultural Program to address the cultural identity needs of Aboriginal offenders; and
- hold an open day as part of its first indigenous cultural camp at Mannus with representatives from the Wagga Wagga Elders Group, ATSIC, NSW Parks and Wildlife Service and community service groups.

Cultural heritage

As well as providing literacy, numeracy and vocational skills, Aboriginal education in correctional centres aims to provide these inmates with a deeper understanding of their heritage, culture and history. To this end, Yetta Dhinnakkal employs Aboriginal elders to work directly with offenders and in conjunction with correctional staff, to address issues of cultural identity and heritage.

Vocational skills

Aboriginal inmates at Mannus Correctional Centre have transformed a patch of wasteland into a Bush Resource Garden. This project has included participation in TAFE Horticulture modules that will provide them with qualifications and recognition for the skills they have developed. Following this success, Mannus staff are now working closely with the Binaal Billa Regional Council of ATSIC and the Wagga Wagga Elders Group and many other Aboriginal people in the area to establish additional Aboriginal program initiatives.

STRATEGY

Maintain correctional centre community committees and develop across government and community agency partnerships to build mutually beneficial alliances with local communities.

In 2002/03, most correctional centres operated Community Consultative Committees comprising a diverse range of community representatives. These included a committee for the new women's centre at Dillwynia where residents can become involved and have direct consultation with the Governor.

COURT SECURITY AND INMATE ESCORT SERVICES

At the new Mid North Coast Correctional Centre, which is still under construction, a Project Liaison Officer is working with the local community to encourage recruitment among the local indigenous population. This will ensure that the staff profile reflects the correctional facility's population, which is expected to comprise of 40% indigenous offenders.

OBJECTIVE

Inmates are received, screened for risk and safely managed within the court and police cell complexes

STRATEGY

Provide appropriate accommodation, staffing and infrastructure at cell complexes to ensure duty of care and security needs are met.

Demand for services

In 2002/03, the Department managed 15 24-hour court cell complexes, employing 488 full-time custodial officers and 150 temporary court security officers. The number of inmates held in these complexes varied widely during the week, and from complex to complex, with a daily average of one at Albury and 23 at Surry Hills. The Department also managed a daily average of 21 inmates, who were received and discharged on the same day, at courts operating during normal business hours.

The number of inmates in the courts has increased by 974 year on year, driven by new Bail and Sentencing legislation and the movement of boundaries and court sitting dates. As a result, court sittings have increased in all areas.

With additional courtrooms being built into existing buildings at Wagga Wagga, Nowra and Wollongong, each of which will add an additional Magistrate to the system, court sittings are likely to continue to increase.

INMATES HELD IN COURT CELLS

| Year | Number Court/Cell Complexes | Males | Females | Juveniles | Total | Inmates Held Overnight |
|---------|-----------------------------|--------|---------|-----------|---------|------------------------|
| 2002/03 | 66 | 92,223 | 9141 | 0 | 101,364 | 34,858 |
| 2001/02 | 58 | 90,793 | 9592 | 5 | 100,390 | 33,449 |

Reduced cost of meals

During the year, the Department introduced cooked, chilled meals from Corrective Services Industries at the Surry Hills Cells Complex. This has reduced the cost of providing inmate meals by \$8.39 per inmate per day.

OBJECTIVE

Inmates are transported in a safe, humane, secure and timely manner

STRATEGY

Ensure staff conducting inmate escort, providing court security and receiving offenders in cell complexes are appropriately trained and adequately supported in meeting the demands of their roles.

In 2002/03 the Department handled an estimated 150,000 inmate movements. During the year, Court Escort services were expanded to the Northern Tablelands, with inmates being picked up from police stations three days a week. This conforms with the Government's drive to remove police from court escort and custodial duties and return them to a front line policing role.

Training

During the year officers of the Court Escort and Security Units received training in areas such as safe custody of inmates, Occupational Health and Safety and first aid, Glock pistol training and the use of chemical munitions and career development.

INMATE MOVEMENTS

| | 1998/99 | 1999/00 | 2000/01 | 2001/02 | 2002/03 |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|
| Court attendance | 93,282 | 105,223 | 103,388 | 100,883 | 101,294 |
| Between correctional centres | 31,378 | 34,991 | 37,656 | 38,653 | 40,214 |
| Medical treatment | 98 | 72 | 142 | 425 | 339 |
| Parole Board attendance | 681 | 1,350 | 1,824 | 1,449 | 1,929 |
| Visits to sick relatives, etc | 927 | 919 | 1,099 | 1,359 | - |
| Funeral attendance | 237 | 172 | 86 | 77 | 90 |
| Children's Court attendance | 386 | 280 | 403 | 327 | 414 |
| Other | 329 | 350 | 2,532 | 1,140 | 2,160 |
| Preposition | | | | 3,185 | 3,690 |
| TOTAL | 127,318 | 143,357 | 147,130 | 147,498 | 150,130 |

STRATEGY

Provide and maintain a range of specialised and general purpose vehicles suitable for the task of safely, securely and humanely transporting inmates.

Escort Fleet

The Department maintained a fleet of 78 escort vehicles (of varying seating capacity), which travelled in excess of 2.5 million km in the past year.

During the year, the escort fleet was outfitted with a new digital radio system enabling direct contact with the Police Service. The installation of global positioning system equipment on vehicles has not been finalised as the system failed to meet departmental requirements.

STRATEGY

Establish, achieve and monitor escort time scheduling and cost efficiency standards

In 2002/03, the Department improved escort efficiency by streamlining the schedule for court vehicles. This reduced the number of occasions when vehicles travelled empty between centres and court locations. Costs were also reduced by moving extreme high-risk inmates on scheduled escorts with Metropolitan Security Unit back up.

STRATEGY

Utilise video conferencing facilities, where appropriate, to the maximum extent possible to avoid unnecessary escorts

Video Conferencing

During the year the Cross Justice Video Conferencing system dealt with 8,605 NSW Supreme, District and Local Court matters. Inmates also appeared by audio-visual link before the Parole Board and the Serious Offenders Review Council.

The introduction of the Video Bail link has reduced the number of inmates on escort to various metropolitan court locations. However, amendments to the Bail Act have increased the number of fresh custody inmates.

Key Performance Measures

There were six escapes from Court Complexes in 2002/03, compared to nine in the previous year.

COMMUNITY BASED CORRECTIONAL SERVICES

OBJECTIVES

- Provide courts and the Parole Board with comprehensive verified information upon request.
- Manage offenders in the community in accordance with the terms and conditions of court orders providing a range of alternatives to full-time custody and for supervision post release.
- Design, implement and/or deliver quality evidence based programs and services that are effective in reducing re-offending.
- Meet the needs of indigenous offenders and other minority populations in culturally appropriate ways.
- Contribute towards Case Management and the establishment of program pathways as part of a unified community/custody based correctional strategy (Throughcare).

CHANGES IN OPERATING ENVIRONMENT IN 2002/03

Restructuring the Division

In March 2003, Probation and Parole became part of a wider division: Community Offender Services (COS). This new operational division will closely coordinate its services and programs with Inmate Custodial Services (ICS) and Inmate Management Services.

Principles for the restructure

- Three regions that parallel the ICS regions with Regional Offices that will eventually co-locate;
- Within this new regional structure, as far as practicable, equality of workload and comparable staffing and budget responsibilities;
- Devolution of some roles and functions from Regional Offices to Area Offices including the line supervision of District Managers within each area cluster;
- Spreading the strategic and operational management workload more evenly across country and urban area offices;
- Creating rewarding career paths in country as well as urban NSW;
- Change only what needs changing: structural and cultural changes need to focus on changes in departmental and COS strategic directions but a complete reinvention is not necessary;
- There will also be changes in COS Head Office structure in line with the need to give stronger support to senior management as well as to support inter-divisional co-operation and Throughcare.

Demand For Services

In 2002/03:

- there was a substantial increase in the number of reports (pre-sentence, post-sentence and pre-release) prepared for Sentencing and Releasing Authorities.
- the total number of new offenders registering with the Service increased by 6% up from 21,573 in 2001/02.

Staff

In response to this increased demand, COS staff numbers increased by 4%. This included recruiting specialist officers to meet particular offender groups' needs including a Vietnamese Probation and Parole Officer at Fairfield and Aboriginal Client Service Officers at City, Mt Druitt, Newtown, Bathurst, Dubbo, Grafton, Kempsey, Moree, Nowra and Wagga Wagga.

With an increase in funding in 2002/03 COS was able to create new positions including three Unit Leaders, 12 full-time and three part-time Probation and Parole Officers and 10 full-time and four part-time Community Service Order Administrative Assistants.

In the coming financial year, COS will once again face challenges in recruiting to fill vacancies that occur through natural attrition as well as additional positions that may be required. It is hoped that the creation of a Workforce Planning Unit in Human Resources will come to fruition and that this will continue to enhance the capacity of Community Offender Services to select the best new recruits for its demanding role.

Legislation

The *Crimes Legislation Amendment (Periodic and Home Detention) Act 2002* came into operation on 2 December 2002 requiring the following operational changes:

- a periodic detention order may not be made for an offender who has previously served imprisonment for more than six months by way of full-time detention in relation to any one sentence of imprisonment, whether in New South Wales or elsewhere;
- the Parole Board may reinstate a revoked periodic detention order if the offender applies to the Board and has served at least three months full-time imprisonment (in the same way that it can already reinstate a revoked home detention order), subject to a new assessment report as to the offender's suitability;
- if the Parole Board has previously 'converted' a periodic detention order into a home detention order and the home detention order has been revoked, the Parole Board may reinstate the revoked periodic detention order instead of the revoked home detention order, if the offender applies to the Board and has served at least three months full-time imprisonment; and
- an offender who has been referred for assessment for suitability for periodic detention is not to be referred for assessment for suitability for home detention

IAN'S STORY ...

Ian was a repeat offender in his mid-twenties, with a family history of violence and alcohol abuse, separated from his wife and children. In the early 1990s, he was given a Community Service Order and assigned to a community work project.

Ian, who had never worked before, enjoyed his job and impressed his supervisor so much that he was offered temporary employment when he completed his community work. After six months, he was transferred to temporary employment with a Council general maintenance team. Having proved himself, he was installed as a permanent employee and remains with the Council today.

He has not since re-offended and is reunited with his wife and children.

unless the court has decided not to make a periodic detention order with respect to the offender.

Key Performance Measures**Restricted Movement**

In NSW the only sentencing option that falls within the Restricted Movement category is Home Detention. Home Detention is a key part of the government's strategy to encourage the use of alternatives to full-time custody for less serious offenders. It aims to divert offenders from full time custody, but is not intended to be an alternative to periodic detention, community service or other non-custodial alternatives. Home Detention is substantially more punitive, more intrusive and more costly than any other penalty alternative short of full-time custody.

Access to the Home Detention program is currently only available in the Illawarra, Sydney and Newcastle areas. Consideration is being given to expanding the Home Detention Program to other locations in New South Wales, beginning with the proposed trial of a rural model of Home Detention in Kempsey.

In 2002/03:

- 508 offenders were admitted to Home Detention, an increase of 16% from 2001/02;
- 817 Home Detention Orders were successfully completed in 2002/03 while 148 orders were revoked;

| Home Detention Orders | 1999/00 | 2000/01 | 2001/02 | 2002/03 |
|------------------------------|----------------|----------------|----------------|----------------|
| Number supervised | 179 | 178 | 175 | 229 |
| % change | | -0.6 | -1.7 | +30.8 |
| Caseload intake | 404 | 418 | 439 | 508 |
| % change | | +3.5 | +5.0 | +15.7 |

Reparation

The Reparation category includes: community service orders and fine default orders.

Note:

Revised and improved data collection methods have been implemented. This has resulted in data published in previous annual reports being updated. The following analysis refers to 'caseload intake': this relates to the number of persons registering with the Probation and Parole Service with a new set of orders during the twelve-month period.

Under the Community Service Order scheme a court can order an offender to perform unpaid work to benefit the community. The Community Service Order scheme contributes significantly to community and charitable projects by using offenders to work on projects such as the Sydney Tramway Museum, Loftus, which is entirely run by volunteers.

Other longstanding partnerships with local councils throughout the State involve parks and gardens maintenance, general labouring, environmental enhancement, graffiti removal, weed removal and tree planting.

In 2002/03:

- 75% of community service orders were successfully completed on the basis of compliance with the order compared to 67% in the previous year;
- \$11.711 million worth of unpaid community work was performed by offenders subject to community supervision, as compared with \$11.688 million in 2001/02;
- approximately 1,425 non-profit organisations provided work opportunities for offenders subject to community service orders, unchanged since last year.

| Community Service Orders | 1999/00 | 2000/01 | 2001/02 | 2002/03 |
|---------------------------------|----------------|----------------|----------------|----------------|
| Number supervised | 5302 | 5225 | 4632 | 4409 |
| % change | | -1.4 | -11.3 | -4.8 |
| Caseload intake | 7115 | 6423 | 5839 | 5526 |
| % change | | -9.7 | -10.0 | -5.4 |

Supervision (Compliance)

In 2002/03, the Probation and Parole Service supervised a monthly average of 3,502 offenders with parole orders and 10,264 offenders with probation orders including bonds, bail supervision, drug court orders and suspended sentences. The Service developed individual case plans for these offenders, taking into account the type of offence, risk to the community, and need of the offender.

The level of contact with each offender is determined by these factors in combination with established minimum reporting standards. The purpose of supervision is to ensure that offenders adhere to the conditions of their supervision order and to assist them in developing positive goals and skills needed to lead a law-abiding lifestyle.

Parole Orders

In 2002/03:

- 78% of Parole Orders were successfully completed on the basis of compliance with the order compared to 70% in 2001/02;

- 4,300 inmates were released to parole with supervision, an increase of 530 inmates (14%) since 2001/02.

| Parole Orders | 1999/00 | 2000/01 | 2001/02 | 2002/03 |
|----------------------|----------------|----------------|----------------|----------------|
| Number supervised | 3306 | 3104 | 3307 | 3502 |
| % change | | -6.1 | +6.5 | +5.9 |
| Caseload intake | 3284 | 3167 | 3770 | 4300 |
| % change | | -3.6 | +19.0 | +14.0 |

Probation Orders

In 2002/03:

- 14,262 offenders received probation orders, an increase of 5% on 2001/02;
- 87% of probation orders were successfully completed on the basis of compliance with the order compared to 84% in 2001/02.

| Probation Orders | 1999/00 | 2000/01 | 2001/02 | 2002/03 |
|-------------------------|----------------|----------------|----------------|----------------|
| Number supervised | 11549 | 11278 | 11280 | 10264 |
| % change | | -2.3 | +0.02 | -9.0 |
| Caseload intake | 12225 | 12984 | 13527 | 14262 |
| % change | | +6.2 | +4.2 | +5.4 |

STRATEGY

Improve the efficiency and effectiveness of the Court Advice Program and the reports to the Parole Board.

A major function of the Probation and Parole Service is to provide advice to the courts and releasing authorities. There are three broad categories of reports:

1. Pre-sentence reports are sought by the court prior to sentencing and provide advice to the courts on the suitability of the offender for a variety of custodial and/or community-based programs together with a corroborated summary of the background of the offender and major issues surrounding the offence.
2. Post-sentence reports are sought by the courts after sentencing and provide advice on the suitability of an offender for entry into programs such as Home Detention.
3. Pre-release reports are sought by the Parole Board and the courts and provide an outline of the offender's time in custody together with information about programs completed and the ability of the offender to adjust to life in the community.

Key Performance Measures

In 2002/03:

- 27,649 pre-sentence reports were requested by courts, an increase of 2% over the previous year

| Pre-sentence reports | 1998/99 | 1999/00 | 2000/01 | 2001/02 | 2002/03 |
|----------------------|---------|---------|---------|---------|---------|
| Number of reports | 22,832 | 25,376 | 25,287 | 27,161 | 27,649 |
| % change | - | +11.1 | -0.4 | +7.4 | +1.8 |

- 795 post-sentence reports were requested by courts, an increase of 13% over the previous year

| Post-sentence reports | 1999/00 | 2000/01 | 2001/02 | 2002/03 |
|-----------------------|---------|---------|---------|---------|
| Number of reports | 713 | 671 | 706 | 795 |
| % change | - | -5.9 | +5.2 | +12.6 |

- approximately 3,614 pre-release reports were prepared for consideration by the Parole Board and other releasing authorities, an increase of 129% over the previous year. These figures should be treated with caution as the method for capturing these data changed in 2001/02 and the data extraction process is still being refined.

STRATEGY

Implement a validated risk/needs assessment instrument and case management approach that is integrated with inmate services and programs.

Offender Integrated Management System

During the year, a number of Probation and Parole locations have been test pilots for the new Offender Integrated Management System (OIMS), which electronically records the LSI-R risk/needs assessment together with the offender's case plan. Staff at Dee Why, Parramatta, Lismore, Wollongong, Burwood and the City District Offices as well as the Silverwater Parole Unit have been successfully using OIMS since February 2003.

The pilots have reported that OIMS performs significantly better than the previous system, with Lismore District Office having experienced the greatest improvement in response times. Staff involved have assisted in designing new features for the system including making the word processing module more user-friendly. The pilots also tested the training model for deployment to community users, with users making the transition without difficulty.

OIMS will enable officers to extract valuable case management information such as LSI-R ratings and case management needs. It also improves case notes, reports and intake modules.

Full deployment across Community Offender Services began in May 2003, an important milestone in implementing E-Case Management and Throughcare.

LSI-R (Level of Service Inventory - Revised)

During the year, the Probation and Parole Service continued to deploy the LSI-R as a standardised risk and needs assessment tool. The LSI-R is available electronically as part of a Department-wide corporate IT system and has been integrated to work with the PIMS electronic case management system.

The original plan, to concentrate upon the delivery of services to high-risk offenders based upon the likelihood of re-offending measured by the LSI-R, was revised to include medium to high-risk offenders. As a result, risk needs assessment revisions are being made to the workload study and allocations of resources.

Key Performance Measures

In the six-month period from 1 January to 30 June 2003 the LSI-R was administered to 8,687 offenders. This represents 84% of offenders registering with the Probation and Parole Service with Parole and Supervision Orders.

STRATEGY

Develop and accredit core programs addressing criminogenic needs and integration with custodially based programs.

Core Programs

The programs provided during the year were designed to address the criminogenic needs of offenders in a local area. Six structured programs targeted a range of offender issues including:

- alcohol and other drugs;
- domestic violence;
- anger management;
- women's issues;
- drink driving; and
- parole – to assist offenders in the reintegration process back into the community after release from incarceration.

These programs are adapted by district offices to meet the needs of different offender groups at each location. They are currently being submitted to a formal accreditation process to ensure their credibility, appropriateness and relevance. During the year, these adapted programs included:

Alternative Justice Program - Albury

The Albury District Office developed a 10-week program, in partnership with the Wandoo Aboriginal Corporation, TAFE (Culture and Heritage Program), NSW Health and Attorney Generals. Named the 'Alternative Justice Program', the initiative covers drug and alcohol abuse and anger management. As a result of the success of the consultation in Albury, Wandoo Aboriginal Corporation has initiated discussions with the Griffith District Office of the Probation and Parole Service to implement a similar program in that area. A similar model is also in the early developmental stages in Wagga Wagga.

Aboriginal Family Violence Program – Dubbo.

The Dubbo Aboriginal Family Violence Project was formed in April 2002 to develop a model for working with indigenous men, families and communities in the area of family violence. The Project focused on the perpetrators of violence and takes an integrated approach to working closely with services for victims, children and the community, providing the opportunity for Aboriginal urban communities to develop their own models for preventing family violence.

The Project involved the development of partnerships between various services and the Aboriginal community in Dubbo, resulting in the development of a Men's Program and a Women's Program, which started in June 2003. The programs will involve mandated clients of Probation and Parole and will also be open to outside voluntary participants.

Two Day Intensive Anger Management Program – Lake Cargelligo.

In May, a two day intensive Anger Management Program was run at Lake Cargelligo as a joint venture of COS and the Central West Family Support Group Inc., an arm of the Aboriginal Health Service. Sharing the cost now allows both groups more funds to stage other much needed programs.

The Walgett and Coonamble Men's Group

During the year, the Walgett and Coonamble Men's groups were run over three consecutive days, focussing on Alcohol and Other Drugs, Domestic Abuse and Aggression Management. The groups were designed in consultation with the local elders, and indigenous specialists. The program used the resources of the NSW Police, the Aboriginal Medical Service, the Aboriginal Legal Service, the Walgett Court House and several small business partners.

Lismore – Rekindling the Spirit

Developed in cooperation with the Probation and Parole Service and other government and community agencies in the Lismore area, Rekindling the Spirit provides a range of support services to address the culturally specific needs of Aboriginal families. It focuses on domestic violence, drug and alcohol abuse and child abuse and neglect within the family, providing one-to-one counselling and support, group work, family group work and referral to specialist mainstream services.

TOM'S STORY ...

Tom, a 27 year old Aboriginal man, came under Service supervision following assault convictions. Issues affecting him included depression, social isolation, diagnosed post-traumatic stress disorder and lack of employment.

As part of Tom's case planning he was referred to a number of agencies. These included a counsellor to help him overcome emotional/post-traumatic stress disorder issues, Social Security Intensive Support Training Programs, TAFE and financial planning.

Supported by his Probation and Parole Officer, Tom has secured a nurse traineeship, which will include four years of university study, and is now debt free. He was offered early release from supervision, but asked for it to continue as the Service had been such a positive force in his life.

In 2002/03, the first Bundjulong men's gathering was held to identify and discuss relevant issues and a parallel 'Rekindling the Spirit' group developed for Aboriginal women offenders.

Newtown – Aboriginal Men's Program (Walking Together)

The Aboriginal Men's Program ran for the ninth year, using Aboriginal culture to address social issues such as family violence, low self-esteem, alcohol and other drugs and employment/training. The program is the result of extensive consultation with the Redfern community, Aboriginal agencies, other government and non-government stakeholders as well as Aboriginal offenders.

Community Drug Action Team

Community Drug Action Teams combine community representatives and other stakeholders to address drug-related community issues. This year, a new Drug Action Team was established in Ura Ulang in partnership with community agencies and the local Aboriginal community. The Team is developing initiatives to meet the drug and alcohol needs and related issues in the Campbelltown area including a men's group addressing parenting skills, anger management and living skills and dealing with issues such as sexual abuse and drug and alcohol abuse.

Post-Release Community Maintenance Programs for Sex Offenders

Sex Offender Program psychologists working in the community provide Probation and Parole officers assessments regarding the level of risk offenders represent within their environments, options for therapeutic intervention and detailed recommendations for management of risk. In 2002/03, the Department ran post-release maintenance programs for 30 sex offenders to maintain treatment gains from custodial programs and prevent relapse in the community. New programs this year included one at Wollongong and an open treatment group at the Forensic Psychology Service. Attendance at these groups is normally a condition of parole, with offenders encouraged to continue after their parole period has expired.

MICHAEL'S STORY ...

In the mid 1990s Michael was serving a lengthy remand period on bail for a series of alcohol abuse-related domestic assaults. During this time, Michael made a sincere and sustained rehabilitation effort. When his case came to trial, the Probation and Parole District Manager supported Michael in court, offering a detailed report that resulted in Michael being placed on a further bond, rather than being given a custodial sentence.

Since then, Michael has continued to make progress. He has served both his bonds without re-offence, travelling 50 kilometres on an unsealed road to attend weekly Alcoholics Anonymous meetings with his partner.

Key Performance Measures

In 2002/03, approximately 303 offender management programs were presented to over 3,955 community-based offenders.

STRATEGY

Develop consultation and partnership relationships with indigenous communities and other cultural minority groups to enhance the delivery of culturally appropriate and effective programs and services.

Partnership with Government and Community Agencies

The trend toward initiatives developed in partnership with other government, non-government and community agencies, continued to gain momentum in 2003.

While this approach ensures that all agencies involved in the management of offenders have input into the design and development of new initiatives, it also requires individual agencies to devote considerable resources and time to planning, coordination and implementation.

In each of the following examples, the Probation and Parole Service was an active member of an inter-agency working group whose task was to develop and implement a Government initiative relating to managing offenders.

NSW Sober Driver Program

The NSW Sober Driver Program is a court-based, post-conviction, mandated program that targets adult offenders convicted of a repeat drink driving offence within the previous five years. The Program addresses issues such as consequences of drink driving, effects of alcohol on driving, managing drinking situations, alternatives to drinking and driving and relapse prevention and stress management.

From December 2002 onwards, briefing sessions were provided for Magistrates, court users and Probation and Parole District Managers to ensure that all key stakeholders are familiar with the program aims and objectives.

The Standard (nine-week) Version was piloted in Campbelltown, Port Macquarie/Kempsey and Wollongong commencing in October 2002. Training of facilitators and co-facilitators began in June 2003 and roll out through Probation and Parole District Offices is scheduled to commence in July 2003.

A condensed version of the program was developed for use in rural and remote locations and was piloted in Armidale, Forbes and Griffith, in June 2003. A distance learning version is currently being developed for use in isolated and remote locations.

Partnerships with Aboriginal Communities

During the year the Service consulted with Aboriginal communities to identify community-based sentencing options.

On the Far North Coast this resulted in the re-opening of Namatjira Haven Drug and Alcohol Healing Centre, which has undergone extensive refurbishment and is currently piloting a new therapeutic program.

On the Far South Coast, partnerships with the 10 communities located between Bateman's Bay and Eden have resulted in the development of the Ancestral Trek for adult Aboriginal males in the region. Three one week camps have been held to date with the future aim of an eight week 550 kilometre trek alongside a series of two week camps. The Trek targets both offenders and non-offenders to address both prevention and 'cure'.

Mt. Druitt Community Solutions

In Mt. Druitt, funding from the Premier's Community Solutions and Crime Prevention Initiative is enabling the Service to work with community agencies such as: Blacktown City Council, TAFE, Department of Housing, Department of Community Services, Aboriginal communities, Pacific Islander communities, non-Government organisations, Department of Health and NSW Police. Funds are being used to design, implement and evaluate Offender Management Group work interventions including the beautification of local facilities.

Periodic Detention Intervention Program

The Periodic Detention Intervention Program involves home visits and counselling to an average of 55 detainees per month to encourage compliance. Since January 2003 officers have been involved in providing assessment reports to the Parole Board regarding the eligibility of detainees for reinstatement of periodic detention. To date the Unit has provided 45 reinstatement reports to the Parole Board.

Drug Summit

Unspent Drug Summit resources have recently been reallocated. Following a submission by the Policy and Programs Unit, the Probation and Parole Service has been granted \$3.725 million to develop a range of community-based initiatives. These include:

- developing and delivering drug and alcohol intervention programs to community-based offenders in partnership with the Department of Health and Corrections Health;
- drug screening for community-based offenders in partnership with Corrections Health;
- cross-training for Probation and Parole Officers with mental health and drug and alcohol, community and Government agencies, and case conferencing and joint case management of dually diagnosed community-based offenders;
- Aboriginal specialist officers to monitor Aboriginal offenders in community rehabilitation centres and facilitate return to their home communities;
- short to medium-term supported accommodation for homeless parolees in partnership with various community welfare agencies;
- implementing Pathways to Employment, Education and Training programs; and
- developing and implementing culturally sensitive drug and alcohol programs targeting community-based offenders.

Key Performance Measures

In 2002/03 the majority of these partnership initiatives were in the planning and development phase with implementation to commence in 2003/04.

STAFF OF THE DEPARTMENT

OBJECTIVES

Staff of the Department are able to meet correctional service demands and are committed to the continuous improvement of their skills and capabilities.

- Merit selection, promotion and flexible work practices are ethical and equitable. Industrial relations programs are fair, flexible, consultative and minimise workplace conflict.
- Occupational health, safety and rehabilitation programs are safe, effective, non discriminatory and support individual staff needs.
- An organisational culture characterised by sound communication, participatory management, teamwork and the pursuit of excellence.

STRATEGY

Human resources management processes linking recruitment, succession planning, career development and performance management.

Corrective Services Academy

RTO Re-Registration

The Academy achieved re-registration as a Registered Training Organisation (RTO), with the accreditation lasting for five years. No conditions were applied, which is an exceptional achievement for the Curriculum and System Advice Team, who also continued to maintain the Academy's ISO9001:2000 Quality Management System Certification.

Executive Development

In 2002/03 the Academy introduced two new executive development programs offering participants recognition for units of competency in the Diploma of Correctional Administration. The Executive Leadership Program was completed by 21 Governors and senior non-custodial managers. Following a pilot program in November 2002, 150 employees completed the Action Management Program. During the year, the Academy also conducted introductory workshops for Certificate IV in Business (Frontline Management), with the aim of improving and recognising the skills of Supervisors and Team Leaders.

Career Development Program

The Department's succession planning initiative, the Career Development Program, continued with a further four development centres with an average of 12 participants,

and 11 biannual workshops. The program was featured on the ABC's Catalyst Program, in an article in HR Monthly magazine and at two conferences organised by the International Quality and Productivity Centre.

◆◆◆ Custodial Training

In 2002/03, 255 recruits completed a record 13 Primary Training Courses at Brush Farm, and 373 trainees completed Certificate III in Correctional Practice. The Certificate was extensively revised to accommodate the new National Training Package and three new courses were successfully piloted: Managing Female Offenders; Case Management Practitioners; and Processing Legal Documents, Warrants and Detainers.

A Trainee Assessment Program replaced the Recall Program for Probationary Officers, requiring trainers to regularly visit trainees at the workplace to conduct progress reviews. As a result, there was a significant reduction in the number of uncompleted assessments after the 12-month probation period.

Offender Programs Training Unit

In 2002/03 the Offender Management Programs Training Unit assisted 64 primary trainees in the completion of the Probation & Parole Service Complete Certificate IV in Correctional Practice, representing an increase of 28 trainees compared to the previous financial year.

Intelligence Training

The Field Intelligence Officer Course was developed in consultation with the Corrections Intelligence Group. Three courses have been held at the Corrective Services Academy.

International Recognition

In 2002/03, the Academy hosted a representative from the Belgian Ministry of Justice and conducted training with officers from Tonga and Malaysia. The Malaysian corrections authority also purchased the licence for a set of distance learning modules produced by Brush Farm Academy for the Diploma of Correctional Administration. Further international links were created when the Academy received delegations from the Indonesian Directorate General for Human Rights Protection, Hong Kong Corrections, Singapore's Ministry of Home Affairs and the Chinese Ministry of Justice.

Improved Systems and Amenities

The Academy developed a centralised computer database to consolidate student records and to ensure that the academic administration complies with Australian Quality Training Framework standards. Significant refurbishment and upgrades were also completed at the Brush Farm site to improve accommodation and training facilities.

Workplace Development

During the year, there was an increased focus on information systems training to support the role of front-line correctional, probation and parole, and administrative staff, and on training for potential interview panel convenors and members. New training programs introduced in 2002/03 include: Job Applications and Interview Skills, Women into Leadership, Assessor Development and Cultural Inclusiveness.

Grants Program

Fifteen employees received funds of up to \$3,000 for education and development purposes through the Scholarship Reimbursement Scheme.

Mentoring Project

Results from the pilot Mentoring Project are still under evaluation, however preliminary findings indicate a positive response. Issues include the need for more support for mentors and the barriers created by distance. Another project may be undertaken with a larger number of participants to further clarify these issues.

STRATEGY

Implementation of effective equal employment opportunities in recruitment, selection, promotion and retention.

Recruitment

In 2002/03 the Department required additional staff in correctional centres and courts, intensive community supervision, and recruited 275 trainee correctional officers. While still maintaining staffing levels in the Sydney metropolitan area, the recruitment focus was on preparing to open new centres, with early stage recruitment campaigns starting in Kempsey and Wellington.

Recruitment and Retention of Women

In 2002/03 a major focus for Brush Farm Academy was the development of management and leadership skills. An Executive Leadership Program was introduced, completed by 21 Governors and senior non-custodial managers, eight of whom were women.

In November 2002, the first module of the Action Management Program was piloted and a total of 150 employees have since entered the program. Of the group eligible to undertake the program, 27% are women and 30.5% of participants in the program are women. This program focuses on the consolidation of vocational skills and extension of management qualities.

Both Programs provide participants with recognition for units of competency in the Diploma of Correctional Administration.

The Career Development Program is the Department's succession planning initiative. It is available to staff at Senior Correctional Officers and Clerks Grade 6 and above through competitive selection. It is a three-year program providing participants with an individual development plan, six-monthly seminars on leadership topics and a grant to cover some development costs. In 2002/03 four development centres were run for a total of 40 participants, 17 of whom were women.

A new Women into Leadership course was also developed and run at Brush Farm Academy. During the year, four courses were completed for a total of 64 women.

During the year, 49 new female correctional officers joined the Department. Notwithstanding a continued focus on recruiting women, this represented 17% of the total number of officers recruited and a 4% decline on the previous year.

During the year there was a reduction in the number of separations from the Department for female custodial officers and non-custodial staff.

Indigenous and NESB Recruitment

The percentage of new Non English Speaking Background (NESB) officers remained the same, with 37 new NESB staff recruited during the year.

In 2002/03, the Department made a substantial effort to increase the number of indigenous officers being recruited, with the Aboriginal Employment and Careers Officer attending seven recruitment drives, career days and seminars. This resulted in 365 indigenous people participating in the recruitment process, more than double the number in 2001/02. However, only three applicants were employed this year.

To ensure staffing levels more accurately reflect the high numbers of Aboriginal people to whom the Department provides services, an Aboriginal Employment and Careers Strategy has now been finalised. The strategy will involve better communication with Aboriginal communities regarding employment opportunities, additional traineeships, better retention and support mechanisms, increased cultural awareness training and a career planning program for Aboriginal employees.

It is hoped staffing levels will also be boosted by funding recently received through the Elsa Dixon Program for further positions for Aboriginal people.

STRATEGY

An integrated suite of healthy workplace policies and programs to achieve an ethical, safe and harmonious working environment.

Equity

During the year, the Department began an Intervention Strategy into workplace bullying, harassment and discrimination. The program aims to support Managers in dealing with these issues.

Occupational Health and Safety (OHS)

During the year, the Department developed an OHS Audit system called Correctsafe, which will be distributed and implemented in all workplaces in 2003/2004. Correctsafe is designed to test existing OHS management systems and evaluate their effectiveness.

In December 2002, the Department's Occupational Health and Safety Unit won the Public Sector Risk Management Agency's OHS Award for introducing quality management systems, such as the 'Corrective Actions Register' and the 'OHS Manual'.

Workers' Compensation claim numbers have increased significantly over the last two years, consistent with the change in legislation from 1 January 2002, when provisional liability was introduced.

WORKERS' COMPENSATION CLAIMS

| | |
|---------|------|
| 1998/99 | 808 |
| 1999/00 | 815 |
| 2000/01 | 812 |
| 2001/02 | 934 |
| 2002/03 | 1010 |

CLAIMS PER 100 EMPLOYEES PER YEAR OF INJURY

| | |
|---------|------|
| 1998/99 | 16.7 |
| 1999/00 | 16.6 |
| 2000/01 | 15.5 |
| 2001/02 | 17.3 |
| 2002/03 | 17.8 |

WORKERS' COMPENSATION CLAIM COSTS

| | |
|---------|--------------|
| 1998/99 | \$10,886,800 |
| 1999/00 | \$12,824,237 |
| 2000/01 | \$11,718,532 |
| 2001/02 | \$ 8,889,303 |
| 2002/03 | \$ 5,278,884 |

STRATEGY

Workforce relations are conducted collaboratively and focus upon achieving organisational goals.

Industrial Relations

The equivalent of 2,254 person days were lost as a result of industrial action during 2002/2003, compared to 1,375 in the previous year. The increase in action occurred in part due to a State-wide strike in relation to the bailing of inmates charged with serious assaults on Correctional Officers.

Leave Task Force

During the year the Leave Task Force completed leave reconciliations across much of the Department, providing advice on developing the revised roster and attendance management practices. The Leave Task Force will finalise its operations before the end of 2003/04.

Goulburn Relocation

In February 2003, the Commissioner advised staff that approximately 100 departmental positions would be relocating to Goulburn by 2005. It is anticipated that 38 positions will relocate to Goulburn from the Human Resources Management Division and result in Human Resources transactional positions responsible for payroll, personnel and recruitment of staff for the Department being based in Goulburn from late 2005. This will result in greater uniformity, consistent work practices and an enhanced client services provided to staff.

MANAGING ASSETS AND RESOURCES

OBJECTIVE

Resource allocation, utilisation and accountability processes demonstrate high standards of corporate governance, effectiveness and efficiency

STRATEGIES

Forward asset acquisition and development plans are linked to operational goals and are based upon demonstrated trends in demand.

New or re-developed facilities support planned operations, address cost effectiveness benchmarks and have built-in flexibility to accommodate longer-term changes that may be required.

Demand for services

In the past five years, the average full-time inmate population has grown from 6,835 to 7,854, an increase of 15%. The factors that appear to be influencing this increase are: more and better policing, higher minimum penalties, increasing levels of violence, greater availability of drugs and changes to the Bail Act.

DAILY AVERAGE FULL-TIME INMATE POPULATION

| | |
|---------|-------|
| 1998/99 | 6,835 |
| 1999/00 | 7,272 |
| 2000/01 | 7,490 |
| 2001/02 | 7,667 |
| 2002/03 | 7,854 |

Although it is not possible to predict all the factors that will impact on the inmate population, estimates indicate the inmate population will continue to rise over the next three years at a rate of approximately 275 inmates per year. If this is the case, NSW correctional centres will need to house 9,000 inmates by December 2005.

To cater to this expected increase in inmate numbers, the Government has committed \$750m towards a capital works program.

Parklea Correctional Centre

On Thursday, 20 February 2003, the former Minister for Corrective Services, the Hon. Richard Amery, officially opened a \$20m extension to the maximum security Parklea Correctional Centre. The extension is part of a \$40m upgrade to the centre and in line

with the Government's strategy to increase remand capacity around the State. The redeveloped centre will accommodate an additional 200 unconvicted inmates.

Mid North Coast Correctional Centre

The Mid North Coast Correctional Centre, Kempsey, is expected to be completed in February 2004. Construction on this \$107m, 500-bed facility started in January 2002. The new centre will take the pressure off court cells within the Northern Region, and Tamworth, Grafton and Cessnock Correctional Centres and will operate a commercial kitchen to service other correctional centres in Tamworth, Glen Innes and Grafton.

Dillwynia Correctional Centre

The new women's facility, Dillwynia, at Windsor will accommodate 200 inmates and is expected to open in early 2004. The minimum to medium security centre will be the only purpose-built facility for women in NSW, offering programs and services for low-risk women with high needs.

Wellington Correctional Centre

On 17 September 2003, Premier Bob Carr announced that a new 500-bed, \$115m correctional centre would be built in Wellington in the Central West. The new centre will inject approximately \$8m into the local economy each year and provide hundreds of jobs during the construction phase. A development application has been submitted to Wellington Council. The new correctional facility will house high, medium and minimum security inmates, both sentenced and on remand, and also provide accommodation for 68 women. The centre should be completed by 2006. It will relieve the pressure on the nearby Bathurst Correctional Centre, which is currently near capacity.

Long Bay Hospital

The Department is working with Corrections Health Service representatives to develop a new 85-bed hospital at Long Bay. It will include 30 medical/surgical beds, 15 aged-care beds, and 40 acute psychiatric assessment beds. The \$50.5m project will be completed by 2006. Planning is also underway for a new forensic hospital, funded by the NSW Department of Health, to be constructed at Long Bay. It will include 120 forensic beds and 15 secure non-forensic beds.

Goulburn Corporate Support Office

The Government has set aside \$627,000 in 2003/04 to start relocating 109 Corrective Services administrative jobs to Goulburn. The funding will also be used to rationalise the accommodation required for new and existing staff in Goulburn, with relocation expected to be complete during 2005.

Long Bay Correctional Centre

During the year, the \$1.9m renovation of 18 Wing was completed at Long Bay, creating a bright, open, but secure environment for inmates with intellectual disabilities. The old

wing was completely refurbished and extended to provide suitable accommodation as well as day rooms, recreation and dining areas, and a secured external yard. The project also involved additions to, and the complete refurbishment of, the adjacent former workshop to make room for inmate services and programs facilities, classrooms and a workshop.

Oberon Correctional Centre

Documentation and tendering for the construction of accommodation units for 30 additional inmates and a new visits building at Oberon was completed. The work commenced in July 2003, and the buildings are scheduled for commissioning in November 2003.

Brewarrina Correctional Centre (Yetta Dhinnakkal)

During 2002/03, two new inmate accommodation units were commissioned at Yetta Dhinnakkal. The units are demountable buildings originally used at the Sydney Olympic Games and were re-assembled on site.

Tamworth Correctional Centre

At Tamworth, three former Olympic Games demountable buildings were transported and erected on site. The three units, housing up to 30 inmates, became operational in October 2002, and were officially opened by the Minister in July 2003.

Glen Innes Correctional Centre

The Minister announced that accommodation at Glen Innes would increase by 30 beds with the relocation of three demountable buildings over the next three years.

Campbelltown Periodic Detention Centre

The Campbelltown Periodic Detention Centre re-opened during the year.

The Way Forward

In 2001/02 the recurrent cost per correctional centre inmate per day, for inmates in open custody and periodic detention (using National Correctional Indicators counting rules), was \$147.80 compared to a national average of \$139.00. Recurrent cost per inmate per day in secure custody was \$173.60 compared to a national average of \$161.40.

Recognising the potential for improving its cost structure, the Department has initiated 'The Way Forward' project to advance workplace reform in its correctional centres. Negotiations are underway to pilot improved work practices at the new Mid North Coast and Dillwynia Correctional Centres, to make better use of staff resources in accordance with modern correctional practices. These improvements will then be rolled out to the Department's other correctional centres.

OBJECTIVE

Departmental property, plant and equipment are maintained in accordance with sound asset management principles.

STRATEGY

Maintain heritage conservation and planned maintenance programs for departmental assets.

Energy Management

During the year, the Department's energy management program continued to realise substantial cost savings and reduced greenhouse gas emissions. In 2002/03, energy saving devices were installed at two correctional centres:

| Centre | Annual energy savings | % of annual energy costs | CO² reduction |
|---------------|------------------------------|---------------------------------|---------------------------------|
| Long Bay | \$65,000 | 12% | 1,000 tonnes |
| Silverwater | \$50,000 | 9.7% | 706 tonnes |

An all-centre Natural Gas Contract was also established, with an estimated annual saving of \$800,000.

Property Management

In 2002/03 the Department managed 80 commercial leases totalling 28,054 square metres to support Probation and Parole offices and other operational/administration areas. During the year, eleven leases were renewed and seven new leases were negotiated. The three surplus properties were disposed of, returning \$5,604,000 to the Government.

Asset Maintenance

The Department continued implementing a ten-year maintenance plan during 2002/03, resulting in considerable improvements in the strategies used to carry out asset maintenance. Year three of the plan has been reviewed and submitted for implementation during 2003/04. Training in the use of a computerised maintenance monitoring system known as Remote Maintenance Data was completed in all centres.

State-wide maintenance contracts have been renewed for fire protection systems, air conditioning, electrical switchboards/exit signs, emergency lighting, generators, liquid waste disposal, pressure vessels and security equipment.

Water Management

Water reduction strategies at Emu Plains have been implemented, saving approximately \$115,000 per annum. Water monitoring has been undertaken at John Morony, Cessnock, Long Bay, Goulburn, Silverwater and Parklea to determine potential water usage reduction.

Minor Works

The program was developed and successfully implemented with the delivery of 210 projects at a total cost of \$17.4m. Projects included: various Probation and Parole fit outs; upgrading facilities at St Heliers, Cessnock, Tamworth and the Corrective Services Academy.

Security and Communications

In 2002/03 the Department invested \$615,000 in upgrading the radio network for Court Security with the purchase of new radios on the Government Radio Network (GRN).

STRATEGY

Resource allocation and budget management systems are fully integrated with planning performance management and accountability reporting systems.

Improved budgetary processes

In 2002/03, the Department's budgetary processes were improved by aligning information in the Service and Resource Allocation Agreement (SRAA) with the Budget Papers; engaging the stakeholders and making the process and methodology transparent to Cost Centre Managers. A Business Plan was developed using a Balanced Scorecard methodology and the budget formulation process streamlined by issuing templates to Regional Finance Officers.

During the year, the Budget Branch improved the handling of post-budget allocation adjustments by introducing formal procedures, forms and registration for proper audit trails and transparency and collaborated with the Strategic Development Branch to implement a standard costing tool for consistent costing advice.

Streamlined procurement

With a view to improving procurement accountability, early in the reporting year the Department participated in the pilot for the Procurement Capability Tool. The project led to an action plan to streamline procurement across the Department. In the coming year, a Procurement Council will be established to co-ordinate procurement initiatives throughout Corrective Services and oversee the implementation of the Government's 'smartBuy' initiative.