

## MISSION

REDUCING RE-OFFENDING THROUGH SECURE, SAFE AND HUMANE  
MANAGEMENT OF OFFENDERS

## VISION

CONTRIBUTING TO A SAFER COMMUNITY THROUGH EXCELLENCE

### Throughcare

In 2003/04, the Department made substantial progress towards central elements of Throughcare:

- Electronic case management to enable an integrated approach to managing individual offenders; and
- Improved transitional support to assist offenders on release into the community.
- The new Mid North Coast Correctional Centre is using integrated case management on an electronic platform – a model that will be rolled out to other correctional centres.
- The Department formed Throughcare strategic relationships with a range of government and non-government agencies, including Centrelink, TAFE NSW, the Roads and Traffic Authority and the Department of Employment and Workplace Relations. This is enabling combined case management of offenders, post sentence services and programs, relapse prevention and essential resettlement support.

### Reduction In Re-offending

In 2003/04 the Department established whole of sentence planning and case management based on standard risk and needs assessments. Assessment involved using an electronic risk/needs assessment tool, the Level of Service Inventory-Revised (LSI-R), in conjunction with a range of other assessments for factors that increase the risk of re-offending, including education deficits, psychological issues, a history of violence and alcohol and drug addiction. These factors were then targeted by programs delivered in custody and the community.

- The number of offenders assessed by the LSI-R increased by 83% to 15,942.
- 6,140 offenders entering custody were screened for alcohol and other drugs.
- 39% of inmates participated in Adult Education and Vocational Training courses as part of their case management.
- 75% of the total available offender population was employed by Corrective Services Industries.
- Approximately 380 programs were provided to community-based offenders.
- Over 4,131 community-based offenders attended these programs.

### Correctional Centre Management

#### The Way Forward

The Department created a new model for operating correctional centres to achieve safe and effective management while substantially improving efficiency. With the support of the Public Service Association and Prison Officers Vocational Branch, The Way Forward has been implemented in the two new correctional centres below. These centres now operate a more efficient staffing policy and provide increased opportunities for inmates to be engaged in employment or programs designed to reduce their risk of re-offending and help them re-integrate successfully with the community.

#### Capital Works Program

Inmate numbers in full-time custody increased to their highest point of 8,669. Milestones in the Department's capital works program to accommodate this expansion included opening:

- Mid North Coast Correctional Centre, a 500 bed multi-classification centre at Kempsey;
- Dillwynia Correctional Centre, a 200 bed women's facility at South Windsor.

Other major construction projects included a 40 bed mental health screening Unit at Silverwater and infrastructure works at Wellington for a new 500 bed multi-classification correctional centre.

#### Security

The Department increased correctional centre security with a major focus on combating the introduction of contraband and detecting and removing mobile phones. This included joint operations with NSW Police, increased searches and improvements in technology-driven surveillance.

During the year, the Security Threat Group Intervention Program succeeded in reducing the potential for violence; and the Department launched a revitalised Violent Offenders Therapeutic Program.

#### Mental Illness

The Department made progress in taking the mentally ill out of mainstream correctional centres, establishing an interim Mental Health Screening Unit at the Metropolitan Remand and Reception Centre at Silverwater.

#### Deficits in Living Skills

Progress was also made in developing offender programs that address specific deficits in living skills and social development, with the Department opening Additional Support Units for inmates with disabilities and an Intensive Learning Centre for young adult inmates with educational deficits.

### Child Protection

During the year, the Department successfully trialed a Child Visitor Registration Program and developed a Child Contact Assessment Program to better manage children's contact with certain inmates.

#### Escapes from custody

There were no escapes from maximum or medium security correctional centres and 20 in total from full-time custody, with the escape rate per 100 offender years of 0.2 significantly lower than the 1.53 national average of the previous year.

#### Assaults

There were no serious assaults on staff, and a reduction in the rate of less serious assaults on staff from 1.19 to 1.16, lower than the national average of 1.57 for the previous year. Serious assaults on inmates by other inmates rose slightly from 0.63 to 0.76. However, other assaults by inmates on other inmates declined from 16.86 to 13.74.

#### Deaths in custody

There were 14 deaths in custody: a rate of 0.1 per 100 inmates, which equates to the 2002/03 national average. There were no Indigenous inmate deaths in custody.

#### Escort And Court Security

In 2003/04, the Court Escort Security Unit maintained a fleet of 80 escort vehicles, which travelled in excess of 2.6 million kilometres. In doing so, it conducted an estimated 139,466 inmate movements, compared with an estimated 150,130 movements in 2002/03. Video conferencing is a contributing factor to this difference, accounting for more than 30% of court attendances per day, improving security and saving over \$3 million.

### Offender Management In The Community

#### Risk Assessment

Community Offender Services (COS) used the LSI-R to assess almost 16,000 offenders to prioritise program delivery.

#### Workload Model

This has enabled COS to create a workload model based on the level of risk of re-offending. The model, which was developed in negotiation with the Public Service Association, was trialled during the year.

#### Aboriginal Offenders

COS developed services for Aboriginal offenders to address the over-representation of this group in the correctional system. These services, which involve training Aboriginal specialist officers, include a large number of dedicated programs with an emphasis on building strong, working relationships with community groups.

**Partnerships with Health and Community Service Agencies**  
COS expanded its partnerships with health and community agencies to provide services for offenders with disabilities and other complex needs.

#### **Community Service Orders**

74% (5,968) of Community Service Orders were successfully completed; \$11.43 million worth of unpaid community work was performed by offenders; and approximately 1,688 non-profit organisations provided work opportunities for offenders subject to Community Service Orders.

#### **Parole and Probation Orders**

77% (4,247) of Parole Orders and 85% (16,883) of Probation Orders were successfully completed.

#### **Home Detention Orders**

76% (682) of Home Detention Orders were successfully completed

#### **Reports**

25,524 pre-sentence reports, 634 post-sentence reports and approximately 3,273 pre-release reports were prepared.

#### **Financial Results**

The Department's expenditure in 2003/04 (recurrent and capital) totalled \$752 million, with productivity improvements enabling the Department to end the year some \$0.6M under budget. About 62% of expenditure represented employee-related expenses and 8% maintenance and depreciation of assets and equipment.

#### **Workers Compensation**

In 2003/04 the Department continued to reduce its Workers Compensation claims from 1065 in 2002/03 to 988 in 2003/04. Claims per 100 employees per year of injury fell from 18.8 to 16.8 in the same period.

#### **Staff Training and Development**

Brush Farm Academy was successful in gaining re-certification to the ISO 9001:2000 Quality Management System standard. This internationally-recognised standard covers all aspects of training and development including developing curriculum documents and training package material, and providing support services.

### **About The New South Wales Department Of Corrective Services**

The Department of Corrective Services provides custodial and community based correctional services as an important element of the system of criminal justice. In addition to managing offenders under the jurisdiction of New South Wales courts the Department manages Commonwealth offenders and provides custodial services on behalf of the Australian Capital Territory Government. Services include correctional centre custody of remand and sentenced inmates, periodic detention, home detention, parole, pre-sentence advice to courts, community service orders and other forms of community offender supervision. Custodial escort and court security services are provided in many areas of the state; a task previously undertaken by Police. Offenders in custody and being supervised in the community are assessed and case managed to meet individual care needs and reduce the risk of re-offending.



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## NEW SOUTH WALES DEPARTMENT OF CORRECTIVE SERVICES 2003/04



## ANNUAL REPORT HIGHLIGHTS