

## ENHANCED CAPABILITY TO DELIVER QUALITY CORRECTIONAL SERVICES

### PRIORITIES:

1. Provide the necessary support systems so that staff are able to meet the demands of the workplace
2. Promote staff well being
3. Use public assets and resources to best effect ensuring accountability
4. Establish and maintain corporate systems and services which adequately support operational needs

### STRATEGIC OBJECTIVE #1

**Implement the Department's workplace strategy (The Way Forward) to improve correctional centre and escort cost effectiveness and better align operating regimes with program and service goals**

In 2003/04, the Department exceeded its productivity savings target of \$10.6 million, delivering savings of \$11.62 million through:

- using video conferencing to reduce the need for court escort services;
- improvements in the Junee private centre contract;
- costs avoided in delaying the opening of a new centre due to more efficient handling of inmates;
- lower workers compensation claims costs; and
- using an external provider to manage Departmental car fleets.

The Way Forward project, which is initiating major structural changes in the way correctional centres are managed, will enable the Department to build on these productivity gains in 2004/05. Two new centres utilising this new initiative opened in July 2004, and The Way Forward will be extended to existing centres during 2004/05.

### Shared corporate services

Productivity gains in 2003/04 also relate to implementing the Department's shared corporate service strategy. This included several key information technology projects, such as upgrading the corporate Human Resources and Finance systems, and the restructure of Human Resources and Finance regional units.

### Outsourcing

The Department's strategy for providing effective and cost efficient correctional and supporting services involves identifying opportunities for outsourcing where service, reliability, value and risk align with Departmental objectives and standards.

In 2003/04 some \$42 million was expended on outsourced services including:

- managing the Junee Correctional Centre;
- facility management of Integrated Management Systems;
- property maintenance;
- staff training;
- vehicle fleet maintenance;
- health and welfare services for offenders;
- community based correctional programs;
- occupational health services for staff; and
- specialised and some regional legal services.

## **STRATEGIC OBJECTIVE #2**

### **Enhance workforce planning and staff recruitment capabilities**

#### **Staff recruitment**

In 2003/04, 170 trainee correctional officers were recruited and commenced their probationary training period.

Recruitment campaigns were conducted in the Kempsey and Mid North Coast Region to prepare for commissioning the Mid North Coast Correctional Centre. From these campaigns, more than 400 applicants were tested and 140 applicants proceeded to interview.

For the first time, a campaign was conducted state wide to centrally recruit and select overseers to be employed in Corrective Services Industries. Twenty overseers were successfully recruited and undertook correctional officer training at the Corrective Services Academy, Eastwood.

#### **Indigenous and NESB recruitment**

A continuing focus from the previous year was maintained on recruiting people from a Non-English Speaking Background (NESB), with activities to support this drive including the Central Western Sydney Jobs Expo in October 2003.

In 2003/04, the Department also strove to increase the number of Indigenous Officers through targeted drives, seminars and career days.

#### **Recruitment of women**

During the year, 37 new female correctional officers joined the department, representing 22% of the total number of officers recruited, a 6% increase on the previous year.

To address the recruitment and retention of women correctional officers, the Female Custodial Recruitment and Career Enhancement Committee was re-established and

new Terms of Reference developed. This led to research projects being established to investigate this issue.

In addition, the Department conducted recruitment campaigns for female trainee correctional officers in the Western Sydney areas. Promotional material was redesigned to reflect employment and career opportunities available to women, resulting in campaigns that have generated an encouraging response from female applicants.

### **STRATEGIC OBJECTIVE #3**

#### **Implement planned improvements to staff training and development**

##### **Staff training**

###### **Brush Farm Academy quality accreditation**

Following a June 2004 external Audit, Brush Farm Academy was successful in gaining re-certification of the ISO9001:2000 Quality Management System standard. This internationally recognised standard covers all aspects of Departmental training and development including developing curriculum documents and training package material, and providing support services.

###### **Integrated induction**

During the year, the Academy continued to deliver an integrated induction program, which brings diverse groups together for this training. This has resulted in staff gaining a greater understanding of the each other's roles and how they are related in achieving the Department's objectives.

###### **On-site custodial training**

Since one of The Way Forward initiatives is to train custodial officers on site, this was the training model for officers for the new Mid North Coast Correctional Centre. As a result the number of recruits completing Primary Training courses at the Academy was 45% lower than the previous year, 140 recruits receiving Academy training, compared with 255 in the previous financial year. Recruits who completed their primary training at the Academy were subsequently placed in correctional centres to complete Certificate III in Correctional Practice.

###### **Aboriginal training**

Aboriginal Awareness training, which was restructured to a one-day course to fit with structured training days at correctional centres, was conducted at Brush Farm Academy and in regional locations for 197 staff members. The course was also delivered to all Primary trainees.

In 2003/04 the Aboriginal Special Project Officer developed and piloted a two day training package, Working Effectively with Aboriginal Offenders, covering the culturally specific needs and practices of Aboriginal offenders. Two workshops were delivered to 17 staff.

### **Further development**

There were 456 enrolments for Certificate 1V in Correctional Practice, a recognition-based qualification of competencies and prior learning predominantly for first class and senior correctional officers. The Unit also ran the Field Intelligence Officers, Managing Female Offenders, Security Awareness Information and Safe Custody courses for 381 staff in the workplace and at Brush Farm Academy.

### **New training programs**

During the year, the Training and Development Unit delivered 15 courses, including three new training programs, for 555 staff members. The new programs included Working with Domestic Violence Offenders and Motivational Interaction Training on how to engage with offenders and motivate them to change offending behaviour.

### **Workplace development**

Focus groups conducted during the year indicated a need for skills gap training. Consequently, in 2003/04 the Department undertook a Training Needs Analysis at five centres, with the results shortly to be incorporated into a Supervisors' Development Course.

During the year, other improvements included delivering more training in the workplace, including a number of new courses: Exceptional Customer Management, Offender Integrated Management Systems (OIMS), Certificate IV in Business Administration and Departmental Business Writing and Child Protection training.

In all, 92 courses were conducted for 1,828 staff: 1,005 men and 823 women.

### **Professional development**

In 2003/04 the Department continued to encourage and support professional development.

During the year, 354 middle and senior correctional managers completed multi-disciplinary programs offering competencies in the Diploma of Correctional Administration. Of these managers, 52 senior managers participated in the Executive Leadership Program. 114 middle managers participated in the Action Management Program including two members of staff who completed Diplomas and Advanced Diplomas of Correctional Management. In addition, 139 correctional centre employees undertook the Front Line Management Program; of these, nine completed the certificate IV in Business Management

During the year, the Career Development Program, the Department's succession planning initiative, was extended with a further five development centres and over 190 participants. Biannual seminars were conducted, with three intakes consisting of 30 executive officers nominated by the Commissioner and Board of Management. In May 2004 the first two intakes of 19 participants completed the Program.

## Grants Program

In 2003/04, the Scholarship Reimbursement Scheme was restructured to cover a wider range of developmental options and re-named the Professional Development Grants Program. During the year, 13 employees received funds of up to \$3,000. Grants included contributions towards research, degree courses, visits to study overseas correctional systems and attendance at conferences and workshops.

## STRATEGIC OBJECTIVE #4

### Reduce time loss caused by staff workplace injury and associated costs

## Occupational Health & Safety (OHS)

In 2003/04, the Department reduced its workers compensation claims per 100 employees per year of injury by over 7%

During the year, the Department implemented a new model for assessing and managing OHS risks that is more applicable to the diversity of corrective service workplaces. The model is flexible enough to be suitable for both proactive (eg. training) and reactive (eg. incident investigations) situations.

The model includes a program of proactive and reactive risk assessments, which has led to 15 risk assessments being conducted on industrial issues, worksites, new/changed functions or teams, responses to incidents and WorkCover notices.

The model has also been incorporated into WorkCover accredited OHS training packages tailored to Departmental needs. In addition, OHS risk management training has been incorporated into the Executive Leadership Program.

During the year, progress was made in achieving smoke-free workplaces, with a new policy being rolled out in all 133 workplaces across the State, including those facilities shared with other public sector agencies, such as court cells.

In 2003/04, new handbooks were developed for OHS and Injury Management. These handbooks, which are expected to be distributed in October 2004, will enable staff to understand their OHS responsibilities. They also provide guidance on safe work practices and information and tools for managing injured workers.

## KEY PERFORMANCE MEASURES

### WORKERS' COMPENSATION CLAIMS

1999/00	816
2000/01	814
2001/02	934
2002/03	1065
2003/04	988

### CLAIMS PER 100 EMPLOYEES PER YEAR OF INJURY

1999/00	16.6
2000/01	15.6
2001/02	17.3
2002/03	18.8
2003/04	16.8

### WORKERS' COMPENSATION CLAIM COSTS

1999/00	\$14,024,588
2000/01	\$12,366,079
2001/02	\$12,783,554
2002/03	\$7,313,825
2003/04	\$6,204,405

## STRATEGIC OBJECTIVE #5

Manage risks that expose the Department to potential liability

### MOTOR VEHICLE ACCIDENT CLAIMS

Year	No. of Accidents	Frequency of Accidents per 100 vehicles	Costs	Average Cost per Accident
2001/02	233	27	\$925,557	\$3,972
2002/03	218	26	\$663,836	\$3,045
2003/04	208	25	\$639,874	\$3,062

### Public liability claims

The estimated outstanding value of potential claims against the current public liability policy (subject to Treasury Managed Fund actuarial reassessment) is \$19 million. The Crown Solicitor's Office has confirmed that there are no longer any solvency claims outstanding (claims relating to prior to 1 July 1989)

**PROPERTY CLAIMS**

<b>Year</b>	<b>Claims</b>	<b>Cost</b>
2001/02	18	\$1,066,386
2002/03	16	\$526,871
2003/04	22	\$,545,463

**MISCELLANEOUS CLAIMS**

This policy provides personal accident cover for people who assist the Department but are not by definition entitled to workers compensation and for those performing community service orders.

<b>Year</b>	<b>Claims</b>	<b>Cost</b>
2001/02	7	\$143,956
2002/03	12	\$12,420
2003/04	2	\$1,825

**STRATEGIC OBJECTIVE #6**

**Ensure policy development, planning and program evaluation are at the required standard across the Department**

**Policy development and planning**

The Department revised its guidelines for developing and documenting policy with a focus on adequate research and consultation and clear documentation. The policy approval process was also strengthened by establishing a Policy Sub-Committee to the Board of Management to ensure new and revised policy proposals are subjected to rigorous analysis.

During the year, the Department revised policy within several fields, including a major new policy, the Employee Alcohol and Other Drugs Policy, which allows for employees to be tested for alcohol and/or prohibited drugs.

**Program evaluation****Program Development Unit**

During the year, the Department took steps to establish a Program Development Unit that will research and develop integrated programs and services within the internationally recognised framework of 'what works in reducing re-offending'.

Departing from the existing discipline-based head office structure, the Unit will replace the existing AOD, welfare and psychological programs support structure. The position of

Manager, Program Development Unit was established, along with three new Professional Advisor positions, which will be advertised in the new financial year.

These positions will be integral in developing, accrediting, approving and evaluating services, programs and activities to meet both the criminogenic and other needs of the offender population.

### **Alcohol and Other Drug HIV and Health Promotion Unit**

In 2003/04, the AOD evaluation program continued to determine the effectiveness of recently introduced treatment trials, including Ngarra Nura Therapeutic Community of the Metropolitan Special Programs Centre, Bolwara Transitional Centre for Women and a number of Drug Free Wing environments for male and female inmates.

### **Psychology**

Staff in the Sex Offender Programs are required to meet standards set by the peak child protection body in NSW, the Commission for Children and Young People's Child Sexual Offender Counsellor Accreditation Scheme (CSOCAS). During the year, the Department's accreditation standards were applied formally to two psychology programs. In addition, a standard manual was developed for the Violent Offenders Therapeutic Program. Other programs are to be submitted for accreditation next year.

## **STRATEGIC OBJECTIVE #7**

### **Liase and co-operate with interest groups and tertiary education institutions in research projects which can support the development of more effective and responsive correctional services and programs**

During the year, the Department continued to work with tertiary and research institutions to promote the development and exchange of knowledge about offending behaviour and how to reduce its incidence.

### **Collaborative seminar series**

The Department co-hosted a number of public interest seminars aimed at promoting the exchange of information and ideas about working with offenders. These seminars have been presented as a Beyond Punishment series, with each seminar well attended by a near capacity audience.

The seminars were:

- Rethinking the Prison: Risk, Performance and Modernisation: Dr Alison Liebling, Lecturer and Director of the Prisons Research Centre, Institute of Criminology, Cambridge University; and Professor Pat Carlen, Honorary Professor of Criminology, Keele University.
- Indigenous Women and Imprisonment Issues: Rowena Lawrie, Aboriginal Justice Advisory Committee, Janis Constable, Research Officer, Aboriginal and Torres Strait Islander Social Justice Unit, Human Rights and Equal Opportunities Commission, Pat



Maurer, Department Corrective Services, and Robyn Quiggin, consultant, Jumbunna Indigenous House of Learning, UTS.

- What Works, or Does It?: James Maguire, a Reader in Clinical Psychology and Program Director of the Doctorate in Clinical Psychology at the University of Liverpool.

### **University of South Australia research grant**

In 2003/04, the Department entered into a collaborative agreement with the Forensic Psychology Research Group at the University of South Australia leading to a postdoctoral Fellow being appointed, with research projects on the Department's standard risk assessment instrument and the major interventions for violent inmates in preparation.

## **STRATEGIC OBJECTIVE #8**

### **Establish arrangements to meet offender transitional and post release needs with selected government and non-government agencies**

During the year, the Department developed a Transitional Support Framework providing policies and procedures for establishing arrangements with agencies to support offenders post-release.

### **Welfare**

Prior to release, Departmental Welfare Officers liaise with the Department of Housing and register inmates with Centrelink.

Other agencies with which the Department has established arrangements include:

- Department of Community Services
- State Debt Recovery Office
- Children of Prisoners Support Group
- Guardianship Tribunal and Office of the Protective Commissioner
- Prisoners Aid Association of NSW
- Mental Health Review Tribunal and Mental Health Advocacy Service
- Legal Aid Commission

The Department also maintains close contact with TAFE, the Open Training Education Network (OTEN), and universities to facilitate post-release educational studies.

### **Witness protection**

For inmates released under the Custodial Witness Protection Program, the Department has established arrangements with additional agencies, including:

- NSW Police
- Federal Police
- Independent Commission Against Corruption
- NSW Crime Commission
- Australian Crime Commission
- Police Integrity Commission

## **STRATEGIC OBJECTIVE #9**

### **Consolidate reforms to probity and staff discipline processes**

#### **Staff misconduct database**

During the year the Department began developing a database to standardise minor disciplinary matters managed at a local level, improving process accountability and transparency. The Employment and Administrative Law Branch will monitor this process and provide reports to the Professional Conduct Management Committee (PCMC).

#### **Professional Conduct Management Investigation Branch**

In July 2003, the Department replaced its former Regional Investigative Units with the Professional Conduct Management Investigation Branch (PCIB), following the recommendations of the Harvey Report. The PCIB now performs disciplinary investigations statewide, mostly concerning excessive use of force, fraudulent activity and any types of misconduct. During the year, of the 40 investigations received from the PCMC, 30 were completed.

#### **Corruption prevention**

The Corruption Prevention Branch conducted 49 visits during the year, including recruit training, conference speaking and workplace visits. This assisted in raising awareness of the Department's corruption prevention resources, with the Ethics Officer receiving 60 enquiries for advice over the year comprising individual and general management issues, and an increasing number of 'hits' on the Corruption Prevention Intranet site.

## **STRATEGIC OBJECTIVE #10**

### **Develop and implement improved corporate communications strategy**

During the year, the Department developed the Corporate Communications Strategic Plan to address deficiencies in communication identified by the reviews of the Department by the Council on the Cost and Quality of Government and by the Department of Commerce. The Plan identifies strategies and actions and assigns responsibilities to improve communication throughout the Department.

Developed in consultation with key departmental staff, the Plan will enable the Department to:

- provide more effective communication to support and enhance organisational effectiveness;
- increase community awareness of and confidence in, correctional management; and
- improve communication with other government and non government agencies.

An Action Plan has been developed to assist implementation in 2004/05.

**STRATEGIC OBJECTIVE #11**

**Review and revise the Department's Information Management Plan including focus upon the Records Management Program**

**Information Management and Technology (IM&T)**

During the year, the Department prepared an IM&T Strategic Plan 2004/2007, in accordance with Office of Information Communication and Technology (OICT) Planning Guidelines.

The Plan emphasises the importance of the Department's IM&T Services being built on a rigorous platform of effective planning and decision making. The plan also ensures that services are designed to deliver organisational business solutions. To this end, during 2003/04 the Department continued to develop two core applications: the Offender Integrated Management System (OIMS); and the Business Integrated Management System (BIMS).

Another major focus during the year was the development of the Department's Corporate Record Management Program. A project governance framework and a project team were established and commenced developing a records and archival management program. The business rules that underpin this program were then used to create a corporate records policy. Implementation of a best practice record management framework, including the TRIM record management software, is scheduled for 2005/2006.

**STRATEGIC OBJECTIVE #12**

**Establish an electronic case management system across the Department**

**E-Case Management**

In early 2004, the Department began introducing elements of a full electronic case management system. The Throughcare and e-case management Project Team established and implemented a Throughcare and e-case management project governance, structure and methodology in accordance with IT industry standards and State Government Guidelines. Vendors were selected to re-engineer the Department's current business processes and work practices and to develop business requirement specifications for the new system.

In the second half of the year, the Project team mapped and recorded staff work practices across community and custodial settings including: court cells, correctional centres, Community Offender Services offices, home detention and Periodic Detention Centres.

A number of components of the existing paper based system were tested and implemented on an electronic platform (OIMS). Allocation, case notes and referral screens were developed and introduced at the Mid North Coast Correctional Centre (MNCCC). This coincided with changes to the roles and responsibilities for both correctional officers

and Offender Services and Programs staff in relation to classification and case management. These changes are explained in a new staff induction training video, which will be part of the induction process for new inmates at the MNCCC.

### **STRATEGIC OBJECTIVE #13**

#### **Ensure intelligence gathering processes are in place throughout the Department including correctional centres and community corrections**

##### **Department-wide intelligence gathering process**

During the year, the Department restructured the Corrections Intelligence Group (CIG) in line with the recommendations of the Bruce Johnson report. This has enhanced intelligence capabilities for tactical and strategic decision-making throughout the organisation and across correctional centres and community corrections. Funding has been sourced for an intelligence relational database and two Community Offender Services officers have been identified to commence duty in the unit to broaden intelligence gathering within Community Offender Services. In August 2004, a Superintendent from the New South Wales Police will be seconded as the manager of this unit.

Ongoing strategic alliances have also been strengthened with other law enforcement agencies for gathering and sharing intelligence, including the NSW Police and Federal Police. Current Memorandums of Understanding to facilitate intelligence gathering with other external agencies are being renegotiated and rewritten.

##### **Urinalysis**

CIG improved data-management facilities in the Urinalysis Unit, resulting in more accurate drug use figures and reports. In 2003/04 the Urinalysis Unit assessed approximately 17,180 samples across all correctional centres, with 2,257 samples showing positive for non-prescribed drugs.

Urinalysis administration procedures will dramatically change in the next financial year with the introduction of the Offender Integrated Management System (OIMS) database, which will incorporate urinalysis modules.

##### **Saliva testing pilot**

During the year, the Department completed a NSW Drug Summit funded pilot on saliva testing technology as an alternative to urinalysis with custodial and community based offenders. Saliva testing has the advantage of being both less invasive than urinalysis and providing an immediate result for suspected drug use. The pilot was evaluated by the Department's Corporate Research, Evaluation and Statistics Unit with a report pending.

##### **Upgraded Drug Detector Dog Unit**

In June 2004, four Arms and Explosive Search Dogs teams commenced training to Australian Army Standards, with a view to being operational by December 2004. The training includes Improvised Explosive Device awareness and High Risk Hand Search of venues.

## KEY PERFORMANCE MEASURES

### Dog Unit searches conducted during 2003/04

Total inmates	4,071
Total visitors	45,721
Total vehicles	966
Total visitor property searches	5,209
Total searches	55,967

### Security Unit Searching Statistics during 2003/04

Total correctional centre searches	47
Total inmates searched	10,626
Total visitor searching operations	31
Total cell searching operations	27
Total of visitors searched	8613
Total vehicles searched	760

## STRATEGIC OBJECTIVE #14

**Ensure capital infrastructure investment aligns with operational performance goals and takes account of uncertainty about medium to longer-term correctional centre bed demand**

### Demand for services

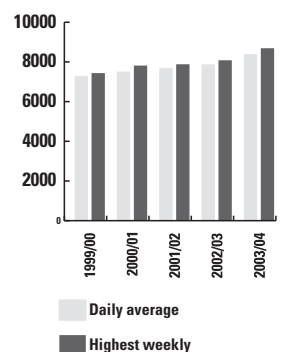
In 2003/04, inmate numbers continued to increase, with the average daily population of inmates in full time custody rising by 6.6% from 7,854 in 2002/03 to 8,367 in 2003/04.

### Capital Works

During the year, the Department kept pace with future demand by continuing to implement a forward construction program in response to the likelihood of reaching the 9,000 inmate mark by 2005. As part of this 'Towards 9000' program a 200 bed extension of Parklea Correctional Centre was completed in December 2002. Milestones during 2003/04 included:

- Mid North Coast Correctional Centre, the new 500 bed multi-classification centre at Kempsey, was officially opened in July 2004 by the NSW Premier.
- Dillwynia Correctional Centre, the new 200 bed women's facility at South Windsor, was officially opened in July 2004 by the State Governor.
- Construction is well underway for a 40 bed Mental Health Screening Unit at Silverwater due for completion August 2004 and planning has been completed for a similar unit for ten women at Mulawa. To enable construction of the new unit, the site clearing is underway including the demolition of the Conlon Wing.

**Inmate population**



- Construction for infrastructure works is in progress at Wellington for a new 500 bed Multi Classification facility for male and female inmates. This project is being delivered by Government as a publicly procured project. Tenders are anticipated being called in late 2004 with construction to commence in 2005 and completion forecast for 2007.
- In addition, the minor works program delivered 191 projects at a total cost of \$13.8M with significant works at the John Morony, Oberon, Tamworth, Metropolitan Remand and Reception Centre, Long Bay, Mulawa, Glen Innes, Broken Hill, Cessnock, Bathurst and St Heliers Correctional Centres, and upgrade of the Government Radio Network units.

## TARGETS 2003/04 - OUTCOMES

TARGET	OUTCOME
<b>Correctional Centre Management</b>	
• Commence operation of a mobile outreach program at the Emu Plains Correctional Centre.	Completed
• Commission newly developed facilities for intellectually disabled inmates and other inmates requiring additional support at the Metropolitan Special Programs Centre.	Completed
• Commence operation of a women's unit at the Long Bay Hospital for up to nine female inmates who need mental health care or medical hospitalisation.	Completed
• Commission Bay Cottage, a residential diversionary program for women with mental health and/or substance addiction issues, within the Long Bay Correctional Complex.	Completed
• Pilot reformed workplace practices resulting from the 'The Way Forward' Project at Dillwynia and Mid North Coast Correctional Centres	In progress
<b>Throughcare and E case management</b>	
• Put project management methodology in place.	In progress
• Conduct Throughcare and Case Management business process review and re-engineering, determine project scope, change management review.	In progress
• Implement Throughcare Strategic Framework 2002-05.	In progress
• Develop a comprehensive strategy to support offenders' transition from custody to a successful return to the community.	In progress
• Implement Child Protection Strategic Framework 2003-05.	In progress
• Develop proposal in cooperation with Attorney-General's Department and other justice agencies for expansion of video conferencing system.	Completed
<b>Young Adult Offenders</b>	
• Develop and implement a statewide young adult offenders program, including provision for female inmates.	In progress
<b>Security</b>	
• Upgrade the Drug Dog Detector and Specialised Training Units to enable them to provide a more comprehensive and far reaching service.	In progress
<b>Intelligence</b>	
• Implement the recommendations of the Bruce Johnston report and work towards best practice in intelligence services for the Department.	In progress

• Review, negotiate and develop Memorandums of Understanding with all relevant external law enforcement agencies to ensure the CIG maintains professional intelligence partnerships.	In progress
• Develop and implement a strategic plan to assist in the reduction of mobile phone usage with correctional centres.	In progress
Court Security and Inmate Escort Services	
• Review escort services to court locations with a view to clustering courts under correctional centres.	In progress
<b>Community Based Correctional Services</b>	
• Expand the Home Detention Scheme to ensure that this sentencing option is available throughout New South Wales particularly in regional areas (e.g., the mid north coast).	In progress
• Develop intensive supervision programs aimed at diverting offenders from custody in particular high need offenders with special program requirements and Aboriginal offenders.	In progress
• Develop strategies in conjunction with other government and non-government agencies to meet the additional support and supervision needs of offenders with an intellectual or related disability to improve outcomes and equity of access to non-custodial sentencing options.	In progress
• Participate in the national benchmarking and service-forecasting project to enable development of practical service standards in community corrections to underpin longer-term service, efficiency and outcomes improvement.	In progress
<b>Staff of the Department</b>	
• Increase the number of female recruits, in particular to staff the new women's facility at South Windsor	In progress
• Recruit in regional NSW to staff new facilities opening in Kempsey and Wellington. This includes local testing, interviewing and medical examinations.	In progress
• Commence relocation of 109 staff from the Sydney corporate office to Goulburn in regional New South Wales.	Deferred
• Implement Aboriginal Regional network meetings to support and develop Aboriginal staff	In progress
<b>Managing Assets and Resources</b>	
• Continue to implement the Department's Capital Works program with:	
• Dillwynia Correctional Centre-200 places for women	Completed
• Goulburn Correctional Centre (Stage 2)	In progress
• Long Bay Correctional Redevelopment	In progress
• Long Bay Hospital Redevelopment and new Forensic Hospital	In progress
• Mental Health Assessment Units at the Metropolitan Remand and Reception Centre and Mulawa Correctional Centre	In progress
• Mid North Coast Correctional Centre-350 beds for male and female inmates	Completed
• Mid North Coast Remand Extension-additional 150 beds	Completed
• Parklea Correctional Centre Remand-200 beds	Completed
• Parklea remand – Stage 2-additional 200 beds	Deferred
• Western Region Correctional Centre-500 beds for male and female inmates	In progress
• Mulawa redevelopment	In progress
• Mid North Coast Second Chance	In progress
• Parramatta Probation & Parole-new premises	Completed
• DCS Head Office partial relocation to Goulburn	Deferred

• Statewide Probation and Parole program-office relocations and upgrades	In progress
• Audit statewide maintenance contracts to test their effectiveness.	In progress
• Implement a Pilot Project for the Department's Service Delivery Accountability Model	Completed
• Implement a Procurement Card Pilot	In progress
• Implement E-Procurement	In progress
• Aggregate purchasing for large motor vehicles	Completed

## TARGETS FOR 2004/05

### Reduction in re-offending:

- Expand the Department's relationships with Centrelink and other agencies facilitating transition between custody and community.
- Continue to implement the LSI-R assessment instrument in reception correctional centres to facilitate effective targeting of offender programming.
- Continue with development and accreditation of group programs addressing identified re-offending risks.
- Continue with the implementation of the Work Readiness Program.
- Work with Justice Health to integrate health care and offender programs through common case management protocols.

### Offender Management in custody:

- Continue to implement The Way Forward workplace reform program.
- Increase inmate vocational opportunities to keep pace with the increasing inmate population.
- Progressively occupy the Mid North Coast and Dillwynia Correctional Centres.
- Continue to implement mental health screening initiatives.
- Enhance capacity to hold individuals in secure custody under Commonwealth anti-terrorism laws.

### Offender Management in the community:

- Further develop the new Workload Model for efficient allocation of staff resources.
- Increase parolee supervision activities to cover classes of offender not previously the subject of active supervision.
- Provide additional reports to the Parole Board to enable improvement of the parole review process.
- Provide the capacity to supervise an anticipated increase in offenders managed under the Community Service Order program.
- Focus on violence and drug and alcohol abuse in accrediting new group programs designed to reduce re-offending risk.

### Enhanced capability to deliver quality correctional services:

- Continue to implement the main components of the Throughcare reforms including electronic case management and business process re-engineering.
- Continue to implement the Department's Information Management and Technology Strategic Plan with a focus upon the performance of key corporate systems, developing better management information and upgrading communication between the Department's sites across the state.
- Continue to improve the alignment between the Department's Learning and Development activities and evolving workplace needs.
- Continue to achieve productivity savings through operational and support services efficiency improvements.