



LEGISLATIVE ASSEMBLY

PUBLIC ACCOUNTS COMMITTEE

Supplementary Questions and Answers **Corrective Services NSW**

Public Accounts Committee

Examination of the Auditor-General's Performance Audit Reports,
February 2016 – September 2016

Hearing: Monday, 12 February 2018

PAC's Letter with Supplementary Questions: Wednesday, 14 February 2018

Answers due by: Friday, 23 February 2018

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Additional Questions from the Public Accounts Committee

Recommendations 4

1. The response to the audit notes that CSNSW supports greater transparency in performance reporting, and that this will be actively implemented.
 - What has been done to provide more publicly available information on the performance of correctional centres?
 - What information is currently being made publicly available?

I am advised:

- It is the intention of Corrective Services NSW ('CSNSW') to make available to the public information on the performance of all correctional centres. This is a key objective of the Benchmarking component of the *Better Prisons* reform currently being implemented.
- As part of Benchmarking, CSNSW aims to achieve four main outcomes, against which centre performance will be measured. These comprise:
 - i. Safety and security
 - ii. Rehabilitation and reintegration
 - iii. Decency and respect
 - iv. Professionalism and accountability.
- Each of these outcome areas has Key Performance Indicators ('KPIs') that will be used to measure performance.
- The performance results of correctional centres will be made available to the public once Benchmarking has been implemented (due for completion in 2019).
- Information on the performance of correctional centres is currently published annually in the following reports:
 - Report on Government Services ('RoGS') released by the Steering Committee for the Review of Government Service Provision; and
 - NSW Department of Justice Annual Report.
- The RoGS reports on CSNSW performance against eight KPIs, which include escapes, unnatural inmate deaths, assaults, inmate employment and hours out of cells. The RoGS compares the performance of NSW against other Australian jurisdictions.
- The NSW Department of Justice Annual Report shows CSNSW performance against a number of KPIs, including cost, time out of cells, and rates of return to corrective services.

Recommendation 5

2. Based on the recommendations of the Audit office, the response notes that CSNSW has ensured that new contracts developed for privately operated prisons are outcomes focused.
 - Can you expand on the nature of the KPIs that are now included in the contracts and how they are outcomes based?

I am advised:

- CSNSW performance targets are focused on outcomes measured by KPI's in four key areas:
 - i. Safety and security
 - ii. Rehabilitation and reintegration
 - iii. Decency and respect
 - iv. Professionalism and accountability
- These KPIs will be used to measure the operational performance of all correctional centres (both publicly and privately operated).
- The KPI's focus on the delivery of results and not merely the execution of processes and tasks.
- CSNSW has developed an innovative and comprehensive Performance Framework for NSW prisons. The Framework comprises 17 KPIs that measure the four main outcomes CSNSW is seeking to achieve.
- The KPIs measured in the Framework incorporate international best-practice in correctional performance monitoring and draw on the experience of international jurisdictions, including New Zealand, the United Kingdom and the United States.
- The KPIs measure key operational outcomes that relate to safety and security. These include staff and inmate safety, which is measured by the rates of assault and illicit drug use, as well as the integrity of a centre's security, which is measured through outcomes such as escapes, major disturbances, contraband detection and other serious incidents.
- The outcome of rehabilitation and reintegration is measured by three KPIs that focus on a centre's ability to deliver programs and services that address the criminogenic needs of offenders.
- Decency and respect is measured against three KPIs that include the number of hours inmates spend out of their cell each day and the number of hours inmates are engaged in purposeful activities.
- Finally, there are four KPIs that measure the outcome of professionalism and accountability. These KPIs measure correctional centre compliance with release dates as well as staff misconduct and accuracy of reporting.
- The KPIs will be used to monitor and report against the operational performance of all prisons in NSW and also form the basis of the operating contracts for all privately operated prisons in NSW.

Recommendation 9

3. The Audit Office made recommendations regarding investigating alternative methods of review for lower security centres in order to ensure it is not just higher security centres that are assessed.
 - Were any alternative options investigated?
 - Have all centres now been subject to an operational performance review?

I am advised:

- The CSNSW Governance and Continuous Improvement Division through its Operational Performance Review Branch ('OPRB') is responsible for conducting qualitative performance reviews against the Service Specifications for all correctional centres
- OPRB conducts these reviews at correctional centres based on the results of operational risk assessments and their performance against KPIs.
- At this stage not all 38 correctional centres have been subject to an operational performance review conducted by OPRB.
- Regular self-assessment / peer review against the Service Specifications is available to Governors and management at Correctional Centres.

Recommendation 10

4. The Audit recommended that a greater detail of private correctional centre performance information be included in annual reports.
 - When will the annual reports include this enhanced performance information?

I am advised:

- The Performance Framework will allow for direct comparison between all correctional centres (publicly and privately operated) against 17 key performance indicators.
- Performance information for all correctional centres will be made available to the public at the completion of the Benchmarking program.

Recommendation 11

5. The Audit Office recommended that CSNSW document the process for managing and setting actions in response to KPI variation. In its response, CSNSW stated that a monitoring framework was being developed.
- What is the status of this framework?
 - What are the current timeline expectations?
 - How was this framework developed, and who was involved in the consultation?

I am advised:

- A Consequences Regime, which forms part of a broader reporting and monitoring framework for correctional centre performance, was developed in September 2017.
- The Consequences Regime includes processes for managing correctional centre performance that exceeds / or fails to meet the expectations and targets set.
- It is now subject to consultation with Correctional Centre Governors and the Public Service Association of NSW prior to its final approval and implementation.
- It is expected that the Consequences Regime will be completed in March 2018.

Recommendation 12

6. The Audit Office also made recommendations regarding the need to roll out the Department of Justice's performance management framework, specifically the adoption of employee performance agreements.
- What is the status of this roll out?
 - What are the current timeline expectations?
 - The response notes there was a trial undertaken in the Long Bay Complex. What were the primary outcomes and findings from this trial?

I am advised:

- The rollout of the electronic myPerformance SuccessFactors System within the CSNSW Custodial Corrections Division commenced in August 2017 at the Mid North Coast Correctional Centre as a pilot site. Further rollout was delayed due to NSW Department of Justice negotiating a far better rate for the licences in collaboration with other NSW Government Departments. Contract negotiations were recently finalised with CSNSW Custodial Corrections Division recommencing the roll out of myPerformance to correctional centres which commenced on 8 February 2018.
- CSNSW Custodial Corrections Division with the support of the previously trained 70 volunteer centre based champions is currently on target to complete the roll out of the electronic system to all custodial staff by 30 June 2018.

- The primary outcomes and findings of the trial at Long Bay were that:
 - a) the management structures in place at the time did not support an efficient allocation of supervisors. This will be addressed in Benchmarking where new management structures and accountabilities will be put in place. Supervisors will be working with allocated groups of staff that will be assigned by the new electronic system known as SuccessFactors;
 - b) the paper based system was inefficient and did not provide staff with confidence that their training and development needs would be met; &
 - c) there was a lack of commitment from senior managers to support the systems. In the roll out for the new system this will be addressed through the appointment of champions in each centre to drive training and implementation.