

## Organisational Capability, Governance and Staff Support

In 2008/09, there was considerable progress in transforming work practices. By the end of 2008/09, 183 casual correctional officers had graduated from the Brush Farm Corrective Services Academy. Centralised rostering was rolled out to all NSW publicly operated correctional centres. The operating cost of custody services fell for the first time in five years.

Key Performance Indicators	2008/09	National Average 2007/08
Cost of custody services per inmate per day	\$205.94	\$206.80

### The Way Forward Workplace Reforms

The Way Forward has been operating at Mid North Coast, Dillwynia and Wellington Correctional Centres, providing a new simplified custodial rank structure and flat overtime rate. In its first year of operation, an independent inquiry found The Way Forward had produced significant cost savings compared to correctional centres run under the traditional management model. These results are comparable to privately operated correctional centres. In early 2008/09, Corrective Services began rolling out The Way Forward in each of the publicly operated correctional centres in NSW, starting to introduce a 300-strong casual relief workforce, centralised rostering, new procedures for managing absenteeism and overtime, and new correctional centre management plans.

### Capital Works

In 2008/09, Corrective Services NSW continued to progress its established capital works program, including awarding the contract for constructing the new correctional centre at Nowra in June 2008. Despite losing a number of weeks to wet weather, construction continued on schedule during the year, remaining on target for commissioning in December 2010. Excellent progress was also made at the Silverwater Women's Correctional Centre. The Mum Shirl Unit opened on 11 June 2009 as part of the \$52.7 million redevelopment project which is due for completion in December 2009. Other milestones included the opening of the Long Bay Hospital in July 2008 and the Justice Health Forensic Hospital in February 2009.

## About Corrective Services NSW

As of 1 July 2009, the NSW Department of Corrective Services became Corrective Services NSW (CSNSW) in the newly established Department of Justice and Attorney General (DJAG), which is responsible jointly to the Attorney General as well as the Minister for Corrective Services. CSNSW provides custodial and community-based correctional services as an important element of the criminal justice system. Services include correctional centre custody of remand and sentenced inmates, periodic detention, home detention, parole, pre-sentence reports to courts, advice to courts and releasing authorities, community service orders and other forms of community offender supervision. Custodial escort and court security services are provided in many areas of the State. Offenders in custody and supervised in the community are assessed and case managed to reduce the risks of re-offending.



CORRECTIVE SERVICES NSW

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HOL INCARCERATION  
DISADVANTAGE  
VIOLENCE  
-SOCIAL BEHAVIOUR  
ANTI-SOCIAL BEHAVIOUR  
CE VIOLENCE REOFFENDING  
HOL CUSTODY CUSTODY INTERVENTION ► SUPERVISION ► EDU  
TOENI DISADVANTAGE VIOLENCE  
OUR REOFFENDING DRUG DEPENDENCY

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HIGHLIGHTS

ANNUAL REPORT 2008/09



## Mission

Manage offenders in a safe, secure and humane manner and reduce risks of re-offending.

## Vision

Contribute to a safer community through quality correctional services.

PROVISION ► PROGRAMS ► MONITORING ► SUPPORT ► HOUSING ► EMPLOYMENT

## Offender Management and Operations

### Reducing the risks of re-offending

Corrective Services NSW has a lead role in achieving the State Government's target of reducing re-offending by 10 percent by 2016. To realise this priority, a number of strategic changes were implemented in 2008/09.

- **Community Offender Support Program (COSP)** centres were established throughout the State, giving offenders a better chance of a new start on release from custody. Apart from providing temporary accommodation, COSPs also help offenders establish links with community services and program providers, vital to helping an offender settle down in the community.
- The **Community Compliance Group (CCG)** was expanded to closely supervise a number of serious sex offenders in the community after their release from custody. CCG offices are now established in Wagga Wagga, Newcastle, Dubbo, Blacktown and Campbelltown.
- **The Way Forward** workplace reforms were widely implemented. They will save more than \$60 million a year in operational costs while improving safety and security for staff and inmates, and creating a better balance for staff between their work and family responsibilities.

Key Performance Indicators	2007/08	2008/09
Prisoners returning to corrective services	45.2	44.9
Offenders returning to corrective services	28.3	27.8

### Specialised programs

To target the root causes of offending behaviour, Corrective Services NSW offers offenders in both custody and the community specialised, accredited programs to combat risk factors for re-offending. In 2008/09, Corrective Services expanded its programs in relation to alcohol and other drugs, sexual offending, violent offending, cognitive skills and community engagement.

## Offender Management in Custody

Key Performance Indicators	2008/09	National Average 2007/08
Escape rate per 100 inmates from open custody	0.31	0.51
Escape rate per 100 inmates from secure custody	0.06	0.09
Rate of inmate on officer assaults (serious)	0.00	0.02
Death rate per 100 inmates (apparent unnatural causes)	0.04	0.03
Time out of cells (hours per day)	9.32	10.30
Total education program enrolments	9,300	
% of eligible inmates employed	75.93	77.80
Visits (rate per 100 inmates)	20.15	
Court appearances facilitated by video conferencing	31,285*	

\* The data, which represents the number of video conferences for this financial year, is captured on a post-conference basis, as against a pre-conference basis in previous years.

## Supporting offenders with mental health problems

In 2008/09, the mental health system overhaul was completed to minimise the exposure of people with serious mental illness to the correctional system. This process started in 2006 with the \$14.9 million Mental Health Screening Unit (MHSU). The MHSU received a silver Premier's Award in the Rights, Respect and Responsibility category in recognition of its excellence in treatment, stabilisation and diversion of mentally ill offenders. In 2008/09, the MHSU was complemented by a \$9 million, 19 bed facility at Silverwater Women's Correctional Centre; the new Long Bay Hospital, which includes 40 acute mental health beds; and the 135 bed Justice Health Forensic Hospital, operated and funded by NSW Health.

## Offender Management in the Community

### Key Performance Indicators

#### Successful completion of community-based orders

Key Performance Indicators	2008/09	National Average 2007/08
Restricted Movement (Home Detention)	79.69	78.6
Reparation* (Community Service Orders)	82.25	63.1
Supervision (Parole Orders, Probation Orders)	79.34	73.7
<b>TOTAL</b>	<b>80.00</b>	<b>70.2</b>

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

### Tabulam (Balund-a)

By the end of 2008/09, the new community residential intervention program at Tabulam (Balund-a) had been operational for 15 months. Balund-a is a court diversionary program offering an intensive approach to managing predominantly Aboriginal offenders in a community-based residential facility. The program has won the confidence of the courts, demonstrated by the sentences issued, and the increasing volumes of referrals as well as verbal feedback from Magistrates.