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APPENDIX 1 SES PERFORMANCE STATEMENT—COMMISSIONER



New South Wales

Minister for Justice

Performance Statement: Commissioner of Corrective Services
Name: Ronald Woodham
Position: Commissioner of Corrective Services
Period: 1 July 2003 to 30 June 2004

Commissioner Woodham is responsible for managing the largest correctional system in Australia and notwithstanding an increasing inmate population, outstanding results are continually being achieved.

The escape rate has decreased to a new record low. The rate of apparent unnatural deaths in custody has declined to a new low.

The overall assault rate by inmates has also steadily decreased and in particular the serious assault rate by inmates on staff was nil for the past two years.

As a strategy to restrict the entry of mobile phones into correctional centres, the Commissioner has initiated legislative reform for both a correctional centre offence and a criminal offence in relation to an inmate possessing a mobile phone.

The Commissioner has continued to support offender management programs that aim to reduce re-offending and prepare offenders for successful re-integration into the community by the continued development and implementation of 'Throughcare' initiatives. The development of electronic case management is progressing.

The introduction of Video Conferencing for bail hearings has been very successful and has reduced the number of inmates transported to courts.

The Commissioner has supported the expanded use of video conferencing to all NSW Parole Board matters, Regional Serious Offender Review Hearings, Assessments of Revoked Periodic Detainees and remote visits for inmates and disadvantaged families.

A strategic framework for Child Protection has been developed and is being implemented with the establishment of a Child Protection Co ordination and Support Project Unit.

The Commissioner initiated and maintains a National Forum on Terrorism, ensuring that all states have a collaborative response to the development of guidelines and procedures in relation to inmates either convicted or detained under the Terrorism Legislation.

A Corporate Communication Strategic Plan has been developed and is being implemented.

The Commissioner has introduced staff training initiatives with an emphasis on career development programs for all staff.

In regard to Community Offender Services, the successful completion rate on the basis of compliance with the order has been maintained over the past five years.

Community Offender Services continues to establish partnerships with agencies to enhance the delivery of offender management programs within the community.

Community Offender Services continues to provide a significant service to the Local and District Courts through the provision of pre-sentence reports – 25,482 reports in the past year.

In 2003/04, the Department exceeded its productivity savings target of \$10.6 million, delivering savings of \$11.62 million within the Department's balanced budget.

Commissioner Woodham received remuneration of \$309,900 per annum (since 1 October 2003).


John Hatzistergos
30 June 2004

**APPENDIX 2 SES PERFORMANCE STATEMENT – SENIOR ASSISTANT COMMISSIONER,
INMATE AND CUSTODIAL SERVICES**

New South Wales Government



Department of Corrective Services



PERFORMANCE STATEMENT

**SENIOR ASSISTANT COMMISSIONER, INMATE & CUSTODIAL SERVICES, IAN MCLEAN
(SES LEVEL 5)
1 July 2003 to 30 June 2004**

Total Remuneration Package: \$ 219,850 (since 1 October 2003).

Senior Assistant Commissioner McLean has achieved significant results during the reporting year, including the implementation of cultural change and workplace reform to support a more efficient and effective organisation.

Considerable results have been achieved in the following areas:

- Achieved agreement with the NSW Public Service Association for a planned program of workplace reform for the Mid North Coast, Dillwynia and Wellington Correctional Centres.
- Negotiated a new consent award for correctional officers who will be employed at these Centres.
- Chaired the commissioning of the new correctional centres at Dillwynia and the Mid North Coast.
- Centralised the processing of rosters for those Centres.
- Established structured arrangements with local Aboriginal organisations and the community for consultation and involvement with the Mid North Coast Correctional Centre.
- Commenced the implementation of workplace reform on a statewide basis.
- Negotiated a staff drug and alcohol screening policy.
- Opened additional Wings at Parramatta Correctional Centre to temporarily accommodate inmates pending the completion of new facilities.
- Increased the number of inmate beds at Oberon, Tamworth, Bathurst and Cooma Correctional Centres.
- Expanded accommodation for intellectually disabled inmates at the Metropolitan Special Programs Centre, Long Bay.
- Opened a new school at the John Morony Correctional Centre.
- Commenced clustering of courts with correctional centres to create more effective use of resources.
- Static and dynamic security levels have been maintained in correctional centres and courts.


RON WOODHAM
Commissioner
30 June 2004

APPENDIX 3 AVERAGE NUMBER OF EMPLOYEES BY CATEGORY

	1999/00	2000/01	2001/02	2002/03	2003/04
CUSTODY OF INMATES AND DETAINEES					
Operational staff, correctional centres and courts	3402.25	3669.12	3758.47	3974.93	4119.89
Operational staff are those involved in the custody or care of inmates and periodic detainees. Includes Governors and all custodial staff, industries staff, court security and transport, inmate development, psychological services and welfare staff. Includes casual Court Correctional Officers, Teachers and Sessional Specialists.					
Administrative, management and other staff	866.28	893.60	954.39	981.13	1005.77
Includes all support staff in correctional centres, head office, regional offices, Corrective Services Industries and the Corrective Services Academy.					
INTENSIVE COMMUNITY SUPERVISION					
Operational staff	33.10	32.89	35.39	37.04	40.37
Operational staff are those involved in direct supervision of offenders sentenced to home detention.					
Administrative, management and other staff	8.59	8.41	9.87	10.81	12.15
All staff who are not involved in the direct supervision of offenders sentenced to home detention.					
COMMUNITY SUPERVISION					
Operational staff	424.12	455.71	470.01	490.82	508.89
Operational staff are those involved in direct supervision of offenders, including probation and parole officers.					
Administrative, management and other staff	171.97	167.31	175.77	177.15	187.92
All staff who are not involved in the direct supervision of offenders, including all support staff in Probation and Parole head office and district offices.					
TOTAL	4906.31	5227.04	5403.90	5671.88	5874.99

Note: Staff numbers are shown as full time equivalents (FTE). For example, two part time clerical officers each working 17.5 hours per week equate to one full time clerical officer's award hours of 35 hours per week and are shown as 1.00 FTE.

APPENDIX 4 BOARDS, COUNCILS AND COMMITTEES

Departmental representation on external boards and committees:

CORRECTIVE SERVICES**ADMINISTRATORS' CONFERENCE (held annually)**

Commissioner, Ron Woodham

JUSTICE HEALTH BOARD MEETING (held monthly)

Commissioner, Ron Woodham

CHIEF EXECUTIVE OFFICERS NETWORK MEETING (every 2 months)

Commissioner, Ron Woodham

CRIMINAL JUSTICE SYSTEM CHIEF EXECUTIVE OFFICERS MEETING (held approximately every 3 months)

Commissioner, Ron Woodham

CRIMINAL JUSTICE CHIEF EXECUTIVE OFFICERS MEETING (held every 3 months)

Commissioner, Ron Woodham

CHIEF EXECUTIVE OFFICERS GROUP ON ABORIGINAL AFFAIRS (held approximately every 3 months)

Commissioner, Ron Woodham

NSW GOVERNMENT PROCUREMENT COUNCIL (held as deemed necessary by Council)

Commissioner, Ron Woodham/
represented by Executive Director,
Finance & Asset Management,
Gerry Schipp

Community Offender Services, Executive Director, North West, Phil Ruse, represents the Department on the following committees:

HUNTER, CENTRAL COAST AND NORTH COAST REGIONAL COORDINATION MANAGEMENT GROUPS

Community Offender Services, Executive Director, South West, Valda Ruisis, represents the Department on the following committees:

RIVERINA-MURRAY REGIONAL CO-ORDINATION MANAGEMENT GROUP**SOUTH WEST SYDNEY REGIONAL CO-ORDINATION MANAGEMENT GROUP**

Community Offender Services Executive Director, Sydney Metropolitan, Peter McDonald, represents the Department on the following committees:

WESTERN SYDNEY HUMAN SERVICES GROUP**WESTERN SYDNEY REGIONAL COORDINATOR MANAGEMENT GROUP****MOUNT DRUITT COMMUNITY SOLUTIONS & CRIME PREVENTION STRATEGY STEERING COMMITTEE****REDFERN WATERLOO HUMAN SERVICES SENIOR OFFICERS GROUP****CRIMINAL COURT OF APPEAL & CRIME REGISTRY**

Assistant Commissioner, Offender Management, Luke Grant

MENTAL HEALTH (CRIMINAL PROCEDURE) ACT MEETING

Assistant Commissioner, Offender Management, Luke Grant

CORRECTIONAL CENTRE RELEASE TREATMENT SCHEME MEETING

Assistant Commissioner, Offender Management, Luke Grant

JUSTICE SECTOR CHIEF INFORMATION OFFICERS CONSULTATIVE FORUM

A/Executive Director, Information Management & Technology,
Wayne Ruckley

REGIONAL CO-ORDINATION MANAGEMENT GROUP (ILLAWARRA & SOUTH EAST)

Assistant Commissioner, Security & South West Command, John Klok

REGIONAL COMMUNITY CONSULTATIVE COMMITTEE

Assistant Commissioner, Security & South West Command, John Klok

HEALTH INDUSTRY GROUP TRAINING COMPANY BOARD OF DIRECTORS

Executive Director, Human Resources,
Paul Irving

CORRECTIVE SERVICES WORKING GROUP, STEERING COMMITTEE FOR THE REVIEW OF COMMONWEALTH/STATE SERVICE PROVISION

Director, Corporate Research,
Evaluation & Statistics, Simon Eyland

TECHNICAL ADVISORY GROUP, NATIONAL CORRECTIONAL SERVICES STATISTICAL UNIT, AUSTRALIAN BUREAU OF STATISTICS

Director, Corporate Research,
Evaluation & Statistics, Simon Eyland

NSW COMMUNITY SERVICES & HEALTH INDUSTRY TRAINING ADVISORY BODY BOARD

Director, Learning & Staff Development, Lindsay Cotton

NATIONAL CORRECTIVE SERVICES ADVISORY COMMITTEE

Director, Learning & Staff Development, Lindsay Cotton

AUSTRALIAN INSTITUTE OF MANAGEMENT ACT/NSW ACADEMIC ADVISORY BOARD

Director, Learning & Staff Development, Lindsay Cotton

NSW POLICE COLLEGE ACADEMIC ADVISORY BOARD

Director, Learning & Staff Development Lindsay Cotton

CORRECTIONS ADVISORY BOARD (CHARLES STURT UNIVERSITY)

Assistant Director, Human Resources Development, Sean O'Toole

COURSE ADVISORY COMMITTEE (CHARLES STURT UNIVERSITY)

Assistant Director, Human Resources Development, Sean O'Toole

PROJECT REFERENCE GROUP, METROPOLITAN LOW SECURITY WOMEN'S PRISON, DEPARTMENT OF JUSTICE, WESTERN AUSTRALIA

APPENDIX 4 BOARDS, COUNCILS AND COMMITTEES (Cont)

Commander, Women's Facilities and Services and Silverwater Command, Lee Downes

DAIRY BOARD OF MANAGEMENT

Commander, Women's Facilities and Services and Silverwater Command, Lee Downes

JOINT COMMUNITY

CONSULTATIVE MEETING

Commander, Women's Facilities and Services and Silverwater Command, Lee Downes

CRIMINAL JUSTICE

INTERDEPARTMENTAL

OPERATIONS COMMITTEE

Neil Guy, Director, Sentence Administration

SERIOUS OFFENDERS REVIEW COUNCIL (SORC)

Superintendent Steve Tandy (Official Member)

Director, Inmate Classification & Case Management, Terry Halloran

The subcommittees of the SORC are the Pre Release Leave Committee, High Security Inmate Management Committee and the Escape Review Committee.

NETWORK OF GOVERNMENT AGENCIES: GAY LESBIAN AND TRANSGENDER ISSUES

A/Director, Offender Management Unit, Max Saxby

NSW GOVERNMENT ABORIGINAL AFFAIRS POLICY JUSTICE CLUSTER SUB COMMITTEE

A/Director, Offender Management Unit, Max Saxby

SHARED ELLIPSE UPGRADE PROJECT STEERING COMMITTEE

Executive Director Office of the Commissioner, Peter Peters
A/Executive Director Information Management & Technology, Wayne Ruckley

Major Departmental Committees

BOARD OF MANAGEMENT (held monthly)

Commissioner Ron Woodham
Senior Assistant Commissioner, Inmate & Custodial Services,

Ian McLean

Senior Assistant Commissioner, Community Offender Services, Catriona McComish
Assistant Commissioner, Offender Management, Luke Grant
Assistant Commissioner, Security & South West Command, John Klok
Executive Director, Legal Services & Corporate Counsel, Paul Nash
Executive Director, Human Resources, Paul Irving
Executive Director, Finance & Asset Management, Gerry Schipp
Executive Director, Office of the Commissioner, Peter Peters
Executive Director, Probity & Performance Management, Mike Woodhouse
A/Executive Director, Information Management and Technology, Wayne Ruckley

BOARD OF MANAGEMENT POLICY SUB-COMMITTEE (held as required)

Senior Assistant Commissioner, Inmate & Custodial Services, Ian McLean
Senior Assistant Commissioner, Community Offender Services, Catriona McComish
Assistant Commissioner, Offender Management, Luke Grant
Assistant Commissioner, Security & South West Command, John Klok
Executive Director, Legal Services & Corporate Counsel, Paul Nash
Executive Director, Human Resources, Paul Irving
Executive Director, Finance & Asset Management, Gerry Schipp
Executive Director, Office of the Commissioner, Peter Peters
Executive Director, Probity & Performance Management, Mike Woodhouse
A/Executive Director, Information Management and Technology, Wayne Ruckley
Director, Corporate Strategy, Ross Hannah

BOARD OF MANAGEMENT FOR TRAINING AND STAFF DEVELOPMENT (held monthly)

Commissioner, Ron Woodham

Senior Assistant Commissioner, Inmate & Custodial Services, Ian McLean
Senior Assistant Commissioner, Community Offender Services, Catriona McComish
Assistant Commissioner, Offender Services, Luke Grant
Assistant Commissioner, Security & South West Command, John Klok
Executive Director, Community Offender Services, North, Phil Ruse
Executive Director, Community Offender Services, West, Peter McDonald
Executive Director, Finance & Asset Management, Gerry Schipp
Commander, Remand Facilities & Special Programs, Dave Farrell
Executive Director, Human Resources, Paul Irving
Director, Learning & Staff Development, Lindsay Cotton

INFORMATION MANAGEMENT & TECHNOLOGY BOARD OF MANAGEMENT

Commissioner, Ron Woodham (Chair)
Senior Assistant Commissioner, Inmate & Custodial Services, Ian McLean
Assistant Commissioner, Offender Management, Luke Grant
Senior Assistant Commissioner, Community Offender Services, Catriona McComish
A/Executive Director, Information Management and Technology, Wayne Ruckley
Executive Director, Office of the Commissioner, Peter Peters
Executive Director, Finance & Asset Management, Gerry Schipp
Executive Director, Human Resources, Paul Irving
Executive Director, Legal Services & Corporate Counsel, Paul Nash
Director, Custodial Operations Support, Judy Windle
A/Director, Corrective Services Industries, Neil Daines

DEPARTMENT OF CORRECTIVE SERVICES ABORIGINAL TASKFORCE (DOCSAT)

Superintendent, Yetta Dhinnakkal
Correctional Centre, Clarrie Dries

APPENDIX 4 BOARDS, COUNCILS AND COMMITTEES (Cont)

The Honourable Hal Wootten QC
(retired Supreme Court Judge)
Director, Community Relations,
Department of Aboriginal Affairs,
Sol Bellare
Chairperson, Aboriginal Justice
Advisory Council, Winsome Mathews
Director, Aboriginal Legal Service,
Trevor Christian
Senior Assistant Commissioner,
Community Offender Services,
Catriona McComish
Assistant Commissioner, Offender
Management, Luke Grant

**DCS/NSW TEACHERS' FEDERATION
CONSULTATIVE COMMITTEE**

Assistant Commissioner, Offender
Management, Luke Grant
NSW Teachers' Federation,
Richard Walsham
NSW Teachers' Federation,
Peter de Graf
Director, Workforce Relations,
Deirdre Hunter
Executive Director, Human Resources
Division, Paul Irving
Director, Offender Services &
Programs, Rhonda Booby

ETHICS COMMITTEE

Assistant Commissioner, Offender
Management, Luke Grant (Chair)
Director, Corporate Research,
Evaluation & Statistics, Simon Eyland
Senior Assistant Commissioner,
Community Offender Services,
Catriona McComish
Executive Director, Legal Services and
Corporate Counsel, Paul Nash
Executive Director, Probity &
Performance & Chief Ethical
Strategist, Mike Woodhouse
Deputy Director, National Centre in
HIV Epidemiology & Clinical Research,
UNSW, Prof John Kaldor
Executive Director, The St. James
Ethics Centre, Dr Simon Longstaff
CEO, Justice Health,
Dr Richard Matthews
Community Representative,
Shirley Nixon
Official Visitor, Reg Pollock
Assoc Prof, Faculty of Law, University
of Sydney, Julie Stubbs

**MULTICULTURAL COMMUNITY
CONSULTATIVE COMMITTEE**

Commissioner, Ron Woodham
Senior Assistant Commissioner,
Community Offender Services,
Catriona McComish
Senior Assistant Commissioner
Inmate Custodial Services,
Ian McLean
Assistant Commissioner Offender
Management, Luke Grant
Chaplain Coordinator, Rod Moore
Department of Corrective
Services, Policy and Projects Officer,
Ethnic Affairs
Executive Officer, CRC Justice
Support, Allison Churchill
CEO, Justice Health,
Dr Richard Matthews
Community Settlement Services
Worker, Canterbury Bankstown
Migrant Resource Centre,
Mere Siganisucu
Co-ordinator, The Vietnamese
Community in Australia NSW Chapter,
NhanTrant

RISK MANAGEMENT COMMITTEE

Executive Director, Finance & Asset
Management, Gerry Schipp
Director, Audit, Arthur Abraham
Director, Facilities Management,
Neil Daines
Executive Director, Legal Services
and Corporate Counsel, Paul Nash
Director, Strategic Operational
Review Unit, Dave White
Asset Manager, Doug Wigg
Director, OH&S and Workers
Compensation Unit, Lyn Colley
Director, Logistics, Judith Dagg
A/Property Manager, Catalin Erdelyi
Administration Manager,
Karen Wesson

**PROCLAMATIONS
REVIEW COMMITTEE**

Executive Director Legal Services and
Corporate Counsel, Paul Nash
A/Deputy Superintendent, Troy Jurd
Logistics Manager, Operations
Support Branch, Graham Egan

**STEERING COMMITTEE OF THE
STRATEGIC PLAN FOR SUICIDE
PREVENTION IN CORRECTIONS**

Assistant Commissioner, Offender
Management, Luke Grant,
Clinical Coordinator, "At Risk"
Inmates, Jenny Barton
NSW Corrections Health Services
Representative
Murray McPherson, Director, Legal
Services

**PRISON OFFICERS VOCATIONAL
BRANCH (held monthly)**

Commissioner, Ron Woodham (Chair)
Senior Assistant Commissioner,
Inmate & Custodial Services,
Ian McLean
Assistant Commissioner, Offender
Management, Luke Grant,
Executive Director, Human Resources,
Paul Irving
Director, Workforce Relations,
Deirdre Hunter
Industrial Officer, Deborah McCarroll
John Campbell, Chairman, Prison
Officers Vocational Branch
POVB Delegates as required

**COMMISSIONED OFFICERS
VOCATIONAL BRANCH
(held monthly)**

Commissioner, Ron Woodham (Chair)
Senior Assistant Commissioner,
Inmate & Custodial Services,
Ian McLean
Assistant Commissioner, Offender
Management, Luke Grant,
Executive Director, Human Resources,
Paul Irving
Director, Workforce Relations,
Deirdre Hunter
Industrial Officer, Georgina Penny
Pat Armstrong, Chairman,
Commissioned Officers Vocational
Branch
COVB Delegates as required

**JOINT CONSULTATIVE COMMITTEE
(every 3 months)**

Commissioner, Ron Woodham (Chair)
Senior Assistant Commissioner,
Inmate & Custodial Services,
Ian McLean
Snr Assistant Commissioner,
Community Offender Services,
Catriona McComish
Assistant Commissioner, Offender
Management, Luke Grant

APPENDIX 4 BOARDS, COUNCILS AND COMMITTEES (Cont)

Executive Director, Human Resources,
Paul Irving
Director, Workforce Relations,
Deirdre Hunter
Senior Industrial Relations Officer,
Gerry Ogle
Chairman, Commissioned Officers
Vocational Branch, Pat Armstrong
Chairman, Commissioned Officers
Vocational Branch, John Campbell
Chairman, Departmental Committee
(non-custodial) Public Service
Association, Greg Turner
Industrial Officer, Public Service
Association, Andrew Wilson
Chair, Roden Cutler House Workplace
Group, Gerard Van Dorn
NSW Teachers Federation,
Richard Walsham

**CORRECTIONAL INDUSTRIES
CONSULTATIVE COUNCIL OF NSW**

Senior Assistant Commissioner,
Inmate & Custodial Services,
Ian McLean
Assistant Commissioner, Offender
Management, Luke Grant
Australian Business Ltd, Joe Moore
Labor Council of NSW,
Chris Christodoulou
Labor Council of NSW, Barry Tubner
Australian Industry Group,
Alwyn Thomas
Community Representative,
Jennifer Doubell
A/Director, Corrective Services
Industries, Neil Daines
Operations Development Manager,
CSI, Steve Thorpe

**CORRECTIONAL FOOD SERVICES
WORKING PARTY**

Senior Assistant Commissioner,
Inmate & Custodial Services,
Ian McLean
Corrections Health Service, Prof.
Michael Levy
A/Director, CSI, Neil Daines
Food Services Manager,
Jeremy Hildreth
Commander, Remand Facilities &
Special Programs, Dave Farrell
Commander Security & Investigations,
Brian Kelly
Assistant Commissioner, Security &
South West Command, John Klok
Commander, North West, Don Rogers

Commander, Women's Facilities and
Services and Silverwater Command,
Commander, Women's Facilities and
Services and Silverwater Command,
Lee Downes
Governor, Mulawa Correctional
Centre, Lorraine Bridge

**INMATE & FAMILIES
DEVELOPMENT COMMITTEE**

Director, Corrective Services
Industries, Neil Daines
Director, Facilities Management
Branch, Peter Hay
Superintendent, Operations,
Ken Kellar
Commander, Women's Facilities
and Services and Silverwater
Command, Lee Downes
Children of Prisoners Support Group,
Gloria Larman
Project Director Child Protection
Co-ordination and Support
Nicola Wilson

**CAPITAL WORKS STEERING
COMMITTEE MEETING**

Commissioner, Ron Woodham (Chair)
Senior Assistant Commissioner,
Inmate & Custodial Services,
Ian McLean
Snr Assistant Commissioner,
Community Offender Services,
Catriona McComish
Assistant Commissioner, Offender
Management, Luke Grant
Assistant Commissioner, Security &
South West Command, John Klok
Executive Director, Finance & Asset
Management, Gerry Schipp
Executive Director, Office of the
Commissioner, Peter Peters
Executive Director, Human Resources,
Paul Irving
A/Executive Director, Information
Management & Technology,
Wayne Ruckley
Director, Facilities Management,
Peter Hay
CEO, Justice Health,
Richard Matthews
Logistics Manager, Operations
Support Branch, Graham Egan
Director, Inmate Services and
Programs, Rhonda Booby
Director, Corporate Planning &
Development, Ross Hannah

Department of Commerce.
Sue Brennan

**AUDIT COMMITTEE
(held every 3 months)**

Commissioner, Ron Woodham (Chair)
Director, Audit, Arthur Abraham
Senior Assistant Commissioner,
Inmate & Custodial Services,
Ian McLean
Senior Assistant Commissioner,
Community Offender Services,
Catriona McComish
Executive Director, Finance & Asset
Management Gerry Schipp
Executive Director, Probity &
Performance, Mike Woodhouse
Executive Director, Office of the
Commissioner, Peter Peters
Director, Audit Office,
Sam Kalagurgevic
Audit Office, Greg Rowling
Independent - Hill Rogers Chartered
Accountants, Carol Holley

**HONOURS & AWARDS
COMMITTEE (held every 3 months)**

Commissioner Ron Woodham
Senior Assistant Commissioner,
Inmate & Custodial Services,
Ian McLean
Senior Assistant Commissioner,
Community Offender Services,
Catriona McComish
Assistant Commissioner, Offender
Management, Luke Grant
Assistant Commissioner, Security &
South West Command, John Klok
Executive Director, Legal Services &
Corporate Counsel, Paul Nash
Executive Director, Human Resources,
Paul Irving
Executive Director, Finance & Asset
Management, Gerry Schipp
Executive Director, Office of the
Commissioner, Peter Peters
Executive Director, Probity &
Performance Management,
Mike Woodhouse
A/Executive Director, Information
Management and Technology,
Wayne Ruckley

**NON-CUSTODIAL DEPARTMENTAL
COMMITTEE (held every 3 months)**

Commissioner, Ron Woodham (Chair)

APPENDIX 4 BOARDS, COUNCILS AND COMMITTEES (Cont)

Assistant Commissioner, Offender Management, Luke Grant
 Senior Assistant Commissioner, Community Offender Services, Catriona McComish
 Executive Director, Human Resources, Paul Irving
 Director, Workforce Relations, Deirdre Hunter
 Senior Industrial Officer, Karen Fitzgerald
 Industrial Officer, PSA, Andrew Wilson
 Northern Area Delegate, Elizabeth Fitzsimmons
 Metropolitan Area Delegate, Dianne Joyce
 Metropolitan Area Delegate, Kathy Dwyer
 Roden Cutler House Delegate, Gerard Van Dorn
 Roden Cutler House Delegate, Secretary, Inmate Management Branch, Laurie Powell
 Metropolitan Area Delegate, Brush Farm Academy, Dianne Joyce

RESTORATIVE JUSTICE MEETING (held every 3 months)

Commissioner, Ron Woodham (Chair)
 Senior Assistant Commissioner, Inmate & Custodial Services, Ian McLean
 Senior Assistant Commissioner, Community Offender Services, Catriona McComish
 Assistant Commissioner, Offender Management, Luke Grant
 Director, Offender Services and Programs, Rhonda Booby
 Victims of Crime Assistance League, Howard Brown
 Homicide Victims Support Group, Martha Jabour
 Enough is Enough, Ken Marslew
 Youth Justice Conferencing, Jenny Bargaen
 Prisoners Legal Service, Will Hutchins
 Proactive Resolutions, John McDonald & David Moore
 Chaplaincy Coordinator, Rodney Moore
 Chaplain, John Morony Correctional Centre, Pauleen West
 Minister's Office representative, Michael O'Brien

PERIODIC DETENTION REVIEW COMMITTEE

Executive Director, Legal Services & Corporate Counsel, Paul Nash
 Director, Sentence Administration, Neil Guy
 Manager, Periodic Detention Administration, Kevin Underhill

RISK ASSESSMENT COMMITTEE

Executive Director, Probity and Performance, Mike Woodhouse
 Executive Director, Human Resources Division, Paul Irving
 Executive Director, Legal Services & Corporate Counsel, Paul Nash
 Director, Employment & Administrative Law Branch, Margaret Parmeter
 Superintendent Corrections Intelligence Group

PROFESSIONAL CONDUCT MANAGEMENT COMMITTEE

Executive Director, Probity & Performance, Mike Woodhouse
 Commander Security & Investigations, Brian Kelly
 Director, Employment & Administrative Law Branch, Margaret Parmeter
 Director PCIB, John Crawford
 Commander CSIU, Dave Christey
 Rotation of Board of Management / Commander member

INVESTIGATIONS REVIEW COMMITTEE

Senior Assistant Commissioner, Community Offender Services, Ian McLean
 Assistant Commissioner Security & South West Command, John Klok
 Commander Security & Investigations, Brian Kelly
 Director, Employment & Administrative Law Branch, Margaret Parmeter
 Director PCIB, John Crawford
 Commander CSIU, Dave Christey
 A/Commander Security Investigation Group, Andrew McClintock

Other departmental committees

Aboriginal Programs & Mobile Camps Steering Committee
 Authorised Visitor Review Committee

Aboriginal Programs & Mobile Camps Meetings
 Justice Health /DCS Liaison Meeting
 Court Escort Security Meeting
 DCS/Ombudsman Liaison Meeting
 Disability Advisory Council Meeting
 Dillwynia Commissioning Committee
 Directors Review Committee
 Ellipse Project Management Committee
 High Risk Management Unit Goulburn Committee
 Shared Corporate Services Committee
 BIMS (Ellipse) Upgrade Steering Committee
 Corporate Records Management Steering Committee
 Inmates with Disabilities Committee
 Investigations Review Committee
 Interdepartmental Committee on Custodial Witness Protection
 John Morony School Meeting
 Johnston Report Steering Committee
 June Management Meeting
 Kempsey Commissioning Committee
 Long Bay Hospital Forensic Meeting
 LSI-R Steering Committee
 Metropolitan Remand Facilities Community Consultative Committee
 Mothers and Children's Committee
 Mobile Outreach Program Committee
 MRF Regional Industrial Relations Committee
 Occupational Health & Safety Committee
 Organisational Development, Planning & Establishments Committee
 Parklea Area 5 redevelopment Committee
 Periodic Detention Strategic Committee
 Commanders Meetings
 Commanders Human Resources Committee
 Command Governors Meetings
 Security Threat Group
 Smartcard Steering Committee Meeting
 Throughcare Steering Committee Meeting
 Taskforce Oversight Committee Meetings
 Women's Advisory Committee
 Western Region Management Team (Community Offender Services)

APPENDIX 5 CONTRACTING AND MARKET TESTING

Corporate strategy for provision of effective and cost efficient correctional and supporting services involves reviewing opportunities for outsourcing. Considerations include service standard, reliability, cost comparison and strategic value/risk assessment.

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

- Management of 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
- Specialised and some regional legal services

APPENDIX 6 CORRECTIONAL INDUSTRIES CONSULTATIVE COUNCIL OF NSW ANNUAL REPORT

The Correctional Industries Consultative Council of NSW - (CICC) is an integral part of the NSW Correctional Industries. The Council has responsibility to monitor the development and operation of correctional industry programs to ensure that they function sensibly and sensitively in parallel with private sector businesses.

The CICC had three different representatives from Australian Business Limited over the course of the year. The Labor Council of NSW had two representatives and the Australian Industry Group one representative. The remainder of the CICC is made up of a community representative and Department of Corrective Services staff who act as ex-officio members. Members of the CICC are appointed by the Minister for Justice. A list of members and their attendance record at meetings convened during 2003 / 2004 is included in the table at the end of this text.

The role of the CICC ensures that correctional industries programs do not adversely impact upon other businesses and in particular community employment. The CICC also oversees the maintenance of a formal grievance handling system. It is pleasing to report that representations from private businesses continued at a low level. This is a direct result of the organisational arrangements covering the development and operation of correctional industry programs in NSW and the continuing commitment of the members of the CICC.

The Council met at a number of correctional centres during the year which gave members a good appreciation of the challenges facing correctional industries. A great deal of interest was generated with the Council's visits to the Mid North Coast Correctional Centre at Kempsey and Dillwynia Correctional Centre for women at South Windsor on the John Morony Complex. Both these centres were in the final stages of construction when the Council visited. They were officially opened by the Premier Bob Carr on 2 July, 2004 and Governor Maree Bashir on 15 July, 2004 respectively.

An initiative of the CICC this year was the introduction of Key Performance Measures – KPM's. The KPM's are now reported on at each CICC meeting as part of the Operations report. The Productive Efficiency Review, including an analysis of competitive neutrality was undertaken during the year and the report was endorsed by the CICC for publication in June.

The CICC maintains oversight of occupational health and safety practices and performance within correctional industry programs. The Council noted that the results of comparative inmate injury analysis and observed that relative to private industry, correctional industry programs performed in a satisfactory manner. Reporting on this KPM has proven effective in recording meaningful statistics allowing direct comparison through Workcover data with the private sector.

CSI experienced the loss of two major contracts during the year one being the Department of Health Contract 715 and the other being the tender for Department of Education & Training furniture contract. The CICC had worked actively to ensure every consideration was given to CSI and their efforts are appreciated. Fortunately there has been an increase in textiles cut make and trim work which has compensated for the loss of the 715 Contract and an increase in DET demountable fitout which will partially compensate for the loss of the furniture contract.

The CICC has again played an invaluable role in assisting the Department introduce meaningful industry programs to correctional centres. The Council strongly supported the introduction of the Work Readiness Program for inmates. This recognises and reinforces the work ethic and efforts of inmates whilst in the Department's care. Members of the Council and their attendance records of meetings convened during 2003/04 were:

APPENDIX 6 CORRECTIONAL INDUSTRIES CONSULTATIVE COUNCIL OF NSW ANNUAL REPORT (Cont)

	27/8/03	23/10/03	17/12/03	18/2/04	16/4/04	16/6/04
Mr. I. McLean Chairperson Dept. of Corrective Services	Apology	Apology	Apology	–	–	–
Mr. L. Grant Dept. of Corrective Services	–	–	–	✓	✓	✓
Mr. J. Moore Australian Business Limited	✓	✓	–	–	–	–
Mr. P. Orton Australian Business Limited	–	–	✓	✓	–	–
Mr. P. Donovan Australian Business Limited	–	–	–	–	✓	✓
Mr. B. Tubner Labor Council of NSW	✓	✓	✓	✓	✓	✓
Mr. A. Thomas Australian Industry Group	Apology	✓	✓	✓	✓	✓
Mr. C. Christodoulou Labor Council of NSW	✓	Apology	✓	✓	✓	✓
Ms. J. Doubell Community Representative	✓	✓	✓	✓	✓	✓
Mr. W. Ruckley Corrective Services Industries	✓	✓	✓	✓	–	–
Mr. N. Daines Corrective Services Industries	–	–	–	–	✓	✓
Mr. S. Thorpe Corrective Services Industries	✓	✓	✓	✓	✓	✓
Mr. R. Steer Corrective Services Industries	–	–	–	–	✓	✓

APPENDIX 7 CODE OF CONDUCT AND ETHICS

As reported in last year's Annual Report, a revised Code of Conduct and Ethics was issued in March 2002. The Code provides principles on which to base ethical decisions in the workplace. It stresses the obligation of all departmental employees to place the public interest above private interest and avoid what could be seen as a conflict of interests. The Code also stresses the importance of respecting the dignity and human rights of all persons – work colleagues, offenders and the public. It also emphasises the need to work with economy and efficiency.

The Code also makes reference to ten related Commissioner's Instructions which carry legal force under section 235B of the Crimes (Administration of Sentences) Act 1999. The Code also reminds

staff of their obligation to report corrupt conduct. It refers to the Protected Disclosures Act 1994 and the supporting departmental policy which protects them from detrimental action should they report suspected corrupt conduct.

All new employees are trained in the Code and the PD Act and are given the opportunity to discuss ethical dilemmas they may face in the workplace. The Code and related Commissioner's Instructions are accessible on the departmental intranet. A copy of the Code and related documents can be obtained by calling 4824 0511.

There were no significant changes to the Code of Conduct and Ethics during the year, apart from references to revised legislation. A review of the Code of Conduct will be carried out in 2005.

APPENDIX 8 COMMISSIONER'S STATEMENT OF RESPONSIBILITY

The Commissioner, senior management, audit committee and employees have effected an internal control process designed to provide reasonable assurance regarding the achievement of the Department's objectives. The Internal Audit function conducts a program of review to assess these controls. To the best of my knowledge, this system of internal control has operated satisfactorily during the year. Significant improvements in internal control

effected during the year are set out in the editorial section of this annual report.



RON WOODHAM
Commissioner

APPENDIX 9 COST OF CONSULTANTS

Consultants	\$ Cost	Title/Nature
Training		
Marlow Hampshire Management Cons	186,568	Develop Career- Development Program
Information Technology		
SMS Management & Technology	121,847	Consultancy for Electronic Self Service Project (ESS)
Quasar Professionals Pty Ltd	55,523	Consultancy for E Case Management Project
Organisational Review		
R.G.H Services	30,579	Review- Custodial Witness Protection Program NSW DCS
Management Services		
Lawrence Goodstone	43,287	Implementation and Monitoring of Drug Summit Funded Projects
Total consultancies equal to or more than \$30,000	437,804	
Consultancies less than \$30,000		
During the year 2003-2004 other consultancies were engaged in the following areas:		
Management Services	123,682	
Organisational Review	82,992	
Legal	22,335	
Finance and Accounting/Tax	7,803	
Information Technology	22,290	
Training	9,857	
Total Consultancies less than \$30,000	268,959	
Total Consultancies	706,763	

APPENDIX 10 COST OF CONTRACTORS AND CONTRACTED EMPLOYEES**Over \$ 30,000**

Firm	Type of Service	Amount \$
Hays Personnel Svcs (Aust) P/L	Clerical/Administration/Secretarial Assistance	534,321
Select Appointments	Clerical/Administration/Secretarial Assistance	287,313
Smalls Recruiting	Clerical/Administration/Secretarial Assistance	234,421
Choice Hr P/L	Clerical/Administration/Secretarial Assistance	143,755
Ross Human Directions	Clerical/Administration/Secretarial Assistance	140,468
Select Australasia P/L	Clerical/Administration/Secretarial Assistance	119,350
Hudson	Clerical/Administration/Secretarial Assistance	99,512
M & T Resources	IT Projects	67,331
Hamilton James & Bruce P/L	IT Projects	63,431

APPENDIX 10 COST OF CONTRACTORS AND CONTRACTED EMPLOYEES (Cont)

Malcolm Brammer	Investigation for Probity Issues in Letting of Contracts	59,302
AAA Group Of Specialists	Financial Accounting Assistance	44,095
Trinity People P/L	Clerical/Administration/Secretarial Assistance	35,510
Zenith Management Services Group	Clerical/Administration/Secretarial Assistance	32,677
GDP Consultancy	Facilitation of Sober Driver Training	32,532
Oz Jobs	Clerical/Administration/Secretarial Assistance	32,087
Helen Lyons	Human Resources Project	31,394
Total		\$1,957,499
Under \$ 30,000		
Total Less than \$ 30,000		\$456,895
Total No of Contracting Firms		80
Total cost of contractors and contracted employees		\$2,414,394

APPENDIX 11 EEO TABLE A TRENDS IN THE REPRESENTATION OF EEO GROUPS

EEO Group	Benchmark or Target	% of Total Staff			
		2001	2002	2003	2004
Women	50%	31%	34%	34%	35%
Aboriginal people and Torres Strait Islanders	2%	3.5%	3.7%	4.0%	3.4%
People whose first language was not English	20%	13%	13%	14%	14%
People with a disability	12%	8%	8%	8%	8%
People with a disability requiring work-related adjustment	7%	2.4%	2.2%	3.0%	2.5%

APPENDIX 11 EEO TABLE B TRENDS IN THE DISTRIBUTION OF EEO GROUPS

EEO Group	Benchmark or Target	Distribution Index			
		2001	2002	2003	2004
Women	100	92	98	102	101
Aboriginal people and Torres Strait Islanders	100	96	95	98	100
People whose first language was not English	100	98	96	97	98
People with a disability	100	104	105	102	104
People with a disability requiring work-related adjustment	100	104	104	104	103

1. Staff numbers are as at 30 June.

2. Excludes casual staff.

3. A Distribution Index o

Values less t

pronounced thi

concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by ODEOPE.

4. The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

APPENDIX 13 ETHNIC AFFAIRS PRIORITIES STATEMENT

An Ethnic Affairs Priorities Statement (or EAPS as it is commonly known) is a planning document, which guides how an individual government agency will address the needs of a culturally diverse society. Through negotiation with the Community Relations Commission it was agreed that the Department of Corrective Services' Ethnic Affairs Priorities Statement 2001/2002 remain the EAPS for the last year, pending the introduction of a new EAPS, to be called the Plan For Cultural Inclusion 2004 - 2007. The Plan For Cultural Inclusion 2004 - 2007 will be adopted in late 2004, and is built around the following objectives:

- 1) Reduce re-offending by offenders from culturally and linguistically diverse backgrounds
- 2) Reduce the additional negative impact of incarceration where this is a consequence of inmates coming from culturally and linguistically diverse backgrounds
- 3) Develop, improve and maintain practices which meet the needs of offenders from culturally and linguistically diverse backgrounds, within Community Offender Services
- 4) Improve the skills and professionalism of staff and managers working with offenders from culturally and linguistically diverse backgrounds and their families
- 5) Language assistance services are accessed and professionally utilized in all circumstances where required

- 6) That the Department's Plan for Cultural Inclusion for multiculturalism is aligned with the corporate planning process
- 7) Develop and implement mechanisms for the collection and analysis of data, research and evaluation to further identify the needs of offenders from culturally and linguistically diverse backgrounds

EAPS Standards Framework Reporting

The EAPS Standards Framework is a set of criteria against which NSW government agencies report on their EAPS activity in five key organisational areas:

- planning and evaluation;
- program and service delivery;
- staffing;
- communication; and
- funded services.

An EAPS Standards Framework Report was submitted to the Community Relations Commission at the end of 2003, reporting on the Department's performance over the previous two years. CRC accepted the self assessment, and acknowledged that progress was evident across all five activity areas within the Standards Framework.

The Department submits an EAPS Standards Framework Report every two years, and will therefore next report on 2003 – 2005. This report will be submitted to the Community Relations Commission at the end of 2005.

APPENDIX 14 REPORT ON FREEDOM OF INFORMATION OPERATIONS

The Department received 302 FOI applications for documents in the 2003-2004 reporting period compared with 319 in the 2002-2003 reporting period and 331 in the 2001-2002 reporting period. The figure of 302 represents a decrease of 5.6% compared with the 2002-2003 figure.

Most FOI applications for documents received in 2003-2004 sought access to the personal files of inmates or ex-inmates. Some applications sought access to documents relating to Departmental statistics and staff disciplinary matters.

Ten applications were brought forward from the previous reporting period, resulting in a total of 312 applications for documents to be processed in 2003-2004. Of these

- 291 applications were completed
- 6 applications were withdrawn
- 0 applications were transferred
- 15 applications were carried over to the next reporting period.

Access to documents in 2003-2004 compared with 2002-2003 and 2001-2002

- 16% of applicants gained access to all requested documents compared with 19% in the previous year and 16% in 2001-2002.
- 70% of applicants gained access to some of the documents sought, compared with 73% in the previous year and 70% in 2001-2002.*
- 14% of applicants were denied access to all documents compared with 8% in the previous year and 13% in 2001-2002.*

* These statistics include circumstances where applicants applied for documents that were not held by the Department.

Internal Reviews

Eight applications were finalised in the 2003-2004 reporting period compared with five in 2002-2003. Of the eight cases for this reporting period, five had the original determination upheld. In the remaining three cases the determination was varied and further

APPENDIX 14 REPORT ON FREEDOM OF INFORMATION OPERATIONS (Cont)

information was released. All cases involved access to documents.

External Reviews

In the 2003-2004 reporting period, one application for review was made to the Office of the Ombudsman. In that matter the Ombudsman suggested under section 52A(1)(a) of the Freedom of Information Act 1989 that the Department review its determination. After reviewing its determination the Department released further information.

In the 2003-2004 reporting period two applications for review were made to the Administrative Decisions Tribunal. Both cases involved access to documents and neither case had been previously reviewed by the Ombudsman. In one case at 30 June 2004, the Tribunal had reserved its decision. The other case was still ongoing as at 30 June 2004. The Tribunal also finalised a review that was lodged in the previous reporting period. In that case the Department's decision not to provide the applicant with copies of documents was affirmed.

Consultations

In 2003-2004, 36 applications required formal consultation compared with 33 in 2002-2003 and 50 in 2001-2002. Some applications required consultation with more than one party; as a result, the Department made a total of 56 consultations, compared with 63 in 2002-2003 and 104 on 2001-2002.

Time taken to complete FOI applications for documents

- 248 applications (85%) were completed within 21 days, compared with 86% of applications in 2002-2003.
- 40 applications (14%) were completed within 22 to 35 days, compared with 12% of applications in 2002-2003.
- 3 applications (1%) exceeded 35 days to complete, compared with 2% in 2002-2003.

Processing time for FOI applications for documents during 2003-2004

- 279 applications were processed in 10 hours or less
- 12 applications took 11 to 20 hours to process
- 0 applications took 21 to 40 hours to process
- 0 applications took over 40 hours to process

The assessed cost of dealing with the applications for documents was \$39,578.00. This figure was calculated by multiplying the number of hours taken to process each application by the hourly processing charge of \$30.00.

Costs incurred by the Department were partly offset by receipt of fees and charges totalling \$5,243.00. In 2002-2003, \$6,279.00 was received in fees and charges.

Other Matters

There was one application for an amendment of records and one application for a notation. The notation, as requested, was added to the record. In the other case, the Department determined not to amend the record.

There were no Ministerial Certificates issued during the reporting period.

Relevant Legislation

- Freedom of Information Act 1989
- Freedom of Information Regulation 2000 Publications

The Freedom of Information & Privacy Unit produces a six-monthly Summary of Affairs and an Annual Statement of Affairs.

The Summary of Affairs was last published in the Government Gazette of 25 June 2004 and is also incorporated in the Department's Annual Report. The Statement of Affairs for 2003-2004 is incorporated in the Department's Annual Report.

APPENDIX 15 FREEDOM OF INFORMATION STATEMENT OF AFFAIRS

1. STRUCTURE AND FUNCTIONS OF THE DEPARTMENT

The structure and functions of the Department of Corrective Services are described in the body of the Department's Annual Report. Further details are contained in the Corporate Plan, which may be obtained from the Department at a cost of \$5.00 or for free from the Internet at www.dcs.nsw.gov.au.

2. EFFECT OF THE DEPARTMENT'S FUNCTIONS ON MEMBERS OF THE PUBLIC

The Department protects the community by containing, managing and supervising offenders. Information on how the Department contains, manages and supervises offenders is contained in the Department's Annual Report.

Section 256 of the Crimes (Administration of Sentences) Act 1999 provides for a Victims Register. The Department of Corrective Services maintains

APPENDIX 15 FREEDOM OF INFORMATION STATEMENT OF AFFAIRS (Cont)

this Register. Section 252(2) of the same Act provides that the Victims Register is to record the "names of victims of offenders who have requested that they be given notice of the possible parole of the offender concerned".

The Department's Restorative Justice Unit provides conferencing and mediation services, including victim-offender conferencing, family group conferencing, and victim-offender mediation.

The Department's Board of Management makes the Department's major management, financial and policy decisions. Membership of the Board is set out in the Department's Annual Report.

The Serious Offenders Review Council, which is a statutory authority, provides advice or makes recommendations regarding serious offenders to the Commissioner of Corrective Services, the Minister for Justice, the Parole Board and the Supreme Court. The constitution and functions of the Council are principally contained in the statutory provisions falling within Part 9 of the Crimes (Administration of Sentences) Act 1999 as supplemented by Schedule 2 of that Act.

The Parole Board, which is a statutory authority, decides which offenders, who are eligible to be released to parole, will be released to parole and the conditions of their parole orders. The Board also makes decisions regarding the revocation of parole orders.

Decisions regarding the functions of the Department are made at various levels of the Department, usually under delegation from the Commissioner. The Department is responsible for the administration of the following Acts:

- Crimes (Administration of Sentences) Act 1999
- International Transfer of Prisoners (New South Wales) Act 1997
- Parole Orders (Transfer) Act 1983
- Prisoners (Interstate Transfer) Act 1982.

3. ARRANGEMENTS FOR PUBLIC PARTICIPATION IN POLICY FORMATION

Generally, members of the public may participate in policy formation in the Department by writing to the Commissioner to make suggestions or raise issues that they feel are of concern to them or to the public at large.

The Department has a number of arrangements that enable members of the public to participate directly in the formulation of Departmental policy. These arrangements are outlined immediately below. Further details can be obtained in the Department's Annual Report.

Official Visitors

The Minister appoints Official Visitors who visit correctional centres at least twice per month and serve as independent sources of problem resolution relating to complaints by staff and inmates at the local level. Official Visitors submit quarterly reports to the Minister.

When a new Official Visitor is required, the Department advertises in relevant newspapers calling for applications from interested persons. The Minister selects and appoints the most suitable applicant.

Community Consultative Committees

Community Consultative Committees are formed in areas where correctional centres are located. A typical Community Consultative Committee is comprised of the governor of the correctional centre and representatives from: the magistracy; courts administration; local Council; police; probation and parole; local hospital; local industry; and local organisations. For further details and advice on how to become a member, contact the governor of the relevant correctional centre.

Correctional Industries Consultative Council of NSW
The Correctional Industries Consultative Council of NSW acts as a link between Corrective Services Industries and the private sector. The Council consists of representatives from industry groups, the Labor Council of New South Wales and a representative from the community. For further details and advice on how to become a member, contact the Director, Corrective Services Industries on telephone (02) 9289 5504.

Serious Offenders Review Council and Parole Board
Community representatives sit on both the Serious Offenders Review Council and the Parole Board. The Governor of New South Wales, on recommendation by the Minister, appoints these representatives.

Victims Register

Victims of offenders who are registered with the Department's Victims Register may, in certain circumstances, make a written or oral submission concerning the granting of parole to a serious offender. For further details contact the Register's Community Liaison Officer on telephone (02) 9289 1374.

Public Participation in Independent Associations
CRC Justice Support and Children of Prisoners Support Group are community organisations that provide support and assistance to people affected by the criminal justice system.

Membership of these organisations is open to any person over 18 years of age who is concerned with the welfare of inmates and their families.

APPENDIX 15 FREEDOM OF INFORMATION STATEMENT OF AFFAIRS (Cont)

These organisations operate independently of the Department. They receive some funding from the Department that assists with their administration costs.

4. DESCRIPTION OF THE KINDS OF DOCUMENTS HELD BY THE DEPARTMENT

Policies and Procedures

The Department has developed policies and procedures on a variety of issues. The policies and procedures that affect the public, including inmates, are listed in the Summary of Affairs for the Department. See point 5 of this Statement for further details.

Reports

The Department produces various reports concerning its administration and operations. The Corporate Research, Evaluation and Statistics Unit produces a significant number of reports, many of which are directly available to the public. The Annual Report is published in accordance with statutory requirements. Annual Reports are not for sale but may be accessed freely on the Internet at www.dcs.nsw.gov.au.

Departmental Instructions

Commissioner's Instructions and Commissioner's Memorandums are issued on a variety of topics. Each document is given an identifying number based on the year it was issued.

The Senior Assistant Commissioner, Inmate & Custodial Services, issues instructions currently known as "SACDs" and "COMPs". Each document is given an identifying number based on the year it was issued.

The Senior Assistant Commissioner, Community Offender Services, also issues instructions.

Corrective Services Bulletin

The Corrective Services Bulletin is published normally on a monthly basis under the authority of the Commissioner. The Bulletin covers procedural matters, policy directives, ministerial statements and general information.

Files

Departmental officers create the following types of files:

- Administrative
Information about policy, planning, finance, legal, human resources, individual workers compensation and rehabilitation matters, and general administrative matters.
- AOD
Information about an inmate prepared by a Departmental alcohol and other drug worker.
- Assessment
Information about an offender prepared by the Probation and Parole Service.
- Case Management
Information about an inmate prepared by the inmate's case management team and other documents about the inmate's day to day imprisonment.
- Community Service Order
Information about an offender prepared by the Probation and Parole Service.
- Education
Information about an inmate prepared by education officers.
- Employer
Information about employers participating in the Work Release Program.
- Fine Default
Information about an offender prepared by the Probation and Parole Service.
- High Security Inmate Management
Information about an inmate managed by the High Security Inmate Management Committee.
- Leave
Information about an inmate's participation in day or weekend leave.
- Offender
Information about an inmate usually in relation to correspondence between the inmate and the Department.
- Parole Board
Information about an inmate eligible for parole.
- Part-time Teacher
Information about a part-time teacher working for the Department.
- Periodic Detention
Information about offenders in the Periodic Detention Program.
- Personal
Information about an employee prepared by Departmental staff.
- Psychology
Information about an inmate prepared by a Departmental psychologist.
- SORC
Information about a serious offender, or other inmate who comes within the jurisdiction of the Serious Offenders Review Council.
- Supervision/Case History
Information about an offender prepared by the Probation and Parole Service.
- Warrant
Information about an inmate – eg. Warrants, court appearances.

APPENDIX 15 FREEDOM OF INFORMATION STATEMENT OF AFFAIRS (Cont)

- **Work Release**

Information about an inmate's participation in the Work Release Program or Education Leave. The Department does not have files containing an inmate's medical records, as Justice Health is responsible for providing medical services to inmates. Justice Health keeps its own files and can be contacted on telephone (02) 9289 5011.

Brochures, Booklets and Videos

The Department produces material on various aspects of its operations from time to time that may be listed in the Summary of Affairs.

Data Bases

The Department maintains various databases. Two such databases are the Offender Integrated Management System and Doorkeeper.

Registers

The Department maintains the Victims Register and a register of Memorandums of Understanding between the Department and other agencies. Personal information held by the Department Section 13(a) of the Privacy and Personal Information Protection Act 1998 requires an agency to take reasonable steps to enable a person to ascertain whether the agency holds personal information. The Department holds the following classes of personal information:

- personal information about inmates and former inmates
- personal information about current and former offenders requiring supervision by the Probation and Parole Service
- personal information about some of the family members and friends of current and former inmates and offenders
- personal information about visitors to correctional centres
- personal information about persons who sponsor or employ inmates on work release and other external leave programs
- personal information about staff and former staff of the Department.
- personal information about victims of crime.

5. ACCESS ARRANGEMENTS, PROCEDURES AND POINTS OF CONTACT

Summary of Affairs

The Department publishes a six-monthly Summary of Affairs. This document identifies Departmental policy and procedure documents that affect the public including inmates. All documents listed in the Summary of Affairs are available to the public. The Summary of Affairs advises which documents

may be purchased and which are available free of charge. All of the documents may be inspected at the Department. Access details are contained in the Summary of Affairs.

The most recent Summary of Affairs was published in the Government Gazette of 25 June 2004 and is available on the Department's Internet site. The Government Gazette is available in the Department of Corrective Services Library and some public libraries.

Access to documents concerning personal affairs Inmates wishing to obtain access to documents relating to their personal affairs should initially direct their request to a staff member. It may be possible to provide access outside the Freedom of Information Act 1989 (FOI Act). In most cases, however, inmates who want to gain access to such documents will need to make an application under the FOI Act. Former inmates will be required to make an application under the FOI Act unless they simply require a copy of their sentence details. Sentence details can be obtained outside of the FOI Act from the Department's Sentence Administration Branch. The Branch can be contacted on telephone number (02) 9289 1119.

Current and former staff members wishing to obtain access to their Personal file must do so by contacting the relevant Human Resource Unit of the Department. Pursuant to sections 25(1)(b1) or 25(1)(c) of the FOI Act, the Department refuses requests for Personal files under the FOI Act. In general, others seeking access to documents concerning their personal affairs should make an application under the FOI Act. The document, "Public Access to Records, Documents and Personal Information", described below under the heading "Access to all other Departmental documents", provides further information.

Amendment of records about personal affairs

Employees, inmates, former inmates or others seeking to amend records relating to their personal affairs can make an application under the FOI Act. Documentation in support of their claim will be needed to demonstrate that the records held by the Department are incomplete, incorrect, out-of-date or misleading. If applicants require assistance in providing the necessary documentation, they may contact the Manager, Freedom of Information & Privacy Unit prior to submitting a formal application. Amendment of Records Application forms can be obtained from the Freedom of Information & Privacy Unit.

Documents held in the Department's library

The Department of Corrective Services Library is open to the public. Members of the public may

APPENDIX 15 FREEDOM OF INFORMATION STATEMENT OF AFFAIRS (Cont)

view and photocopy documents, within copyright guidelines, but cannot borrow items. Departmental documents held by the library include, among other things, annual reports, research reports, the Operations Procedures Manual, issues of the Corrective Services Bulletin and videos. The library catalogue is available on the Department's Internet site. Enquiries can be made on telephone number 9804 5459 and by email at vinay.sharma@dcs.nsw.gov.au.

The Department's Internet site

The Department's Internet site is www.dcs.nsw.gov.au. A variety of documents are available on that site.

Access to all other departmental documents

A member of the public may need to make a formal application under the FOI Act to gain access to documents held by the Department. The Department has produced a paper called "Public Access to Records, Documents and Personal Information," which sets out how a member of the public may obtain access to records, documents and personal information held by the Department or now held on behalf of the Department by the State Records Authority of New South Wales. The document is available on the Department's Internet site.

Procedures for lodging an application under the Freedom of Information Act 1989

An application under the FOI Act, either for access to documents or amendment of records held by the Department, must:

- be in writing
- specify that it is made under the FOI Act
- be accompanied by the appropriate application fee (no fee for amendment of records applications)
- contain information as is reasonably necessary to identify the documents of interest
- specify an address in Australia to which notices under the FOI Act may be sent
- be lodged at the office of the Manager, Freedom of Information & Privacy Unit.

In addition, as previously stated, applications for amendment of records must include documentation supporting the applicant's claim.

Application forms may be used or an application may be in the form of a letter that meets the above criteria.

FOI applicants seeking documents relating to their personal affairs or wishing to amend records relating to their personal affairs, who are not current NSW inmates and who are not represented by a solicitor, are required to provide proof of identity. Details can be obtained by contacting the Manager, Freedom of Information & Privacy Unit or reading the document,

"FOI & PPIPA Applicants – Proof of Identify," which is available on the Department's Internet site.

The Department's Freedom of Information Application Form (for access to documents) is available at correctional centres, the Freedom of Information & Privacy Unit and on the Department's Internet site at www.dcs.nsw.gov.au. The Department's Amendment of Records Application form is available at correctional centres and can be obtained from the Freedom of Information & Privacy Unit.

Access to documents may be provided in the following forms:

- inspection of document
- copy of document
- arrangements for audio or visual presentation of information so recorded
- written transcript of a recorded document
- written transcript of words recorded in shorthand or encoded form
- reproduced written document e.g. from electronic storage.

Application fees and processing charges are as follows:

Personal Applications**	\$20.00
* application fee + \$30.00* per hour processing charge after first 20 hours	
Non-Personal Applications	\$20.00
* application fee + \$30.00* per hour processing charge	
Internal Review**	\$20.00
* application fee	
Amendment of Records	Nil

* 50% reduction in cases of financial hardship and public interest requests

** Refunds may apply as a result of successful internal reviews and successful applications for amendment of records made subsequent to a personal application.

The contact details of the Manager, Freedom of Information & Privacy Unit, are:

Manager
Freedom of Information & Privacy Unit
Level 11, Roden Cutler House
24 Campbell Street
SYDNEY NSW 2000
Phone: (02) 9289 1067

Members of the public are advised to telephone the Freedom of Information & Privacy Unit prior to making a personal visit. The Unit is generally open between 8.30 am and 4.30 pm Monday to Friday.

APPENDIX 16 FREEDOM OF INFORMATION STATISTICS

Section A – Number of new FOI Requests – Information relating to the number of new FOI requests received, those processed and those incomplete from the previous period.

FOI Requests	Personal		Other		Total	
	2003-04	2002-03	2003-04	2002-03	2003-04	2002-03
A1 New (incl'd transferred in)	282	298	20	21	302	319
A2 Brought forward	9	10	1	0	10	10
A3 Total to be processed	291	308	21	21	312	329
A4 Completed	274	293	17	17	291	310
A5 Transferred out	0	0	0	1	0	1
A6 Withdrawn	4	6	2	2	6	8
A7 Total processed	278	299	19	20	297	319
A8 Unfinished (carried forward)	13	9	2	1	15	10

Section B – What happened to completed requests? (Completed are those on line A4).

Result of FOI request	Personal		Other	
	2003-04	2002-03	2003-04	2002-03
B1 Granted in full	43	49	4	10
B2 Granted in part	197	224	6	2
B3 Refused	34	20	7	5
B4 Deferred	0	0	0	0
B5 Completed	274	293	17	17

Section C – Ministerial Certificates – number issued during the period.

	2003-04	2002-03
C1 Ministerial Certificates issued	0	0

Section D – Formal consultations – number of requests requiring consultations (issued) and number of FORMAL Consultation(s) for the period.

	Issued		Total	
	2003-04	2002-03	2003-04	2002-03
D1 Number of requests requiring formal consultations	36	33	56	63

APPENDIX 16 FREEDOM OF INFORMATION STATISTICS (Cont)

Section E – Amendment of personal records – number of requests for amendment processed during the period.

Result of amendment request	Total	
	2003-04	2002-03
E1 Result of amendment - agreed	0	2
E2 Result of amendment - refused	1	1
E3 Totals	1	3

Section F – Notation of personal records – number of requests for notation processed during the period.

	2003-04	2002-03
F3 Number of requests for notation	1	0

Section G – FOI requests granted in part or refused – Basis of disallowing access – Number of times each reason cited in relation to completed requests which were granted in part or refused.

Basis for disallowing or restricting access	Personal		Other	
	2003-04	2002-03	2003-04	2002-03
G1 Section 19 (application incomplete, wrongly directed).	0	0	0	0
G2 Section 22 (deposit not paid)	0	0	7	2
G3 Section 25(1)(a1) (diversion of resources)	1	1	0	0
G4 Section 25(1)(a) (exempt)	138	166	3	2
G5 Section 25(1)(b)(c)(d) (otherwise available)	22	19	0	0
G6 Section 28(1)(b) (documents not held)	155	130	3	3
G7 Section 24(2) (deemed refused, over 21 days)	0	0	0	0
G8 Section 31(4) (released to medical practitioner)	0	0	0	0
G9 Totals	316	316	13	7

Section H – Costs and fees of requests processed during the period (i.e. those included in lines A4, A5 and A6). Not including costs and fees of unfinished requests (i.e. those included in line A8).

	2003-04		2002-03	
	Assessed costs	FOI fees received	Assessed costs	FOI fees received
All completed requests	\$39,578.00	\$5,243.00	\$48,033.75	\$6,279.00

APPENDIX 16 FREEDOM OF INFORMATION STATISTICS (Cont)

Section I – Discounts allowed – number of FOI requests processed during the period* when discounts were allowed.

Types of discount allowed	Personal		Other	
	2003-04	2002-03	2003-04	2002-03
I1 Public Interest	0	0	0	2
I2 Financial hardship – Pensioner/child	233	243	3	5
I3 Financial hardship – Non profit organisation	0	0	0	0
I4 Totals	233	243	3	7
I5 Significant correction of personal records	0	0	0	0

*Note: except for item I5. Items I1, I2, I3 and I4 refer to requests processed as recorded in A7. I5 shows the actual number of requests for corrections of records processed during the period.

Section J – Days to process – Number of completed requests (A4) by calendar days (elapsed time) taken to process.

Elapsed time	Personal		Other	
	2003-04	2002-03	2003-04	2002-03
J1 0 – 21 days	234	254	14	14
J2 22 – 35 days	38	34	2	2
J3 Over 35 days	2	5	1	1
J4 Totals	274	293	17	17

Section K – Processing time – Number of completed requests (A4) by hours taken to process.

Processing hours	Personal		Other	
	2003-04	2002-03	2003-04	2002-03
K1 0 – 10 hours	263	277	16	17
K2 11 – 20 hours	11	10	1	0
K3 21 – 40 hours	0	5	0	0
K4 Over 40 hours	0	1	0	0
K5 Totals	274	293	17	17

Section L – Reviews and Appeals – number finalised during the period.

	2003-04	2002-03
L1 Number of internal reviews finalised	8	5
L2 Number of Ombudsman reviews finalised	1	3
L3 Number of Administrative Decisions Tribunal appeals finalised	1	1

APPENDIX 16 FREEDOM OF INFORMATION STATISTICS (Cont)**Details of internal review results – in relation to internal reviews finalised during the period.**

Grounds on which internal review requested	Other					
	Upheld*	Varied*	Upheld*	Varied*		
	2003-04	2002-03	2003-04	2002-03	2003-04	2002-03
L4 Access refused	3	0	1	0	0	0
L5 Deferred	0	0	0	0	0	0
L6 Exempt matter	2	2	2	2	0	1
L7 Unreasonable charges	0	1	0	0	0	0
L8 Charge unreasonably incurred	0	0	0	0	0	0
L9 Amendment refused	0	0	0	0	0	0
L10 Totals	5	3	3	2	0	1

*Note: relates to whether or not the original agency decision was upheld or varied by the internal review.

APPENDIX 17 GOVERNMENT CONTRIBUTIONS TO DEPARTMENTAL EXPENDITURE

	1999/00	2000/01	2001/02	2002/03	2003/04
	\$'000	\$'000	\$'000	\$'000	\$'000
Recurrent	414,659	442,084	465,742	501,923	547,403
Capital	60,892	62,069	75,316	120,008	80,242
Acceptance by the Crown	32,232	38,887	37,232	55,273	49,428

APPENDIX 18 GRANTS MADE TO ORGANISATIONS WHICH ASSIST INMATES, EX INMATES AND THEIR FAMILIES (COMMUNITY FUNDING PROGRAM)

Organisation	Funding (excl.GST) 2003/04
Glebe House Ltd.	\$163,628
Guthrie House Co-operative Ltd. (NSW)	\$277,529
Yulawirri Nurai Indigenous Association Inc.	\$66,746
CRC Justice Support	\$569,526
Prisoners' Aid Association of NSW Inc.	\$263,953
Link-Up (NSW) Aboriginal Corp.	\$70,000
Children of Prisoners' Support Group Co-op Ltd (NSW)	\$422,198
Judge Rainbow Lodge Memorial Fund Inc.	\$350,055
Bundjalung Tribal Society Ltd. (Namatrjira Haven)	\$241,553
New Horizons Enterprises Limited	\$103,000
Family Drug Support Services (FADISS Inc)	\$20,000
Total	\$2,548,188

APPENDIX 19 GUARANTEE OF SERVICE

The Department published its Guarantee of Service (GOS) in 1993/94. The guarantee is primarily directed at users of the Department's services and outlines the services available, how they may be accessed and the redress available for unacceptable standard service.

The GOS is in accordance with the Department's corporate mission and reflects the desire for excellence.

The GOS is widely available and is provided free of charge on request.

APPENDIX 20 HONOURS AND AWARDS

National Medal

Aboud, Patrick
 Airs, Derrick
 Aitken, Jeneane
 Allwell, Mark
 Almond, David
 Andrews, Kay
 Auld, Stephen
 Azeem, Muhammed
 Bacon, Gary
 Badovinac, Nickola
 Baker, Dean
 Baker, Geoffrey
 Bardowski, Derek
 Barnett, Matthew
 Belkin, Mark
 Belmonte, Roger
 Blogg, Dennis
 Blowes, Kevin
 Bodel, Peter
 Boland, Deborah
 Borg, Josephine
 Bradbury, Darren
 Brice, Colin
 Bridge, Timothy
 Bridge, Lorraine
 Briggs, Veronica
 Brooks, Cedrick
 Brown, Gregory
 Bryce, Andrew
 Buckley, Bryan
 Bullock, Warren
 Burt, Timothy
 Burns-Corrigan, Robert
 Butcher, Bruce
 Butcher, Paul
 Butterfield, Barry
 Caines, Lee
 Carden, Julie
 Carr, Joyce
 Carver, Kenny
 Cary, Wayne
 Cassar, Guy
 Casserly, Bradley
 Clark, Darren
 Clark, Ross
 Clark, Malcolm
 Clarke, Deborah
 Cochrane, Glenn

Cockburn, Garry
 Collins, Mark
 Connors, Cindy
 Cooney, Christopher
 Corby, Sandra
 Corcoran, John
 Craig, Kimberly
 Crane, Brian
 Crear, Stewart
 D'Arcy, Michael
 David, Paul
 Davis, Peter
 Davy, Donna
 Deacon, William
 DeGuia, Cesar
 Don Rukantha,
 Sattambirala
 Dreori, Jody
 Dryden, Kelvin
 Dudley, Michael
 Dumbrell, Hilton
 Dwyer, David
 Dougall, Robert
 Edge, Peter
 Edwards, Rodney
 Edwards, Ian
 Ellam, David
 Ellis, Gregory
 Fagg, Rodney
 Fewkes, Richard
 Field, Lorraine
 Finn, Jason
 Fittler, Kevin
 Fitzgerald, Paul
 Flatley, Sandra
 Fraser, Leslie
 Freeman, Janelle
 French, Philip
 Frew, Garry
 Gafa, Vincent
 Gauci, Terese
 Gilbert, Louise
 Gill, Peter
 Gilmore, Jeffery
 Gogebakan, Ibrahim
 Grebert, Marilyn
 Grieve, Janeen
 Haile, Kay
 Halliwell, Pamela
 Halliwell, Mark
 Hannah, Gordon

Hanrahan, C
 Harrison, C
 Harrower, D
 Harvey, Sharon
 Hayes, Timothy
 Healey, Michael
 Hendricks, Stephen
 Hepburn, John
 Herbertson, Gerald
 Hickson, Graham
 Highnam, Christopher
 Hokin, Stephen
 Hooker, Petrina
 Horgan, Christopher
 Hotham, Pam
 Hurley, Patrick
 Hutchesson, Scott
 Hutton, David
 Jess, Nicole
 Jones, Gail
 Jones, Howard
 Jones, Wayne
 Kapadia, Romin
 Kaufmann, Phillip
 Keegan, Terry
 Kelleher, Joseph
 Kelly, Martin
 Kennedy, Andrew
 Kentwell, Fredrick
 Keogh, Jennifer
 Kerry, Tara
 Khan, Joshua
 Kicik, Christopher
 Klauze, Michael
 Koedam, John
 Kovacic, Stefan
 Kuczynski, Mark
 Latimer, Peter
 Lauwaert, Marc
 Lawson, Karen
 Lazos, John
 Lewis, Colin
 Lofthouse, Dennis
 Loizides, Peter
 Lucas, Wayne
 Macrae, Bronwynne
 Maddock, Michael
 Marashian, Charlie
 Martin, Michael
 Martin, John
 Martin, Steven

Massingham, William
 McConnell, Brett
 McGeechan, Andrew
 McGuffin, Dale
 McLuckie, Bruce
 Metcalf, Kevin
 Metcalf, Darren
 Meys, Yvonne
 Miller, Baden
 Miscamble, Daniel
 Moogan, Laurence
 Mooney, Denise
 Morgan, Wendy
 Morris, Ian
 Morrison, Janele
 Mostyn, Brad
 Mulholland,
 Jacqueline
 Munce, Peter
 Murphy, Elizabeth
 Murphy, Steven
 Na'Ati, Kaveinga
 Newman, Sue-Ellen
 Newman, Richard
 Nicholson, Rory
 Norman, John
 O'Donoghue,
 Mathew
 Onate, Burton
 O'Toole, Leanne
 Oldfield, Kenneth
 Osmond, Peter
 Palmer, Gerald
 Palmero, Joselito
 Pannowitz, Peter
 Paras, Jamie
 Paras, Kathleen
 Parkinson, Edward
 Parry, Edward
 Patricks, Phillip
 Pavey, Timothy
 Payne, Andrew
 Payne, Raymond
 Pearce, David
 Peck, Michelle
 Peckham, Michael
 Peebles, Brad
 Pilley, Barry
 Raper, Simon
 Redmond, John
 Reynolds, Douglas

Reynolds, Craig
 Richards, Donal
 Ricotta, Ferdinand
 Roach, Joy
 Roque, Antonio
 Ross, David
 Rudd, Darren
 Russell, Alexander
 Savignano, Angelina
 Schroeder, Martin
 Sconce, Fay
 Seaton, Wayne
 Sharples, Warren
 Siefen, Gabriella
 Smith, Paul
 Southers, Shelia
 Steinheuer, Julie
 Stirling, Geoffrey
 Straker, Darren
 Such, Paul
 Tago, Saunoa
 Tarrant, Bruce
 Tattersall, Barry
 Tienstra, Sietze
 Thompson, Sandra
 Thompson, Bruce
 Thompson, Peter
 Tuituu, Samvela
 Tupou, Vaisele
 Vidler, Stephen
 Villarus, Gene
 Veljanoski, Dobre
 Volkanouski, Dimce
 Wade, Luke
 Walford, Grant
 Wallace, David
 Wallace, Michelle
 Walker, David
 Ward, Kerry
 Waterton, Robert
 Watson, Christopher
 Watt, Ian
 Webb, Nigel
 Weekes, Michael
 Wells, Darren
 West, Angela
 Wheeler-Smith, Gai
 Wilkins, Wayne
 Williams, Anthony
 Williams, Leslie
 Woodbridge, Michael

APPENDIX 20 HONOURS AND AWARDS (Cont)

Woodyatt, Christopher
 Wright, Michael
 Wright, Marilyn
 Young, Sharyne

National Clasp
 Blogg, Rodney
 Cameron, Steven
 Chang, Steven
 Crowley, John 2nd
 Crozier, Robert
 Davis, John
 Dawson, Colin
 D'Silva, Stefan
 Lehn, Graheme
 Leonard, Brian
 Masters, Richard
 McDonald, David
 Mercer, Bruce
 Middlebrook, Ken
 Mitcherson, Kevin
 Murdock, Robert
 Oldfield, Carl
 Pattinson, Rod
 Picton, Trevor
 Powrie, Philip
 Sargant, Ross 2nd
 Thompson, Gregory
 Wye, Richard
 Zwiers, Hank 2nd

Meritorious Service Medal

Abbott, John
 Alcott, David
 Bartlett, Roma
 Baulman, Stephen
 Bell, Keith
 Bishop, Christopher
 Bendeich, Angela
 Bull, Rodney
 Cameron, Roderick
 Campbell, Stuart
 Capes, Hugh
 Carruthers, Peter
 Caruana, Rosemary
 Chapple, Michael
 Chase, Peter
 Common, Gordon
 David, Charles
 DeWet, Benjamin
 Dixon, Anthony
 Doughty, Sandra
 Egan, Graham
 Eyles, Hilton
 Faint, John
 Farrell, Denise
 Finn, Karen
 Graham, Marilyn
 Green, Clifford
 Hannah, Ross

Hayes, Robert
 Hill, Ian
 Hocking, Robert
 Hogan, Sharon
 Johnston, Vicki
 Kennedy, Paul
 Kirk, Brian
 Knowland, Helen
 Macrea, Ian
 Matenga, Runga
 McCann, Brian
 McNair, Roy
 McNamara, Neil
 McPherson, Marcus
 Mears, Jillian
 Miles, Gary
 Millhouse, John
 Molenda, Jerzy
 Moriarty, Michael
 Murtas, John
 Mustard, Rowena
 Neville, Brian
 Nicolassen, Peter
 Norville, David
 Oates, Wayne
 Ohrynowsky, Robert
 Oliver, Alexander
 Outtrim, Lorraine
 Pavlovic, Jacob
 Pender, Alysian
 Perey, Jenece
 Perry, Robert
 Quigley, Josette
 Quin, Stephen
 Richter, Eland
 Robertson, Jeffery
 Rodden, Gwen
 Roe, Christopher
 Ruckley, Wayne
 Sands, Ronald
 Smith, Bill
 Taig, Erica
 Visser, Frank
 Vrzic, Nick
 Witt, Monica
 Woods, Thomas

Service Clasps

40 years
 Aitkin, Ross
 Gallagher, Roger

35 years

Armstrong, Patrick
 Atlee, Phillip
 Cashman, Barry
 Crowley, John
 Gallagher, Roger
 Guy, Neil
 Klok, John
 Kemp, Margaret

Kay, Peter
 Roman, Paul
 Zwiers, Hank

30 years

Aubeelaus, Marie
 Bell, John
 Botterill, Trevor
 Buckley, John
 Byrnes, Peter
 Cavanagh, Peter
 Cinquetti, Severo
 Cruickshank, Paul
 Dajak, Ann
 DeLafor, Amelia
 Duncalfe, Ivan
 Dyer, John
 Farrell, David
 Felton, Wilhelm
 Ikin, Peter
 Lamor, Carol
 McLean, Ian
 Peterson, Floyd
 Read, James
 Stapleton, Graeme
 Tuckey, Michael
 Underhill, Kevin

25 years

Atlee, Phillip
 Bobinskas, Peter
 Baker, Kevin
 Crozier, Robert
 Cameron, Steven
 Davis, Janice
 Doherty, Pamela
 D'Silva, Stefan
 Frith, William
 Kelly, John
 Lamont, Sandra
 Lehn, Graheme
 Middlebrook, Ken
 Mitcherson, Kevin
 McDonald, David
 Pattinson, Rod
 Picton, Trevor
 Rudd, Jeffrey
 Ruse, Philip
 Scheffler, David
 Stapleton, Robert
 Thompson, Gregory
 Williams, Peter
 Wye, Richard

Service Medal

Ab-Farraj, Naja
 Aboud, Patrick
 Airds, Derrick
 Aitken, Jeneane
 Allwell, Mark
 Almond, David
 Azeem, Muhammed

Baker, Dean
 Barsowski, Derek
 Bates, Julie
 Belik, Mark
 Beszant, Colin
 Bilbao, Gladys
 Blain, Evelyn
 Blowes, Kevin
 Bocauto, Heidi
 Bodel, Peter
 Boland, Deborah
 Borg, Josephine
 Bradbury, Darren
 Brennan, Kerry
 Bressington, Denis
 Brice, Colin
 Bridge, Lorraine
 Briggs, Veronica
 Brown, Gregory
 Brown, Marcella
 Burns-Corrigan, Robert
 Butcher, Paul
 Butler, Alan
 Butterfield, Barry
 Cairney, Dawn
 Cairns, Keith
 Carden, Julie
 Carr, Joyce
 Carver, Kenny
 Cassar, Guy
 Casserly, Bradley
 Chavan, Shobhana
 Chouefati, Elias
 Clark, Darren
 Clarke, Deborah
 Cochrane, Glenn
 Cockburn, Garry
 Coleman, Robert
 Collins, Mark
 Collins, Karen
 Connors, Cindy
 Cooney, Christopher
 Corby, Sandra
 Corcoran, John
 Coughran, Megan
 Craig, Kimberly
 Crane, Brian
 Crear, Stewart
 Cullen, Rayeane
 Cutbush, Marilyn
 Cuthbertson, Ian
 D'Arcy, Michael
 David, Paul
 Davis, Peter
 Davy, Donna
 Deacon, William
 DeGuia, Cesar
 Don Rukantha,
 Sattambirala
 Dreori, Jody

Dryden, Kelvin
 Dudley, Michael
 Duffus, Margaret
 Dumbrell, Hilton
 Durman, Judith
 Edge, Peter
 Edwards, Rodney
 Egan, Michael
 Ellam, David
 Ellis, Gregory
 Evans, Kaylene
 Fagg, Rodney
 Fewkes, Richard
 Field, Lorraine
 Filipowski, Anna
 Finn, Jason
 Fitzgerald, aulP
 Flanagan, William
 Flatley, Sandra
 Fletcher, Glenn
 Francis, David
 Fraser, Leslie
 Freeman, Janelle
 French, Philip
 Frew, Garry
 Gadd, Kevin
 Gafa, Vincent
 Gallimore, Wayne
 Gauci, Terese
 Gibson, Susan
 Gibson, Graham
 Gilbert, Katharine
 Gilbert, Louise
 Gill, Peter
 Gilmore, Jeffrey
 Gogebakan, Ibrahim
 Grebert, Marilyn
 Grieve, Janeen
 Haile, Kay
 Hale, Desmond
 Halliwell, Pamela
 Halliwell, Mark
 Hannah, Gordon
 Hanrahan, Chris
 Harvey, Stuart
 Harvey, Sharron
 Haslop, Sharon
 Hendricks, Stephen
 Herbertson, Gerard
 Hicks, Susan
 Hokin, Stephen
 Holmes, Mark
 Hotham, Pam
 Hurley, Patrick
 Hutchesson, Scott
 Hutton, David
 Jeffress, Pauline
 Jess, Nicole
 Jones, Watson
 Jones, Wayne
 Kapadia, Romin

APPENDIX 20 HONOURS AND AWARDS (Cont)

Kaufmann, Phillip	McLuckie, Bruce	Payne, Raymond	Smith, Paul	Wells, Darren
Kelleher, Joseph	McPherson, Murray	Pearce, David	Smith, Keith	West, Angela
Kelly, Martin	Metcalfe, Kevin	Peck, Michelle	Southers, Shelia	Wheeler-Smith, Gai
Kennedy, Andrew	Meys, Yvonne	Peckham, Michael	Standen, John	Whiteley, Denise
Kennedy, Gregory	Miliatis, Stella	Peebles, Brad	Steuart, Robert	Williams, Ann
Kennedy, Mark	Miller, Baden	Plumb, Darren	Stewart, Kathleen	Wilson, Deborah
Kentwell, Frederick	Mitchell, Anthea	Pollard, Peter	Stirling, Geoffrey	Wilson, Kym
Keogh, Jennifer	Moogan, Laurence	Powell, Lowell	Such, Paul	Winder, Malcolm
Kerry, Tara	Morales, Gloria	Pyers, Shane	Tago, Saunoa	Woodbridge, Michael
Kervin, Kenneth	Morgan, Wendy	Raper, Simon	Tattersall, Barry	Woodham, Colin
Khan, Joshua	Morris, Ian	Ravet, Glen	Taylor, Gay	Yates, Jean
Kicik, Christopher	Mostyn, Brad	Recco, Carol	Thomas, Yvonne	York, Roger
King, Geoffrey	Mulholland, Jacqueline	Redmond, John	Thompson, Sandra	Zugai, Henry
King, Lorraine	Munce, Peter	Rees, Trudy	Thompson, Bruce	Zuiderwyk, Gary
Kirkman, Peter	Murphy, Elizabeth	Rennex, Francis	Thornton, John	Bravery Medal
Klauze, Michael	Murphy, James	Reynolds, Douglas	Tienstra, Sietze	Martin, Shari
Koedam, John	Murphy, Jeanette	Richards, Donal	To, Iris	Sydes, April
Kovacic, Stefan	Musgrave, Hannelore	Ricotta, Ferdinand	Too, Apelu	Exemplary
Kuczynski, Mark	Na'Ati, Kaveinga	Rietdyk, John	Tozer, Mark	Conduct Cross
Latimer, Peter	Naughton, David	Ritchie, Dianne	Trelfo, Evelyn	Carruthers, John
Lawson, Karen	Newman, Sue-Ellen	Rivers, Joan	Tsoukalas, Helen	Casey Gordon
Lesko, Sindy	Newton, Michaela	Roach, Joy	Tuituu, Samuela	Downes, Lee
Lewis, Colin	Nicholson, Rory	Robin, Alison	Tupou, Vaisele	Gallagher, Roger
Lofthouse, Dennis	Nickle, Denis	Romeros, Rodolfo	Turner, David	Nash, Paul
Loizides, Peter	Nicolas, Janice	Roque, Antonio	Turnock, Gary	Unit Citation
Lowe, Allan	Norman, John	Ross, David	Tzanis, John	Baker, Gabrielle
Lucas, Wayne	O'Donoghue, Mathew	Roth, Tess	Veljanoski, Dimce	Belmonte, Roger
Mackay, Charlie	Oldfield, Kenneth	Rouse, M	Vickers, Roslyn	Capechi, Catherine
Maddock, Michael	Onate, Burton	Rudd, Darren	Vidler, Stephen	Cheetham, Thomas
Maggs, Paul	O'Toole, Leanne	Russell, Alexander	Villarus, Gene	Doyle, John
Markwick, Andrew	Palmer, Gerald	Ryan, Jennifer	Volkanouski, Dobre	Garing, Owen
Martin, Steven	Palmer, Daniel	Salway, Christine	Wade, Luke	Hill, Scott
Martin, Michael	Palmer, Daniel	Sarkis, Danial	Walford, Grant	Hunter, Deirdre
Martin, John	Palmero, Joselito	Savignano, Angelina	Walker, David	Wallace, David
Martin, Kevin	Paras, Jamie	Schroeder, Martin	Wallace, Michelle	Ward, Kerry
Massingham, William	Parkinson, Edward	Sconce, Fay	Ward, Kerry	Warth, Erwin
McCraig, James	Parkinson, Faye	Seaton, Wayne	Wasef, Ehsan	Waterton, Robert
McClymont, Patrick	Parry, Edward	Siefen, Sylvia	Waterton, Robert	Watson, Christopher
McConnell, Brett	Patrick, Phillip	Siefen, Gabriella	Watson, Christopher	Watson, Ian
McFarlane, Graeme	Paull, Susan	Simpson, Geoffrey	Watson, Ian	Webber, Patricia
McGoldrick, Cary	Payne, Patricia	Slater, Michael	Webber, Patricia	
McGraw, Brad	Payne, Andrew	Smith, Phillip		
McLoughlin, Terrence		Smith, Leon		

APPENDIX 21 JUNE CORRECTIONAL CENTRE 2003/04 PERFORMANCE REPORT**BACKGROUND**

June Correctional Centre is the only privately operated Correctional Centre in New South Wales. The GEO (Global Expertise Outsourcing) Group Australia manages the Correctional Centre, under a management agreement, which the GEO Group (then trading under the company title of Australasian Correctional Management) entered into with the Department of Corrective Services. The company has been managing the Centre since it opened in April 1993.

Under section 242 Crimes (Administration of Sentences) Act 1999, a person referred to act as

the "Monitor" is appointed under the Public Sector Employment and Management Act 2002 No. 43 to monitor the performance and contract compliance of the management of any privately operated Correctional Centre.

In accordance with section 242 (4)(a) of the Act, a performance review of June Correctional Centre for 2003-2004 has been completed.

This report is the eleventh in total and the third under the terms of the new management agreement.

APPENDIX 21 JUNEE CORRECTIONAL CENTRE 2003/04 PERFORMANCE REPORT (Cont)**DEFICIENCIES IDENTIFIED IN 2003/2004 REVIEW**

Methodology of the current review was consistent with previous reviews, namely:

- completion of a checklist to assess GEO's performance in the key result areas, derived from the minimum standards provided for in the management agreement;
- interviews with various managers, staff and inmates;
- regular inspections of the Centre, including random sampling of records, files and documents;
- incorporating the results of the reviews/ inspections conducted by Departmental specialists, including Offender Services and Programs Branch Heads; Inmate Classification and Programs; Justice Health; the Facilities Management Branch and the Corrective Services Industries.

The 2003/2004 Performance Review of Junee Correctional Centre found that GEO failed to meet all performance obligations, with respect to their compliance with the Minimum Standards. In addition, there are concerns about the following areas:

OFFENDER SERVICES & PROGRAMS**Case Management**

The Department's Inmate Classification and Programmes Branch, conducted a comprehensive audit of the Case Management processes at Junee Correctional Centre in 2003. As a result of this audit recommendations were made in the following areas:

Reception Screening

The audit found that out of date screening forms and incorrect procedures were being used during the Reception Induction process. A follow up audit found that management had implemented new local

procedures to comply with Departmental requirements in this area.

Monthly Case Notes

The audit revealed that staff at Junee conduct 6 monthly case conferences on all inmates, however, monthly case notes as required in the Minimum Standards were not completed. This issue continues to be of concern and is being closely monitored.

The Department has provided training and ongoing support for GEO staff as a result of this audit. The other area of concern in the case management process, that was also identified in last years report, was the failure by the GEO Group to ensure that the Case Plans of all inmates were reviewed on a 6 monthly basis. This is a Key Performance Indicator (KPI) of the Performance Linked Fee (PLF). The GEO Group has both a contractual and legislative obligation to ensure that all inmates' Case Plans are reviewed every 6 months. As a result of last years findings GEO management introduced a Compliance Monitoring System to assist them in meeting their obligations, however, continued monitoring of this area revealed a repeated failure to meet this KPI.

Building and Maintenance

The refurbishment of the centre, including but not limited to the gatehouse, kitchen and reception area, and the provision of suitable amenities for inmate visitors to the centre remained an area of concern. During the month of November 2003, GEO representatives met with representatives from the Department's Facilities Management team to progress the proposed refurbishment works for the Centre. The Department has given GEO the responsibility for managing the works. The first stage of the work will see the

refurbishment of the gatehouse, the kitchen and the reception area. However, as at August 2004 no work has commenced.

INDUSTRIES**Inmate Employment**

The Finance and Administration Manager is now overseeing the monitoring of this area to ensure that the GEO Group maintains its KPI of providing 65% of sentenced inmates with employment. This KPI was based upon an inmate population of 600. When the inmate population was increased to 750 the Department agreed to continue to calculate attainment of the KPI using the inmate population of 600. This has proven to be a difficult benchmark for GEO to reach, particularly with the loss of a major business unit which provided significant employment opportunities. The Department and GEO have been working together to develop an appropriate counting rule to manage this situation.

Performance linked fee

The PLF is intended as an incentive to the achievement of the highest possible scope, range and standard of correctional services and programs. The PLF is calculated as a maximum payment each financial year of 2.5% of the Operational Service Level Fee. This amount will be withheld from monthly payments until the end of each year (i.e 31 March). The PLF is payable annually in arrears. Payment of the Fee is conditional, and is linked to the level of attainment of agreed KPIs. A Base Level Performance and Best Practice Performance are specified for agreed KPIs. The GEO Group's annual performance is measured against these KPIs. If their performance is below Base Level Performance for a KPI, then the GEO Group will not receive that portion of the PLF

APPENDIX 21 JUNEE CORRECTIONAL CENTRE 2003/04 PERFORMANCE REPORT (Cont)

linked to that KPI. The portion of the PLF payable for performance above the Base Level Performance will be based upon a sliding scale, up to that of Best Practice Performance.

A Departmental panel is formed one month after the end of the contract year to consider GEO's performance against these indicators. This panel then makes an assessment of GEO's performance and recommends to the Commissioner a course of action. GEO is provided with the opportunity to comment on the findings and recommendations of the panel prior to the Commissioner making a final determination and settlement of the PLF.

At the time of writing last year's report the Commissioner had not made a final determination concerning the payment of 2002/03 PLF. Since that time, the Commissioner has determined that Junee Correctional Centre failed to deliver the agreed Base Level Performance for the KPIs: (1) number of hours of community work provided; (2) sentenced inmates transferred to Junee have their case plan and classification reviewed; and, (3) all inmates have a 6 monthly classification review conducted. As a result, 15% of the PLF for 2002/03 was withheld, which amounted to \$46,476.53.

At the time of writing this performance report, the Departmental review panel had made its assessment and recommendations to the Commissioner, however a final position has not been determined. Therefore, it is not possible to provide a final report on GEO's performance for the purposes of payment of the PLF for 2003/04.

SIGNIFICANT EVENTS DURING THE PERIOD UNDER REVIEW

August 2003

- Twenty-six Trainee Correctional Officers graduated from the Pre-Service Course on the 29/08/03.
- Junee Correctional Centre enjoyed a two-week visit from the Vice President International Services Mr Ron Champion. Mr Champion assisted with the implementation of a Contract Compliance Monitoring System.

September 2003

- Custodial staff held Industrial Action from the 7th-9th September 2003 in protest against the Centre's decision to change from the State to Federal Award.
- The Centre hosted a luncheon for Twenty Senior Citizens from the Cootamundra Retirement Village.
- Twenty-four inmates completed the Kairos program that was conducted at the Centre.

November 2003

- On Thursday 27th of November an Emergency Lock Down Exercise was conducted. The Scenario

provide to Staff, that the Local Police were pursuing an individual dressed in green running across neighbouring paddocks. The Monitor also addressed the debrief and advised of the excellent work done by staff in systematically locking down with over 700 inmates in 25 minutes and with no incidents.

- Mr David Monks attended the centre and conducted a Quality Assurance Audit. The Centre retained its TQS accreditation.
- During the month ex GEO representatives met with representatives from the departments Facilities Management team on the proposed refurbishment works for the centre.

December 2003

- Junee was the first centre in NSW to deliver the DCS approved program "Thinkfirst";

January 2004

- The Department of Corrective Services conducted a comprehensive audit of the programs being delivered at Junee Correctional Centre;
- Mr McDermott, New South Wales Coroner's Office, conducted an in-service on the importance of reception screening and induction process and coronial expectations in case of death;
- Australasian Correctional Management changed their title to Global Expertise Outsourcing;
- Program Manager Mr Parnell presented the GEO scholarships to successful candidates at the Junee Australia Day Ceremony;
- Junee Correctional Centre Industry Co-ordinated Greg Farnsworth was named GEO Employee of the Year;

February 2004

- Ms J Arcus, Pharmaceutical Inspector, conducted an inspection of the Centre's dispensing of medication procedures;

March 2004

- Peter McDermott was appointed as the Operations Manager;
- Final draft is being drawn up for Junee Correctional Centre's refurbishment;
- March 31 was the end of the fourth contractual year between Junee Correctional Centre and the Department.
- During the month of March the General Manager, John Ilijevic, took annual leave. The General Manager of the Auckland Central Remand Prison, Dom Karauria, relieved during his absence;
- Inmate Pritchard escaped from custody;

APPENDIX 21 JUNE CORRECTIONAL CENTRE 2003/04 PERFORMANCE REPORT (Cont)**April 2004**

- Industry Coordinator Greg Farnsworth, Correctional Manager David Blackney and Psychologist Megan Webster attended the GEO Future Leaders Course;
- Representatives from the local RSL and the Dept. of Army attended the Centre's ANZAC Ceremony that was conducted for inmates and staff;

May 2004

- The Security and Investigation team from the Dept. of Corrective Services assisted with "Operational Search" that was conducted at the Centre;
- Mr Bezuidenhout was appointed to the position of GEO Managing Director

June 2004

- Junee Monitor, Deputy Superintendent Donna Morgan was appointed and conducted the Dept's monthly review of the Centre;

- Operations Manager Mr Peter McDermott has been deployed to the Auckland Central Remand Prison for three months;

CONCLUSION

The 2003/2004 annual review found that the GEO Group met their contractual obligations but fell short on one performance with respect to compliance with the Minimum Standards to the contract. The Department will be working collaboratively with GEO to ensure they fully comply with their contractual requirements.

Leon Pfeiffer
Junee Monitor
August 2004

APPENDIX 22 MAJOR ASSETS

The following major properties are included in the Department's stock of buildings and have a written down value of approximately \$1,236 million.

Correctional Centres

Bathurst, Berrima, Brewarrina, Broken Hill, Cessnock, Dillwynia (South Windsor), Emu Plains, Glen Innes, Goulburn, Grafton, Ivanhoe, John Morony 1 and 2(South Windsor), Junee, Mid North Coast Correctional Centre (Kempsey), Mannus, St Heliers (Muswellbrook), Norma Parker (Parramatta), Oberon, Parklea, Parramatta, Silverwater Complex (incl

Mulawa and Metropolitan Remand and Reception Centre), Tamworth, Long Bay Complex (Malabar).
Periodic Detention Centres
Bathurst, Broken Hill, Campbelltown, Emu Plains, Grafton, Mannus, Metropolitan (Parramatta), Tomago, Tamworth, South Windsor, Wollongong.

Probation and Parole Offices

Katoomba

Other

Corrective Services Academy, Eastwood

APPENDIX 23 MAJOR WORKS IN PROGRESS, COST TO DATE, ESTIMATED DATES OF COMPLETION AND COST OVERRUNS**Goulburn Stage 2**

Estimated Total Cost (ETC): \$50.181M
Cost up to 30.06.04: \$48.698M
Completion Date: Oct 2004 (expected)
Cost overruns: NIL

Long Bay Redevelopment

ETC: \$43.729 M
Cost up to 30.06.04: \$34.989 M
Completion Date: Jun.2006 (expected)
Cost overruns: NIL

Mid North Coast Correctional Centre Stage 1 (Kempsey)

ETC: \$86.6 M
Cost up to 30.06.04: \$79.569 M
Completion Date: Jun 2004 (achieved).
Cost overruns: NIL

Mid North Coast Correctional Centre Stage 2 (Kempsey)

ETC: \$25.0 M
Cost up to 30.06.04: \$21.547 M
Completion Date: Jun 2004 (achieved).
Cost overruns: NIL

Parklea Remand Centre

ETC: \$40.205
Cost up to 30.06.04: \$38.925M
Completion Date: Feb 2005
Cost overruns: NIL

Dillwynia Correctional Centre (200 bed)

ETC: \$53.566 M
Cost up to 30.06.04: \$53.062 M
Completion Date: Oct 2003 (achieved)
Cost overruns: NIL

APPENDIX 23 MAJOR WORKS IN PROGRESS, COST TO DATE, ESTIMATED DATES OF COMPLETION AND COST OVERRUNS

(Cont)

Mid Western Correctional Centre (Wellington):

ETC: \$122.5 M
 Cost up to 30.06.04: \$6.405 M
 Completion Date: Mar 2007 (expected)
 Cost overruns: NIL

Long Bay Hospital Redevelopment:

ETC: \$64.8 M
 Cost up to 30.06.04: \$1.086 M
 Completion Date: Dec 2007 (expected)
 Cost overruns: NIL

Mental Health Screening Units:

ETC: \$24 M
 Cost up to 30.06.04: \$15.399 M
 Completion Date: Aug 2005 (expected)
 Cost overruns: NIL

Junee Correctional Centre Upgrade

ETC: \$5 M
 Cost up to 30.06.04: \$0.63 M
 Completion Date: Aug 2005 (expected)
 Cost overruns: NIL

Electronic Case Management

ETC: \$8.45 M
 Cost up to 30.06.04: \$0.683 M
 Completion Date: Jun 2005 (expected)
 Cost overruns: NIL

Information Management System (Ellipse) Upgrade

ETC: \$3.93 M
 Cost up to 30.06.04: \$0.302 M
 Completion Date: Jun 2005 (expected)
 Cost overruns: NIL

Information Management System (TRIM)

ETC: \$1.8 M
 Cost up to 30.06.04: \$0.004 M
 Completion Date: Jun 2006 (expected)
 Cost overruns: NIL

Silverwater Remand Upgrade

ETC: \$5 M
 Cost up to 30.06.04: \$1.22 M
 Completion Date: Jun 2007 (expected)
 Cost overruns: NIL

Community Offender Services Program

ETC: \$12 M
 Cost up to 30.06.04: \$1.391 M
 Completion Date: Jun 2008 (expected)
 Cost overruns: NIL

Head Office Relocation

ETC: \$17.7 M
 Cost up to 30.06.04: \$0.6 M
 Completion Date: Dec 2006 (expected)
 Cost overruns: NIL

North Coast Second Chance

ETC: \$9 M
 Cost up to 30.06.04: \$0.07M
 Completion Date: Jun 2006 (expected)
 Cost overruns: NIL

Mulawa Redevelopment

ETC: \$48 M
 Cost up to 30.06.04: \$1.837 M
 Completion Date: Jul 2008 (expected)
 Cost overruns: NIL

Parklea Remand Extensions Stage 2

ETC: \$30 M
 Cost up to 30.06.04: \$0.053 M
 Completion Date: Jun 2007 (expected)
 Cost overruns: NIL

Parramatta Community Offender Services

ETC: \$1.5 M
 Cost up to 30.06.04: \$0.889 M
 Completion Date: Jun 2004 (achieved)
 Cost overruns: NIL

Intensive Supervision Home Detention Bracelets

ETC: \$1.45 M
 Cost up to 30.06.04: \$1.45 M
 Completion Date: Jun 2004 (achieved)
 Cost overruns: NIL

APPENDIX 24 NATIONAL CORRECTIONAL INDICATORS OUTCOMES

PRISONS**(including Periodic Detention):**

Cost Per Prisoner/Day	\$
Cost per prisoner/day, OPEN + PD	\$155.87
Cost per prisoner/day, SECURE	\$189.05
Cost per prisoner/day, TOTAL	\$173.30

Definition: The daily cost of managing a prisoner. This indicator is calculated as follows - divide recurrent expenditure less payroll tax, consolidated funds and receipts and capital asset charges and other associated expenses by the number of prisoner days multiplied by 100. The counting rule was revised/amended in 2001-2002. The data previously collected in OD308 (depreciation, capital asset charges, debt serving fees and other associated expenses) is now reported in OD4 Capital Costs. The formula for calculating the cost per prisoner per day has been amended accordingly.

PRISONS ONLY:

Prison utilisation	Design capacity
Prison (design) utilisation, OPEN	110.2%
Prison (design) utilisation, SECURE	101.5%
Prison (design) utilisation, TOTAL	105.5%

Definition: Is the extent to which prison capacity is meeting the demand for prison accommodation. The calculation includes the Bolwara Transitional Centre, Parramatta Transitional Centre and 24 hour court cell accommodation. Please note that 2000/2001 figures were amended.

Assault	Rate/100 prisoners
Serious assault rate, prisoners on prisoners	0.74
Assault rate, prisoners on prisoners	13.57
Serious assault rate, prisoners on staff	0.00
Assault rate, prisoners on staff	1.16

Definition: Serious assault: an act of physical violence committed by a prisoner against another prisoner or staff member resulting in actual bodily harm including:

- Requiring medical treatment and assessment by a medical officer resulting in overnight hospitalisation in a medical facility (e.g., prison clinic, infirmary, hospital or a public hospital),
- Requiring extended periods of ongoing medical treatment, or
- All acts of sexual assault.

Definition: Assault: an act of physical violence committed by a prisoner against another prisoner or staff member resulting in a physical injury which may or may not require short term medical intervention of a non hospitalised nature. Please note that 2000/2001 figures were amended.

Deaths	Rate/100 prisoners
Apparent unnatural death rate, ATSI	0.00
Apparent unnatural death rate, non-ATSI	0.12
Apparent unnatural death rate, TOTAL	0.10

Definition: the death wherever occurring (including hospital) of a person in prison custody:

- Whose death is caused or contributed to by traumatic injuries sustained, or by lack of proper care whilst in such custody, or
- Who dies or is fatally injured in the process of:
- Prison officers attempting to detain that person,
- That person escaping or attempting to escape from prison custody.

Escapes (Absconds)	Rate/100 prisoners
Escape rate from Open level of security	0.21
Escape rate from Secure level of security	0.00

Definition: A person who has escaped or absconded from Corrective Services custody (including under contract).

Please note that 1999/2000 figures were amended.

Time out of cells

Average daily time out of cell - OPEN	12.00 hours
Average daily time out of cell - SECURE	7.65 hours
Average daily time out of cell - TOTAL	9.68 hours

Definition: Out of cell hours is the time during which prisoners are not confined to cells, averaged over all days of the year. Irregular lockdowns were included in the calculation of this descriptor.

Employment	Rate %
Prisoners employment rate with:	
Commercial industries	34.43%
Service industries	39.39%
Work Release	1.14%
TOTAL prisoners employment rate	75%

Definition: The number of prisoners actively employed as a proportion of those eligible to participate in employment.

In 2002-2003 the following categories of inmates were excluded:

- Prisoners undertaking full time education, and
- Prisoners whose situation may exclude their participation in work programs, for example:
 - Centres where the policy is not to provide work or where work is not available (i.e., remand centres, 24-hour court cells),
 - Remandees who choose not to work,
 - Hospital patients or aged prisoners who are unable to work,
 - Prisoners whose protection status prohibits access to work,
 - Fine defaulters (who are only incarcerated for a few days at a time),
 - Sub-groups of the above categories.

APPENDIX 24 NATIONAL CORRECTIONAL INDICATORS OUTCOMES (Cont)

The inmates in the inclusion category were subtracted from the daily average prisoner population and this revised figure was then used in the calculation of the indicator.

Education	Rate %
Prisoners enrolled in Pre-certificate Level 1	2.9%
Prisoners enrolled in AQF Secondary Schools Sector	20.5%
Prisoners enrolled in AQF Vocational Education and Training Sector	26.5%
Prisoners enrolled in AQF Higher Education Sector	1.31%
TOTAL prisoner enrolments [count each prisoner once only]	35%

Definition: The number of prisoners actively participating in education programs as a proportion of those who are eligible for educational opportunities. In 2002-2003 the following categories of inmates were excluded from the denominator:

- Prisoners whose situation may exclude their participation in education programs,
- Centres where the policy is not to provide education programs or where education programs are not available (i.e., remand centres, 24-hour court cells),
- Remandees for whom access to education is not available;
- Hospital patients who are medically unable to participate;
- Fine defaulters who are incarcerated for only a few days at a time;
- Sub-groups of the above categories.

PERIODIC DETENTION

Assault	Rate/100 prisoners
Serious Assault PD on DP	0.0
Assault rate, PD on PD	3.21
Serious Assault rate PD on staff	0.0
Assault rate, PD on staff	0.13

The revised definition for assaults outlined above applies to this indicator.

Escapes (Absconds)	Rate/100 prisoners
Total escape/abscond rate from periodic detention	0.27

The definition for escapes (absconds) outlined above applies to this indicator.

Employment	Rate %
Detainees employment rate in SERVICE INDUSTRIES	32.88%
Detainees employment rate in COMMUNITY WORK	39.29%
Total detainees employment rate	72.17%

Definition: The proportion of periodic detainees actively employed.

Please note that 2000/2001 figures were amended.

Usable periodic detention capacity

PD utilisation 60.70%

Definition: The extent to which periodic detention capacity is meeting the demand for periodic detention accommodation. In NSW the calculation of this indicator is based on the number of Stage I detainees attending.

COMMUNITY CORRECTIONS

Proportion of orders successfully completed %

Restricted Movements successfully completed	76%
Reparations successfully completed	74%
Supervisions (compliance) successfully completed	83%
Total orders successfully completed	80.5%

Definition: The proportion of community orders successfully completed within the counting period.

Cost per offender/day \$9.56

The definition for cost per offender/day outlined above applies to this indicator.

Offender to total staff 22.48%

Definition: The level of staff supervision based on the number of staff employed and the average number of offenders.

JUSTICE SECTOR

Recidivism	Rate/100 prisoners
Recidivism rate, prisoners returning to prison	44.65
Recidivism rate, prisoners returning to corrective services	49.16

Definition: Prisoners returning to prison – the proportion of sentenced prisoners released, without a condition of supervision or other contact with Corrective Services, within year t-2 (i.e. during the 1997-98 financial year for the 1999-00 survey) who have returned to prison with a new prison sanction within a 24 month period of the original year t-2 release date. Individuals returning to prison with remand, bail supervision, fine default or fine option matters only (or any combination thereof) are excluded.

Prisoners returning to corrective services – the proportion of sentenced prisoners released, without a condition of supervision or other contact with Corrective Services, within year t-2 (i.e., during the 1997-98 financial year for the 1999-00 survey) who have returned to Corrective Services with a new correctional sanction (prison, community corrections) within a 24 month period of the original year t-2 release date. Individuals returning to Corrective Services with remand, bail supervision, fine default or fine option matters only (or any combination thereof) are excluded.

APPENDIX 25 OVERSEAS VISITS

Officers	Period	Days	Countries/ Cities Visited	Purpose	Cost \$	Source of Funds
Dr Elzbieta Kobylinska Senior Psychologist	6-Jul-2003 14-Jul-2003	8	Edinburgh Scotland	To attend "Psychology & Law" Conference and Pre-conference seminar " Risk Assessment and Risk Management"	4,315	Recurrent Allocation
Peter Mcdonald Executive Director Community Offender Services	23-Oct-2003- 8-Nov-2003	6	Miami USA	To attend "International Corrections and Prisons Association Annual Conference" (ICPA)	16,408	Recurrent Allocation
Phil Ruse Executive Director Community Offender Services	7-Dec-2003 12-Dec-2003	6	Hong Kong	To attend 23rd Asian and Pacific Conference of Correctional Administrators	2,638	Recurrent Allocation
Ross Feenan Manager-Assessment & Case Planning Offender Management Division	20-Oct-2003 11-Dec-2003	52	New Zealand Canada United Kingdom	Winston Churchill Fellowship - To study the Risk and Needs Assessment of Prisoners		Sponsored
Ken Truman Senior Overseer - Engineering Parklea Correctional Centre	2-Dec-2003 16-Dec-2003	14	Solomon Islands	Technical assistance in Installation of Cell doors to Rove Prison in Honiara		Sponsored
Sheelagh Daniels Project Coordinator Policy & Program Unit Community Offender Services	26-Jan-2004 30-Jan-2004	5	London England	To attend International Community Justice Awards/ Probation 2004 Conference - England		Sponsored
Ken Mayes Unit Leader - City District Office Community Offender Service	9-Feb-2004 20-Feb-2004 1-Mar-2004 12-Mar-2004	10 10	New Zealand New Zealand	To attend The New Zealand Criminogenic Training Program To attend The New Zealand Criminogenic Training Program	1,050	Recurrent Allocation
Sue Knight Assistant Superintendent Mulawa Correctional Centre	24-Apr-2004 17-Apr-2004	7	Malaysia	To deliver ' Women into Leadership' training program		Sponsored
Glenda Milne District Manager Blacktown Office Community Offender Service	24-Apr-2004 17-Apr-2004	7	Malaysia	To deliver ' Women into Leadership' training program		Sponsored
Ross Edwards Superintendent Court Escort Security Unit	22-Mar-2004 24-Apr-2004	2	Bangkok Thailand	To escort two Female Inmates from Thailand to Australia	4,915	Recurrent Allocation
Janet Heath I/C Correctional Officer Court Escort Security Unit	22-Mar-2004 24-Apr-2004	2	Bangkok Thailand	To escort two Female Inmates from Thailand to Australia	4,915	Recurrent Allocation
Karen Mealey Correctional Officer Court Escort Security Unit	22-Mar-2004 24-Apr-2004	2	Bangkok Thailand	To escort two Female Inmates from Thailand to Australia	4,915	Recurrent Allocation

APPENDIX 25 OVERSEAS VISITS (Cont)

Michael Karauria Correctional Officer Court Escort Security Unit	22-Mar-2004 24-Apr-2004	2	Bangkok Thailand	To escort two Female Inmates from Thailand to Australia	4,915	Recurrent Allocation
Simon Shaw Psychologist CUBIT	14-Apr-2004 17-Apr-2004	4	Auckland New Zealand	To attend the 3rd Biennial International Conference of the 'Australian and New Zealand Association for the Treatment of Sexual Abusers' (ANZATSA)	761	Recurrent Allocation
David Bright Therapeutic Manager CUBIT	14-Apr-2004 17-Apr-2004	4	Auckland New Zealand	To attend the 3rd Biennial International Conference of the 'Australian and New Zealand Association for the Treatment of Sexual Abusers' (ANZATSA)	761	Recurrent Allocation
Luke Grant Assistant Commissioner	10-May-2004 15-May-2004	5	Xian China	To participate China - Australia Human Rights Technical Co-operation Program		Sponsored
Valda Ruis Executive Director South Western Region Community Offender Service	26-Jun-2004 2-Jul-2004	6	Wellington New Zealand	To attend the 'Executive Masters in Public Administration Program'	370	Recurrent Allocation
Catriona McComish Senior Assistant Commissioner Community Offender Services	9-May-2004 8-Jun-2004	31	Port Moresby Papua New Guinea	Consultation on Community Sentencing alternatives and Court Advice program		Sponsored

APPENDIX 26 PAYMENT PERFORMANCE INDICATORS**Aged analysis at the end of each quarter**

Quarter	Current (i.e. within due date) \$,000	Less than 30 days overdue \$,000	Between 30 and 60 days overdue \$,000	Between 60 and 90 days overdue \$,000	more than 90 days overdue \$,000
September	7,932	280	76	11	130
December	8,184	432	23	13	1
March	2,250	386	49	10	1
June	9,142	292	83	20	3

Accounts paid on time within each quarter

Quarter	Total Accounts Paid on Time			Total Amount Paid
	Target %	Actual %	\$,000	\$,000
September	80%	89.9%	83,181	92,519
December	80%	83.4%	51,163	61,314
March	80%	88.2%	60,239	68,329
June	80%	85.2%	71,684	84,088

There were no instances where interest was paid on overdue creditor payments.

APPENDIX 27 PRIVACY AND PERSONAL INFORMATION PROTECTION STATEMENT

The Department's Privacy Code of Practice is being drafted by the Parliamentary Counsel's Office. There are some issues yet to be finalised through discussions with the Attorney General's Department. The Department anticipates that the Code will be finalised shortly.

When the Privacy Code of Practice has been finalised, the Department will be in a position to complete its Privacy Management Plan.

Internal Reviews

In the 2003/04 reporting period the Department received two applications for internal review. One applicant alleged that the Department had breached sections 17 and 18 of the Privacy and Personal Information Protection Act 1998 (PPIP Act). The internal review found that the Department had breached section 17 but had not breached section 18. The Department apologised to the applicant.

The second applicant alleged that the Department had breached sections 8, 9, 10, 13, 14, 16, 17 and 18 of the PPIP Act. The internal review found that the Department had not breached any of the aforementioned sections. The Department advised the applicant that relevant officers will be instructed not to gossip in certain circumstances.

Two internal review applications were carried over from the previous reporting period.

The first applicant alleged that the Department had breached section 18 of the PPIP Act. The internal review found that the Department had not breached section 18 and no further action was taken.

The second applicant alleged that the Department had breached sections 8 and 9 of the PPIP Act. The internal review found that the Department had not breached sections 8 and 9 and no further action was taken.

Section 45 Complaints

In the 2001/02 reporting period the Department received one complaint pursuant to section 45 of the PPIP Act. The Department responded to this complaint; however, as of 30 June 2004 the Department had not been advised by the Privacy Commissioner of the outcome of the complaint. In the 2003/04 reporting period, the Department received three complaints pursuant to section 45 of the PPIP Act.

The first complainant alleged that the Department had breached sections 18 and 19 of the PPIP Act. After receiving a response from the Department, Privacy NSW resolved not to deal with the complaint further.

The second complainant alleged that the Department had intruded upon his private affairs. The Department responded to Privacy NSW but as at 30 June 2004 had not received a reply.

The third complainant alleged that the Department had breached section 12 of the PPIP Act. The Department responded to Privacy NSW but as at 30 June 2004 had not received a reply.

APPENDIX 28 RELEVANT LEGISLATION AND SIGNIFICANT JUDICIAL DECISIONS

For a list of the legislation which the Department administers, see Appendix 15, Freedom of Information Statement of Affairs.

Significant amendment to Acts

The Crimes (Administration of Sentences) Further Amendment Act 2002 commenced in part on 1 July 2003 and in full on 2 August 2004. The Act amended the Crimes (Administration of Sentences) Act 1999. So far as those amendments which commenced on 1 July 2003 are concerned, the Act:

- made it clear that inmates who engage in work for which they are paid by the Commissioner of Corrective Services are not employees for the purposes of any Act or other law; thus, for example, such inmates are not entitled to holiday pay
- streamlined procedures relating to segregated and protective custody; in particular, by providing for segregated and protective custody directions to continue in force until they are revoked, with regular review by the Commissioner
- provided for the appointment of recognised interstate correctional officers and conferred on such officers the functions and immunities of a NSW correctional officer
- provided for a person employed as a transitional centre officer or as a periodic detention field officer to be given the functions of a correctional officer
- enabled the Commissioner to dispose of unclaimed property within a correctional centre as the Commissioner may direct
- clarified that, if a court imposes two or more community service orders on an offender, the maximum period of time for the offender to perform community service work required by each order commences when the order is made
- enabled Official Visitors to interview non-custodial members of staff, as well as correctional officers
- enabled the Chief Executive Officer of the Corrections Health Service to delegate his or her functions, except the Chief Executive Officer's right

APPENDIX 28 RELEVANT LEGISLATION AND SIGNIFICANT JUDICIAL DECISIONS (Cont)

of unrestricted access to all parts of correctional centres, medical records and offenders held in custody

- required a person who wants to undertake research in the correctional system to obtain the approval of the Commissioner
- reformed the voting procedures of the Parole Board
- enabled a judicial member of the Parole Board or the Serious Offenders Review Council to rule on a point of law when chairing a meeting, or presiding over proceedings held before, the Board of the Review Council.

The Crimes Legislation Amendment (Parole) Act 2003 commenced in part on 11 August 2003 and in full on 3 November 2003. The Act amended the Crimes (Sentencing Procedure) Act 1999 [an Act administered by the Attorney General] and the Crimes (Administration of Sentences) Act 1999.

The Act amended the Crimes (Sentencing Procedure) Act 1999 to ensure that, if a court makes a parole order at the time of sentencing and does not impose supervision conditions, the parole order will be taken to include supervision conditions unless the court expressly states otherwise.

The Act amended the Crimes (Administration of Sentences) Act 1999 to provide that, if the Parole Board makes a decision to release an offender on parole, the Board must record its reasons for its decision. The Act also provided that a warrant issued by the Parole Board to commit an offender to a correctional centre must be signed by a judicial member of the Board only and not by the Secretary of the Parole Board. The Act also enabled the membership of the Parole Board to be increased from the then current maximum of 22 members while ensuring that at least four members are judicial members. The maximum number of community members who may attend a meeting of the Board remains four, except for "policy meetings". At such meetings all members of the Board may attend.

Significant amendments to Regulations

The Crimes (Administration of Sentences)

Amendment (Miscellaneous) Regulation 2004 commenced on 6 February 2004. The Regulation amended the Crimes (Administration of Sentences) Regulation 2001. The Regulation:

- enabled regard to be had, in the preparation of an inmate's case plan, to the inmate's criminal history, not merely to the inmate's criminal record
- enabled the Commissioner to transfer serious offenders expeditiously from one correctional centre to another
- clarified the services and programs available to inmates
- reverted to the terms "chaplain" and "chapel" in place of "spiritual advisor" and "sacred space"

- made the possession by inmates of cameras, video or audio recording equipment and offensive weapons or instruments correctional centre offences
- declared contraventions by inmates of relevant provisions of the Act, or any orders made under such provisions, to be correctional centre offences
- enabled the Commissioner himself to exercise the functions given by the Regulation to any officer of the Department
- provided for the seizure, forfeiture and disposal of property brought into correctional centres in contravention of legislation
- allowed correctional officers, with the concurrence of the governor of a correctional centre [rather than the concurrence of the Commissioner], to use security belts, batons, chemical aids and firearms for purpose of restraining inmates.

Significant judicial decisions

New South Wales V Godfrey [2004] NSWCA 113
NSW Court of Appeal

On 27 July 1990 an inmate escaped from Bathurst Correctional Centre. The inmate had previously escaped from other custodial institutions but had no previous record of armed robbery offences. He was also an admitted heroin addict.

The escaped inmate subsequently conducted a series of armed robberies across the Sydney Metropolitan Area. On 5 October 1990 he entered a newsagency at Schofields and pointed a shotgun at an employee and demanded money. The employee was 23 weeks pregnant and suffered considerable emotional trauma. Eight days after the robbery she gave birth to a son prematurely who was subsequently diagnosed as having brain damage.

The mother and son commenced legal proceedings against the Department for damages for the injuries that they suffered. The plaintiff sued the Department for damages for the injuries that they suffered.

On 9 April 2003 Mr Justice Shaw in the NSW Supreme Court delivered judgment in favour of the plaintiffs.

The State appealed the decision. A decision was given by the NSW Court of Appeal on 7 April 2004.

The leading judgment was given by Spigelman CJ with Sheller and McColl JJA concurring. The State's appeal was upheld and the verdicts in favour of the plaintiffs set aside.

On the issue of duty of care the Court of Appeal held:

"There is no authority which recognizes a duty of care to the public at large, beyond the immediate vicinity of the gaol from which the escape occurred..." [para 31]

APPENDIX 28 RELEVANT LEGISLATION AND SIGNIFICANT JUDICIAL DECISIONS (Cont)

The Court had regard to the House of Lords decision of *The Home Office v Dorset Yacht Co Ltd* (Dorset Yacht) which concerned escaping juvenile prisoners who damaged a yacht escaping from the island on which the institution was situated.

The Court noted the reference in *Dorset Yacht* to the anomaly that would arise if the duty was not confined to the immediate vicinity of an escape as otherwise an arbitrary distinction would arise

between victims recovering if the criminal who injured them was a prison escapee as opposed to being one who had either never been arrested, was on probation, or released after serving a sentence. The case is important in that it has broad ranging implications for custodial authorities where criminal acts are undertaken by escapees.

APPENDIX 29 RECRUITMENT STATISTICS FOR BASE GRADE CUSTODIAL POSITIONS

The recruitment process for base grade custodial officers takes a number of months to complete. The following figures include the number of enquires, those tested, those who passed the test and those who were employed within the financial year, 2003/2004. Some of those employed in this financial year may have completed the testing process

in the previous year, and some completing the testing process may not be included until the next financial year. It also should be noted that NESB and Indigenous applicants are required to declare their heritage on a VOLUNTARY BASIS ONLY. Statistics for base grade recruitment of custodial officers are as follows:

	Men	Women	NESB	Indigenous
Enquiries	1984	758	472	88
Tested	1110	358	199	43
Passed Test	650	187	105	23
Employed	132	38	5	7

APPENDIX 30 PROMOTIONAL APPEALS

	Number	Percentage
Disallowed	107	43%
Allowed	14	5.6%
Withdrawn	94	37.8%
Struck out	9	3.6%
Pending	2	.8%
Lapsed	23	9.2%

APPENDIX 31 SPONSORSHIPS

During the year ended 30 June 2004 the Department brought to account a total of \$14,665 as income from sponsorships received from 35 business organisations.

The sponsorship is in recognition of corporate excellence and is awarded to CSI staff for a number of reasons. Some of the awards given in recognition of excellence include the following:

- Director's Award Certificate
 - Corporate Excellence Award
 - Officer of the Year
 - Business unit of the year
 - Outstanding Business Unit Performance
- Majority of amounts were less than \$1000 with two exceptions being:
- | | |
|-------------------|---------|
| Gilbert and Roach | \$4,500 |
| Manildra Group | \$1,000 |

APPENDIX 32 SEPARATIONS

Reason	2000/01				2001/02				2002/03				2002/03				
	Custodial		Non-Custodial		Custodial		Non-Custodial		Custodial		Non-Custodial		Custodial		Non-Custodial		
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
Abandoned employment					1	1			1	1			1	1	3		4
Annulled Appointment							1	1	1	1				3		1	4
Cessation of Temp Contract			96	64		141	66				90	48			62	28	90
Death	4	1	1	1	2	2	1	3	8	1	6	2	4	13	2	1	4
Dismissal	5	1					1	2	3	3	1			4	10	1	11
Medical Retirement	1	13	5	2	21	2	20	3	6	31	1	5	4	10	6	30	44
Promoted to NSW Govt agency			3	3	6			1	3	4		2	3	5	1	7	11
Redeployed to NSW Govt agency					0			1	2	3			2	2		1	1
Resign to non-NSW govt agency					0			4	1	6			2	6	1	2	8
Resigned - leaving workforce or to private sector	19	73	98	56	246	24	76	110	61	271	18	55	68	208	13	47	154
Retirement	1	11	4	9	25	1	6	6	7	20	1	11	6	18	1	8	37
Temp Contract Terminated Early			33	18	51			18	9	27		35	23	58		13	16
Transfer to NSW Govt agency				4	4	2	2	13	6	23	2	12	11	25	1	5	17
Voluntary Redundancy				1	1			1		1				0			0
Total	21	106	240	159	526	31	108	299	169	607	22	74	224	491	23	111	401

APPENDIX 33 RISK MANAGEMENT**MOTOR VEHICLE ACCIDENT CLAIMS**

Year	No. of Accidents	Frequency of Accidents per 100 Vehicles	Cost	Average Cost per Accident
2001-2002	233	27	\$925,557	\$3,972
2002-2003	218	26	\$663,836	\$3,045
2003-2004	209	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.

Crown Solicitors Office have confirmed that there are no longer any solvency claims outstanding (claims relating to prior 1 July 1989).

PROPERTY CLAIMS

Year	Claims	Cost
2001-2002	18	\$1,066,386
2002-2003	16	\$526,871
2003-2004	22	\$545,463.46

MISCELLANEOUS CLAIMS

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

Year	Claims	Cost
2001-2002	7	\$143,956
2002-2003	12	\$12,420
2003-2004	2	\$1,825

APPENDIX 34 SENIOR EXECUTIVE STAFF AT 30 JUNE

LEVEL	2000		2001		2002		2003		2004	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
7 (CEO)	1	-	1	-	1	-	1	-	1	-
6	-	-	-	-	-	-	-	-	-	-
5	1	-	1	-	1	-	1	-	1	-
4	1	1	1	2	1	2	3	1	5	1
3	1	2	2	1	3	1	7	2	7	1
2	7	-	7	-	6	-	4	1	3	1
1	3	-	3	-	3	-	-	-	-	-
Total	14	3	15	3	15	3	16	4	17	3
	17		18		18		20		20	

APPENDIX 35 USE OF CORPORATE CREDIT CARDS

In accordance with Treasurer's Direction 205.01 it is hereby certified that the use of credit cards, which is restricted to senior officers, has been in accordance with Premier's Memoranda and Treasurer's Directions.



Ron Woodham
Commissioner

APPENDIX 36 VICTIMS AWARENESS PROJECT

Funding under this project is only provided to one organisation, Enough is Enough Anti Violence Movement Inc.

Year	Amount
1999/00	\$75,500
2000/01	\$69,224
2001/02	\$69,224
2002/03	\$72,084
2003/04	\$76,000

APPENDIX 37 VICTIMS OF VIOLENT CRIME GRANTS PROGRAM FUNDING ALLOCATION

Organisation	(ex GST)
Chinese Migrant Welfare Association Inc.	\$4,060
St Michaels Family Centre Limited – Support Accommodation	\$15,000
Gunnedah Family and Children Services Inc.	\$15,000
Is Enough Anti Violence Movement Inc.	\$15,000
Women's Legal Resources Ltd.	\$15,000
Citizen Advocacy	\$15,000
Central Coast Community Women's Health Centre Ltd.	\$15,000
Bankstown Women's Health Centre Inc.	\$3,213
Children of Prisoners Support Group Co-op Ltd.	\$13,470
Rosie's Place Inc.	\$14,880
Wagga Wagga Women's Refuge Inc.	\$6,600
Life Activities Inc.	\$6,160
Central West Family Support Group Inc.	\$15,000
Advocates for Survivors of Sexual Assault (ASCA)	\$14,560
Outer Liverpool Community Services	\$14,600
Mayumarri Pty. Ltd	\$10,620
Life Care: Family Intervention Services	\$15,000
TOTAL	\$208,163

APPENDIX 38 IMPLEMENTATION OF NSW GOVERNMENT'S ACTION PLAN FOR WOMEN 2002-2004

The Department of Corrective Services has made the following progress during the reporting period to facilitate the implementation of the NSW Government's Action Plan for Women 2002-2004:

Families and Communities

Mothers and Children's Program

The Mothers and Children's program supports women in custody to have access to their children through the options of the full-time and occasional residence program. The program also allows for particular offenders to be released from custody, under intensive community supervision, in order to care for their children.

The program enables women offenders who are accommodated at Emu Plains Correctional Centre, Parramatta and Bolwara Transitional Centres to have their preschool children living with them. In addition, the completion of the Mid North Coast Correctional Centre will see the provision of more beds for women and their children, in particular Aboriginal women.

Parenting

A range of parenting programs have been provided to women offenders.

These include: Good Beginnings, KidzBiz and Tresillian services.

Consultation and Partnerships

By developing community partnerships with other Government and non-government agencies the Department ensures the continuation of post sentence care and support of women.

A number of consultative groups have been established and maintained within the Women's Facilities and Services Command. For example; the Aboriginal Community Consultative Committee (WF&SC), Berrima Community Consultative Committee, Bolwara Transitional Centre - Management Committee, Emu Plains / Dillwynia Community Consultative Committee, Parramatta Transitional Centre - Management Committee and the Women's Advisory Committee.

A number of significant networks have been established with agencies, for example; Department of Housing, Department of Community Services, Western Sydney Area Health Services, Job Futures, Life Line Financial Counselling, Centrelink, TAFE & OTEN, Muru Mittigar Aboriginal Cultural Centre, NSW Aboriginal Housing, Tharawal Community Elders, Legal Aid NSW, NSW Link Up and CRC Justice Support,

Community Grants Program

The Community Grants Program provides funding to a range of community organisations that provide assistance to women, inmates and their families, prior to and upon release from custody. Two programs that are particularly relevant to women offenders are Guthrie House and Yulawirri Nurai Indigenous Association.

Guthrie House - The Guthrie House program has been designed specifically for women. The program provides assistance with accommodation, as well as a regimented program to offer assistance to participants that have drug and / or alcohol issues. Yulawirri Nurai Indigenous Association (women) - The Department of Corrective Services and the Mid North Coast Aboriginal Pre and Post-release Program officer established this program in 1996. Yulawirri Women's Action Group (YWAG) and the NSW Department of Corrective Services fund the program. Yulawirri is designed for pre or post release women, of Aboriginal or Torres Islander descent, that are at risk of re-offending, and are on bail, remand, probation, and or parole.

Violence and Safety

Workplace Violence Prevention Policy

The Women's Facilities and Services Command has implemented a Workplace Violence Prevention Policy. The Women's Facilities and Services Command is committed to preventing violence and creating conditions intended to reduce the risk of violence to all staff, inmates, residents of Transitional Centres, contractors and visitors. The initiative focuses on both management and employee levels of responsibility to ensure a safe and secure environment is created for all.

The concepts of violence prevention will be also implemented among the women inmates at Dillwynia Correctional Centre where the teaching of conflict resolution strategies will be part of the women's orientation program.

Restorative Justice Unit

The Restorative Justice Unit continues to provide a variety of programs designed to repair the damage done by criminal acts, give victims of crime a voice, encourage offenders to take responsibility for their actions and their impact on others and promote healing and forgiveness. These programs include: the Victim-Offender Conferencing and Communication Program and the Victim Awareness Program.

Work

Recruitment

In order to redress the gender imbalance of women working in correctional centres, a number

APPENDIX 38 IMPLEMENTATION OF NSW GOVERNMENT'S ACTION PLAN FOR WOMEN 2002-2004T (Cont)

of strategies have been implemented. Major recruitment campaigns have been conducted, as well as the attendance of Correctional Officer recruitment staff at a number of career expositions and school career information days. The campaigns were attended by female correctional staff in order to encourage women to apply. This has also included negotiating more flexible work arrangements to encourage more women to apply, as well as a proactive approach to encouraging Aboriginal women to apply.

1. In relation to Dillwynia Correctional Centre, all staff have been, and will continue to be, selected on a competitive basis. This will maximise the potential to select staff that are committed to participating in progressive initiatives in the management of women inmates.
2. In relation to Biyani, all staff are female.

Work release

A number of women offenders have been given the opportunity to participate in work release programs.

Access to Justice and Equity before the Law

In recognising that women represent only a small proportion of the number of people in custody the Department aims to develop and implement specific policies, services, interventions and evidence – based programs relevant to the needs of women offenders. This includes ensuring equality between the services that are available to women and men in custody.

Accredited Programs

The Department aims to provide quality and effective services and programs to women offenders that address their risks and needs. This includes developing core evidence – based programs that meet the needs of women offenders and reviewing current literature in order to gain a better understanding of the risks and need of women offenders. A number of program planning days have been held within the reporting period.

To support the development of gender responsive, evidence based practice and programs, a policy and project officer position has been transferred from the Women's Services Unit to the Program Development Unit in the Offender Management Division.

Facilities and services

The Department has restructured the operational regions to include a command responsible for the management of incarcerated women. The Women's Facilities and Services command incorporates all the correctional centres, transitional centres and periodic detention centres for women. In addition

the Commander has a consultancy/advisory role in relation to all other correctional centres, facilities, court complexes and Periodic Detention Centres with women inmates/detainees. The command includes a policy unit – the Women's Services Unit. With the Commander, the Women's Services Unit's role is to ensure equity of access to programs and services for women inmates.

Mobile outreach program

A mobile outreach program for women offenders commenced operation at Emu Plains Correctional Centre.

Dillwynia Correctional Centre

Dillwynia Correctional Centre is the first purpose built facility for women offenders in NSW. A strong emphasis has been placed on developing an environment that is compatible with the philosophical approach to the management of women inmates.

Power, Decision-making and Leadership

The Executive Leadership Program, Action Management Program and Career Development Program are available for female staff members.

Education and Training

The Women's Facilities and Services Command has developed a specialised training package regarding women offenders. This package has been implemented with staff that work in; the Reception, Assessment and Program Planning (RAPP) Unit and the Mum Shirl Unit (MSU) at Mulawa Correctional Centre, the Long Bay Hospital, and Bolwara Transitional Centre. The purpose of the training is to enhance the quality and effectiveness of services to women accommodated in these units by broadening the knowledge and skills of all staff working in these units.

Health**Treatment and rehabilitation services for women substance abusers**

Bolwara House continues to provide a non-custodial, community based pre-release program where women can address their substance abuse problems through intensive programs and services that are culturally appropriate. The centre can accommodate up to 16 recidivist women offenders with significant chronic Alcohol and Other Drug (A&OD) issues, in particular, Aboriginal women.

Mental Health

Mum Shirl Unit - The Mum Shirl Unit and the "step-down" Kipling Unit at Mulawa Correctional Centre continue to provide an intensive program for women

APPENDIX 38 IMPLEMENTATION OF NSW GOVERNMENT'S ACTION PLAN FOR WOMEN 2002-2004 (Cont)

with mental health problems who are at risk of self-harm.

Long Bay Hospital - A women's unit at the Long Bay Hospital commenced operation. The unit caters for up to nine women inmates who need medical hospitalisation for mental health care.

Mental Health Screening Unit - Planning has been finalised for the Mental Health Screening Unit at Mulawa Correctional Centre.

Biyani - Biyani was developed by Community Offender Services as a diversionary scheme for women offenders with both mental disorder and substance abuse issues. The Program provides a

pathway for female offenders to access long-term community rehabilitation programs.

The aim of Biyani is to provide a stable environment and provision of the necessary support to assist participants to gain access to long-term therapeutic communities or appropriate community rehabilitation resources. The Probation and Parole Service provides supervision and guidance to the participants throughout the process.

APPENDIX 39 ESCAPES BY SECURITY LEVEL BREACHED; 2003/04

INSTITUTIONAL SECURITY BREACHED	INCIDENTS	ESCAPEES		NUMBER AT LARGE AT 1/7/2004
		Number of inmates	%	
FULL-TIME CUSTODY				
From within maximum security institution	-	-	-	-
From within medium security institution	-	-	-	-
From within minimum security institution	5	7	31.8	1
Area adjacent to a maximum or medium security	-	-	-	-
Escorted - other (e.g. hospital)	1	1	4.5	-
Escorted external work party	6	7	31.8	3
Escorted external sport/education	-	-	-	-
Day/Weekend leave	-	-	-	-
Unescorted education programs	-	-	-	-
Work release program	1	1	4.5	-
Other unescorted authorised absence	1	1	4.5	-
Court Complex	-	3	13.6	-
Transport (including transfers)	-	-	-	-
Sub-total full-time custody	14	20	90.9	4
PERIODIC DETENTION	2	2	9.1	1
TOTAL	16	22	100	5