

**Submission  
No 16**

**EXAMINATION OF THE AUDITOR-GENERAL'S PERFORMANCE  
AUDIT REPORTS OCTOBER 2016 – MAY 2017**

**Organisation:** Corrective Services NSW

**Date Received:** 3 May 2018



Justice  
Corrective Services

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The Hon Bruce Notley-Smith MP  
Chair  
Public Accounts Committee  
Legislative Assembly  
Parliament of New South Wales  
Parliament House  
Macquarie Street  
Sydney NSW 2000

Email: [pac@parliament.nsw.gov.au](mailto:pac@parliament.nsw.gov.au)

Dear Mr Notley-Smith

Thank you for your letter of 16 April 2018 in relation to the Auditor-General's report – *Therapeutic programs in prisons*, tabled on 3 May 2017.

Please find attached a completed template providing an update on the implementation of recommendations as at April 2018 by Corrective Services NSW (CSNSW).

All four of the recommendations from the audit report have been accepted, however are subject to resource constraints.

Three of the recommendations are recorded as being *On Track* and one is recorded as being *'Delayed'* due to the completion of this recommendation being dependent upon the finalisation of the Case Management Proof of Concept Paper, which is due at the end of this financial year.

The Department of Justice is committed to strengthening accountability through continuous monitoring and reporting of operational performance and programs, including implementation of the agreed audit recommendations.

Please do not hesitate to contact Mr James Koulouris, Assistant Commissioner, Governance and Continuous Improvement ([james.koulouris@justice.nsw.gov.au](mailto:james.koulouris@justice.nsw.gov.au); phone: 8346 1291) if you have any questions in relation to this matter.

Yours sincerely

LUKE GRANT  
ACTING COMMISSIONER

3.5.18

## IMPLEMENTATION OF RECOMMENDATIONS

## Corrective Services NSW, Department of Justice

## Therapeutic programs in prisons

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)
1 Implement a systematic approach to the use of convictions, sentencing and case management data to ensure that gaps in program offerings can be identified and addressed.	Accepted	Actions to be taken: Enhance the EQUIPS Custodial Management Master Summary Report to provide aggregated data on unmet demand and associated resourcing requirements.	December 2017	Advice as at May 2017: CSNSW already uses validated tools to assess offender risk and needs. These assessments incorporate conviction history, offending behaviour, details about social networks, education and employment deficits and health. CSNSW uses this information to plan and schedule program and service delivery at an individual level and at each correctional centre. Summary reports are updated weekly. CSNSW has a comprehensive policy for compendium program planning and scheduling. A monthly EQUIPS Custodial Management Master Summary report is also available. This report summarises program suitability and attendance data but could be further enhanced to aggregate data on unmet demand and associated resource requirements.	Anne-Marie Martin Luke Grant

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				<p><u>Advice as at April 2018:</u>  As at 18/4/18 the enhancement of the EQUIPS custodial management master summary report is dependent upon the completion of the Case Management Proof of Concept paper (due at the end of the financial year), identification of required system changes, identification of costs to merge existing multiple systems, funding, an industrial relations strategy and the progression of an implementation plan. The changes are necessary and will improve service delivery and create efficiency. This is crucial should the case management model linked to temporary funds need to be phased out. A full completion date (given potential funding, industrial and staffing implications) is not known at this time. <i>STATUS: Delayed</i></p>	
2 Clearly establish program delivery staff resourcing benchmarks, based on individual prison profiles, that would meet demand and	Accepted, but subject to resource constraints.	<u>Actions to be taken:</u> All correctional centres to be subject to benchmarking with staffing levels aligned to outcome specifications and KPI's. All centres to receive new roles to improve custodial case management in line with the	June 2018	<u>Advice as at May 2017:</u> CSNSW is committed to establishing clear staff resourcing and associated performance targets through the Better Prisons Benchmarking process. Staffing benchmarks currently in the process of implementation have been derived from an analysis of staffing levels from within and across CSNSW correctional centres.	Anne-Marie Martin Kevin Corcoran Russell Cox/Carlo Scaserra



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<p>ensure prisoners receive timely assessments, comprehensive case management and relevant programs before the earliest date they can be released.</p>		<p>State funds to reduce re-offending.</p>		<p>The ability to provide timely assessments and programs prior to every offender's earliest possible release date cannot be guaranteed through the benchmarking process; resources are provided within a finite funding allocation and KPI's are based on reasonable performance expectations given the limited resources. Furthermore there are a number of factors associated with individual offenders (eg motivation to participate), or the environment (limited bed capacity) that can affect program participation. The Benchmarking process is currently anticipated to be completed by September 2019, and therefore this recommendation will not be fully achieved until this time. CSNSW has received temporary funds to improve custodial case management. This will see over 150 roles created and filled across the state. The new staff will be responsible for ensuring people with 3 or more months left to serve in custody have a whole of sentence case plan, and their welfare, education, employment and program needs are targeted at the most appropriate time and location. Case management reviews will occur at a level reflective of risk of re-offending and</p>	

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				<p>adjustment needs; for example, those most at risk of harming others and self will receive the highest level of monitoring. The full new model of improved custodial case management will be implemented from September 2018. Retaining the model post 19/20 Financial Year will be dependent upon evaluation findings and securing funding.</p> <p><u>Advice as at April 2018:</u> The Better Prisons Benchmarking program is underway. All centres would have been engaged in the process by the end of the financial year. There is a subsequent 12 months for implementation. The roll out of case management roles at Centres will be completed by September 2018, in line with the associated reducing reoffending road map. <i>STATUS: On Track</i></p>	
3	Accepted	<u>Actions to be taken:</u> Program integrity measures published at least quarterly for each correctional centre.	June 2018	<u>Advice as at May 2017:</u> CSNSW is progressing targets for each correctional centre with the roll out of benchmarking that consider program participation and completion (where possible). These will be reported on in Quarterly Performance Reports. CSNSW has systems and documentation to	Anne-Marie Martin James Koulouris

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<p>respond to these quarterly.</p>				<p>audit program integrity. We will ensure that these are completed and/or updated on a monthly basis.</p> <p><u>Advice as at April 2018:</u>  The integrity monitoring of programs continues to occur in conjunction with monthly professional supervision for OS&amp;P staff. In 2017 a significant amount of staff training occurred with the on-boarding of new Corrective Services staff for the High Intensity Program Units and external facilitators to deliver community based EQUIPS programs under the Reducing Re-offending Strategy. This impacted on the capacity of the State-wide Program Development Team to provide program observations and workshops. However, during this time a large amount of work was completed to develop standardised processes and templates to support integrity monitoring and quality assurance. Regular Program Observations are now documented and are aligned with competencies under the myPerformance framework. In 2017 there were 32 three-hour Program Development Workshops (PDW) held for Offender Services and Programs staff delivering EQUIPS programs</p>	

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				<p>across all regions state-wide. In the first three months of 2018 there have been eight PDW delivered and in this period the number of Program Observations has also increased exponentially and will remain a focus under the CSAC Offender Program and Facilitation Standards. In respect to the integrity of the information regarding program completion and drop-outs, changes to the way this data is recorded have been submitted in OIMS. CSNSW has developed a range of key performance indicators and performance indicators to monitor the quality and outcomes of programs delivered in prison. These indicators will monitor the integrity of the programs delivered to inmates as well as the level of inmate engagement in relevant programs. These performance indicators allow CSNSW to monitor the quality of program delivery across all correctional centres in NSW (both public and private) to ensure consistency and transparency. Performance against these indicators will be reported monthly for each correctional centre. This reporting is being rolled out as part of the benchmarking reform.</p> <p><i>STATUS: On Track</i></p>	



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<p>4 Develop and implement a detailed forward program of independent evaluations for all prison-based therapeutic programs, that includes identified data requirements for prisons to collect and provide.</p>	<p>Accepted</p>	<p><u>Actions to be taken:</u> Forward evaluation program to be published including data requirements.</p>	<p>June 2018</p>	<p><u>Advice as at May 2017:</u>            CSNSW will formalise its plan for program evaluations in conjunction with the Bureau of Crime Statistics and Research. All evaluations have a lag time to ensure an adequate period for follow up in the community and to build sufficient numbers to make valid statistical comparisons. It may not be feasible to evaluate all therapeutic programs in the immediate short term.            Within the next 12 months BOC SAR will progress a review of EQUIPS (Domestic Abuse). The collection of 'Non-completion' data will be improved to support ongoing evaluations of the IDATP, CUBIT and VOTP programs. These have already been evaluated but conclusive evidence of success or failure has been compromised due to limited sample sizes and the quality of recorded data particularly around program non-completion (ie inmate moved to another centre, decision made to remove an inmate from an offender, an offender chose to not complete, released prior to program completion).</p> <p><u>Advice as at April 2018:</u>            CSNSW values evaluations, including those</p>	<p>Anne-Marie Martin            Luke Grant            James Koulouris</p>

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				<p>that look at implementation (known as process evaluations) as well as outcomes. In late 2017 BOCSAR presented an outcome study on inmates that participated in a high intensity sex offender program (CUBIT) some time ago, and had sufficient time in the community to explore impact on recidivism. BOCSAR has also recently published findings on the differences between those that have started and not commenced the EQUIPS Domestic Violence Program, and will publish the outcome findings of completion of the Violent Offender Treatment Program mid 2018. BOCSAR has also been engaged to undertake an evaluation of the Intensive Drug and Alcohol Treatment Program; all intensive programs will have been evaluated by the end of the calendar year. In addition to this work the CSNSW Corrections Research Evaluation and Statistics Team (CRES) and BOCSAR are also undertaking both process and outcome evaluations to explore the benefits of the temporarily funded state priority initiatives to reduce re-offending and Better Prisons reforms; this includes an outcome study of the EQUIPS program delivered through external facilitators, a</p>	

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				<p>process study of the High Intensity Program Units, Rapid Build Correctional centres, sentencing reforms, parole reforms and the effect of practice guide interventions through community corrections. In line with best practice research, high risk offenders require multiple interventions or services, so the impact of 'dosage' is also to be evaluated into the future. The reducing reoffending evaluation plan is before the Minister for endorsement. As the data requirements across all research is significant and varies by research design/methodology, this will not be published but will be detailed within each research paper. <i>STATUS: On Track</i></p>	