



Jus ice &  
Attorney General

ANNUAL REPORT

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# Department of Justice and Attorney General contact details

## Attorney General's Division

### Head Office

Justice Precinct Offices  
160 Marsden Street  
Parramatta NSW 2124

### Postal address

Locked Bag 5111  
Parramatta NSW 2124

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

DX 1227  
Sydney NSW 2001

### Translating and Interpreter Service

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

### Hours of operation

9am–5pm

Monday to Friday

However there are many after hours and 24-hour services offered by individual business centres and justice services.

## Corrective Services NSW

### Head Office

Henry Deane Building  
20 Lee Street  
Sydney NSW 2000

### Postal address

GPO Box 31  
Sydney NSW 2001

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

### Hours of operation

8.30am–5.00pm

Monday to Friday

## Letter of Submission to Ministers



*The Hon Mr John Hatzistergos, MLC, Attorney General*



*The Hon Mr Phillip Costa, MP, Minister for Corrective Services*



The Hon John Hatzistergos, MLC  
Attorney General  
GPO Box 5341  
SYDNEY NSW 2001

The Hon Phillip Costa, MP  
Minister for Corrective Services  
Level 34, Governor Macquarie Tower  
1 Farrer Place  
SYDNEY NSW 2001

Dear Ministers

I have pleasure in presenting to you the annual report of the Department of Justice and Attorney General of New South Wales for the 2009/10 financial year.

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

Over the past year, the Department has been especially committed to improving client service, increasing the skills and performance of staff and implementing innovative programs to provide greater access to justice for the people of NSW.

The achievements outlined in this report reflect the dedication and commitment of the Department's staff and the NSW Judiciary.

Your faithfully

A handwritten signature in black ink that reads "Laurie Glanfield".

Laurie Glanfield  
Director General  
Department of Justice and Attorney General

As part of the Government's ongoing public sector reform, the Attorney General's Department and Department of Corrective Services were amalgamated on 1 July 2009 to form the Department of Justice and Attorney General (DJAG).

The role of the Attorney General's Division of DJAG is to:

- Manage and support the state's court registries and legal jurisdictions
- Implement crime prevention programs and support victims of crime
- Provide accurate research data, legal and policy advice to the NSW Government and the community
- Provide legal advice and representation to the NSW Government and its agencies, and
- Offer trustee, adult guardianship, financial management and legal services at minimum cost to the community.

The role of the Corrective Services NSW (CSNSW) Division of DJAG is to provide:

- Custodial and community based correctional services having regard to community safety
- Programs and services that reduce risks of re-offending
- Pre and post-sentence reports to assist sentencing and releasing authorities, and
- Community-based sentencing options and support arrangements to offenders in custody and in the community.

DJAG also works closely with the following related justice agencies:

- The Office of the Director of Public Prosecutions (ODPP)
- Legal Aid NSW
- The Office of the Information Commissioner (OIC).

## Our Vision

DJAG contributes to a just and safe society for:

### **The Community**

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

### **Clients**

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

### **Offenders**

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

### **Staff**

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

## Director General's Foreword

I am pleased to present the annual report for the Department of Justice and Attorney General (DJAG) for 2009/10.

It presents our strong commitment to providing a high level of excellence in the delivery of an effective and efficient justice system in NSW.

The Attorney General's Department and Department of Corrective Services were amalgamated on 1 July 2009 to form DJAG as part of the Government's ongoing public sector reform. The development of this new Department has provided an opportunity for improved justice services. This is the first combined annual report for the new Department and represents the wide scope of work initiated by all Business Centres.

### Motivated and dedicated people

We are a large department, with staff located throughout the state from city offices to corrective centres and regional courthouses. Our people work hard to support access to justice in a wide variety of ways, delivering key services to the community and support for those on the frontline. To achieve our goals we are committed to creating and maintaining a strong foundation in our staff and our corporate culture. This means that we must continue to recruit passionate and dedicated staff who share our commitment to public service.

We always strive to create a workplace where everyone is treated with fairness, dignity and respect. We position our Department as a workplace of choice for people from diverse backgrounds including people with a disability, Aboriginal and Torres Strait Islanders and people from linguistically and culturally diverse communities. In accordance with this we developed and launched a new *Grievance Policy*, which along with the ongoing implementation of the *Dignity and Respect Policy* illustrates our focus on achieving and maintaining a workplace free from bullying, harassment, discrimination and violence.

### Stepping out in the community

Our Department often takes the opportunity to host and participate in community events to provide the people of NSW with first-hand information about their justice system.

In May 2010 Law Week took to the streets in cities and towns around New South Wales. As part of this celebration an open-air legal expo was held in Sydney's Martin Place, where members of the public could talk face to face with major legal service providers. During the year the Department was also represented at the Sydney Royal Easter Show as well as various other community events including a series of Community Justice Forums, which were held in Wollongong, Parramatta, Wagga Wagga, Campbelltown and Gosford to reduce the many misconceptions about the operation of the criminal justice system.



Laurie Glanfield, Director General

“Our people work hard to support access to justice in a wide variety of ways, delivering key services to the community and support for those on the frontline.”

## Director General's Foreword

### Meeting community needs

LawAccess, our free legal information service, surpassed its one millionth call and saw a 16.3 per cent increase in the amount of telephone interpreter calls over the previous year with nearly 38 per cent of calls from regional and rural NSW. We also launched LawAssist, a new website that provides a step-by-step guide to make it easier for people who want to represent themselves in court.

Keeping up to date with community demand and changing times the Department launched a new Relationship Register to make it easier for unmarried couples to access legal entitlements and prove they are in a committed or de facto relationship. It also commenced an identity theft information campaign to alert the community of ways to reduce and prevent, what is according to the Australian Federal Police, the fastest growing crime in Australia.

NSW Trustee and Guardian commenced business on 1 July 2009 merging the Public Trustee NSW and the Office of the Protective Commissioner to provide improved customer service for the people of NSW and the Crown Solicitor's Office was restructured to also improve access and quality of their services.

The Department is dedicated to maintaining a current and relevant justice system. In line with this, thirty law reform bills were developed and considered by Parliament and advice was provided to government on many other law reform proposals. Some of the major policy changes included the establishment of a Domestic Violence Death Review team following amendments to the *Coroners Act 2009*, new laws to allow neighbours locked in disputes over trees to have their cases heard by the Land and Environment Court rather than incurring costly legal fees and new laws to clarify the difference between art and child pornography.

“The performance of NSW Courts and Tribunals continues to promote public trust and confidence on the court system.”

### Leading crime prevention strategies

In order to achieve our vision to contribute to a just and safe society for all, our courts are increasingly using progressive diversionary programs to address the underlying causes of criminal re-offending. Investment in these innovative court initiatives such as court rehabilitation and diversionary programs to tackle the causes of crime and increase victim participation in the justice process, increased by \$3.1 million to \$26.7 million in 2010.

In our commitment to provide services for victims of crime and their families the Department launched two new services in late 2009 to help victims of crime through every stage of the criminal justice process – the new user-friendly *Justice Journey* website and *Victims Access Line*.

In support for community-based programs to reduce targeted crime eight local councils had their crime prevention strategies endorsed by the NSW Attorney General bringing the total number of endorsed strategies to 31. In this period 13 councils also received a combined total of \$420,000 in crime prevention grants.

The Department has led a coordinated strategy to reduce the incidence of targeted crime including stealing from motor vehicles. A coordinated ‘steal from motor vehicle’ reduction strategy has been implemented in partnership with NSW Police, RailCorp, the RTA and Local Government in which more than 45,000 motorists were provided with car security information at the Sydney Royal Easter Show, Operation Tabella, and at specifically targeted hotspot railway stations. Advertisements and articles were placed in the print media and a car security website was also developed to provide car security information to the community.

### Court performance

The performance of NSW Courts and Tribunals continues to promote public trust and confidence in the court system. The NSW Local Court and the NSW District Court ranked first in Australia for timeliness, according to the Productivity Commission's 2009 Report on Government Services (ROGS) which compares the performance of courts in all jurisdictions across Australia for the 2008/09 financial year (published in January 2010).

We have built on this success by introducing reforms to encourage alternative dispute resolution early in a case particularly in the child protection system. The reforms include the introduction of specially trained Children's Registrars to conduct Dispute Resolution

## Director General's Foreword

Conferences for the Children's Court, the appointment of two additional Children's Court magistrates to hear more complex care matters in rural areas and the trial of a docket system whereby cases are allocated to a single judicial officer for the duration of proceedings.

We have implemented world-class technology and online services to make our courts safer and more efficient so that they are sensitive to the needs of vulnerable clients. The development of JusticeLink is complete in all civil and criminal jurisdictions of the NSW Supreme, District and Local Courts. This has significantly reduced the need for face-to-face enquiries by allowing parties to electronically register cases, lodge court documents, schedule and list matters and record outcomes making access to the courts faster, easier and more cost effective for litigants and their representatives. We also commenced the Legal eServices Project to provide a suite of integrated web-based services for the legal profession. In 2009/10 we spent \$3.6 million to continue the update of remote witness facilities and 37 courts received an upgrade to their audio-visual control system and a further 108 courtrooms to their standard operating environments.

Our Department has been heavily involved in the development of the International Framework for Court Excellence, a quality management tool that enables a court to assess its performance against seven areas of excellence, and provides guidance on improvement strategies. The Land and Environment Court (LEC) is the first court in the world to implement the framework which offers a continuous improvement approach.

### Corrective Services

Since the creation of the new Department the collaboration with Corrective Services NSW (CSNSW) has been very productive. In 2009/10, under the direction of Commissioner Woodham CSNSW successfully continued the implementation of a range of workplace reforms, which brings significant benefits both in terms of increased quality, as well as resource effectiveness, to offender management in custody and in the community.

The redistribution of resources from custody to Community Offender Services has been ongoing and includes the progressive increase in the intensity of supervision and monitoring of offenders in community programs whilst providing more support services, intervention and drug treatment programs, as well as the extension of the Community Offender Support Program (COSP) centres and expansion of the Community Compliance Group which brings benefits in terms of intensified supervision and monitoring of serious offenders in the community.

In addition, CSNSW maintained its offender program schedule to reduce the risks of re-offending with a strong focus on the integrity, quality assurance and supervision of programs operating in correctional centres and in the community. There is an ongoing commitment to implementing offender programs consistent with the 'what works' literature.

Specialist programs have continued to be provided and a second Custody Based Intensive Treatment (CUBIT) program has opened for sexual offenders, whilst the Violent Offender Treatment Program has been relocated and expanded.

Corrective Services NSW has also collaborated with the NSW Aboriginal Housing Office to build and install transportable homes as part of the Remote Indigenous Housing National Partnership.

### The future

The Department now shares a single strategic plan that sets out the vision, goals, strategic direction and business initiatives for 2010-12. It assists in giving our whole Department a consistent and collective vision for the future along with a plan on how to get there.

"In order to achieve our vision to contribute to a just and safe society for all, our courts are increasingly using progressive diversionary programs to address the underlying causes of criminal re-offending."

## Our Strategic Commitments

### NSW State Plan

The State Plan is a long-term plan to deliver the best possible services to the people of NSW. The challenge is to balance competing demands and limited resources, and the State Plan addresses this challenge by setting clear priorities to guide Government. DJAG is responsible for delivering key aspects of the NSW State Plan, and is a lead agency for the “Keeping People Safe” priority.

#### Lead Agency State Plan targets

- Reduce re-offending
- Improve the efficiency of the court system

DJAG also contributes to other State Plan priorities including:

#### Related State Plan targets

- Reduce rates of antisocial behaviour
- Strengthen Aboriginal communities
- Improve outcomes in mental health
- Improve child wellbeing, health and safety

### DJAG Strategic Framework

The Strategic Framework outlines how DJAG will carry out the Department’s vision, and address the challenges of the State Plan. Each Strategic Direction has a range of projects and activities that contribute to delivering key services to the community.

State Plan Priority	DJAG Goal	DJAG Strategic Direction
Keeping people safe	1. Building safe communities	1. Effective crime prevention 2. Reduce re-offending
	2. Accessible and effective justice system	3. Timely and effective resolution of disputes, civil and criminal matters 4. Delivery of high quality legal services 5. Reforming the law, research and development of sound justice policy
	3. Protection of rights and promoting responsibility in the community	6. Support for vulnerable participants in the justice system 7. Provision of representation and management of life matters for individuals 8. Continued promotion and advocacy of rights

The Department of Justice and Attorney General is comprised of the Attorney General Division and Corrective Services NSW.

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

The Executive Committee is led by the Director General and comprises the Assistant Director General Courts and Tribunal Services, Assistant Director General Policy and Legal Services, Assistant Director General Crime Prevention and Community Programs and the Crown Solicitor. The Executive Committee leads the development and review of major policies, strategies and operational plans, provides input to priorities and resource allocation, reviews performance and develops and analyses key project submissions. It meets monthly.

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

The Department of Justice and Attorney General achieves its results through services delivered by the key program areas of:

- court and tribunal services
- offender management in custody and in the community having regard to security and community safety
- crime prevention, Aboriginal and community programs
- policy and legal services
- client services.

### New Strategic Plan

In 2009/10 a new Strategic Plan was created for the Department. The plan outlines how the Department will deliver its services, corporate goals, strategic directions and business initiatives from the current year until 2012.

Central to the plan is the State Plan Priority of 'keeping people safe'. Supporting this priority are the Department's goals of building safe communities, an accessible and effective justice system and the protection of rights and promoting responsibility in the community.

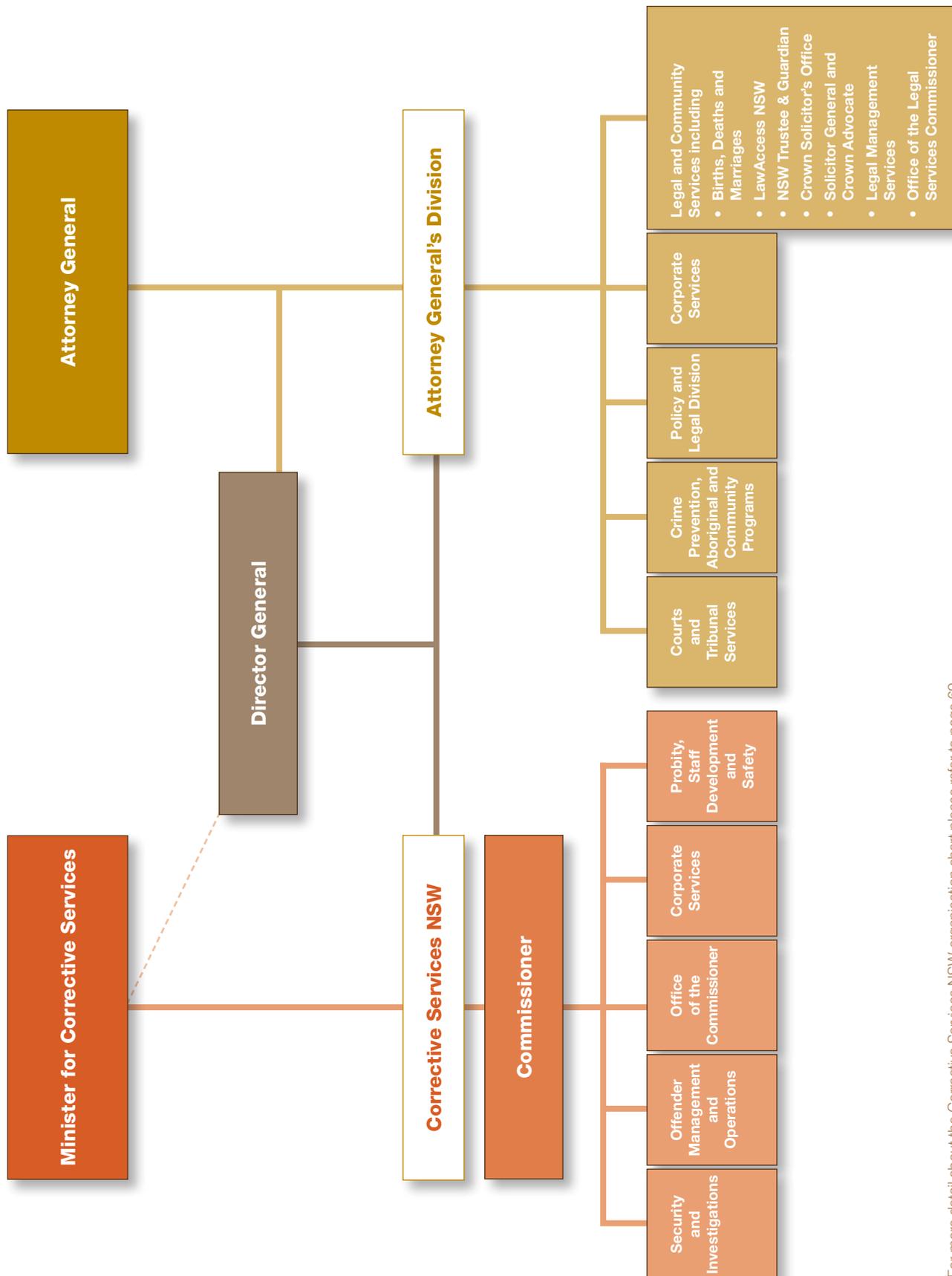
The plan gives the Department a consistent and collective vision for the future and a plan of how to get there and reflects the breadth of the Department's operations and services.

The Strategic Plan 2010–2012 can be accessed on the Department's web site [www.lawlink.nsw.gov.au](http://www.lawlink.nsw.gov.au)

“The plan gives the Department a consistent and collective vision for the future and a plan of how to get there and reflects the breadth of the Department's operations and services.”

## Organisation chart

# Department of Justice and Attorney General



For more detail about the Corrective Services NSW organisation chart please refer to page 69.