

Documents to be tabled to Inquiry – Friday 27 March 2009

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**Memorandum**  
**STAFF HEALTH SERVICES**

**To:** Peter Peters, Assistant Commissioner, OoC & HR  
Deirdre Hunter, Director Work Place Relations

**From:** Joanne Frearson, Acting Senior Manager SHS

**Date:** 27 March 2009

**Subject:** Staff Health Services support to Cessnock and Parklea Correctional Centres

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Since the announcement by Commissioner Ron Woodham that Cessnock and Parklea Correctional Centres would be contracted out, Staff Health Services (SHS) has provided direct staff support to the employees of both these locations. Our internal services have been supplemented by the support of external psychologists from the Employee Assistance Program where required.

SHS support has included the following:

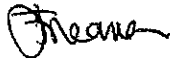
- On site support from senior Staff Health Services staff and our staff psychologists
- Staff support including
  - One on one counselling
  - Family counselling (staff with their spouses/immediate family)
  - Attendance at staff meetings,
  - Visits to all sections of the centre,
  - Follow up telephone support
- Support has been extended to the partners/spouses and immediate family of staff members. Internally, our staff psychologists have conducted a number counselling sessions to family units (staff members with spouses/immediate family). A number of these family units have returned for additional support sessions. Our external Employee Assistance Program (EAP) provider also provides support to staff and their immediate family members.
- Provision of Job Seeking Skills workshops (from 16 December 2008 at Cessnock on a monthly basis) for all employees to provide practical skills related to job seeking and redeployment both internal and external to the Department. These workshops were facilitated by our staff psychologists (Christie Khoury and Julius Cordell), and positive feedback has been received from staff indicating that the workshops were beneficial. These workshops are scheduled to commence for Parklea in April 2009).
- Provision of the tailored workshop *Developing Resilience* to provide education and support to staff on managing transition and change. This workshop was also

facilitated by our staff psychologists.

Our staff psychologists have consulted with staff and their families on a range of issues including concerns over the privatisation of the centre, uncertainty about future placements within the Department, depressive and anxiety symptomatology, relationship concerns and assistance with job applications and expressions of interest.

A timetable outlining the provision of support services is attached.

Support services have been provided in line with the demands of each centre.



Joanne Frearson  
Acting Senior Manager, SHS

### Staff Support Attendance at Cessnock Correctional Centre

Date	In Attendance	Activity
Thursday 12/11/08	Lyn Colley & EAP Psychologist, Ian Campbell	Staff Support
Friday 13/11/08	Lyn Colley	Staff Support
Monday 17/11/08	Lyn Colley & EAP Psychologist, Ian Campbell	Staff Support
Thursday 27/11/08	Lyn Colley	Staff Support
Tuesday 16/12/08	Christie Khoury & Julius Cordell	Workshop & Staff Support
Wednesday 17/12/08	Christie Khoury & Julius Cordell	Workshop & Staff Support
Tuesday 22/01/09	Christie Khoury & Julius Cordell	Workshop & Staff Support
Wednesday 23/01/09	Christie Khoury & Julius Cordell	Workshop & Staff Support
Wednesday 11/02/09	Christie Khoury & Julius Cordell	Workshop & Staff Support
Thursday 12/02/09	Christie Khoury & Julius Cordell	Workshop & Staff Support
Wednesday 18/03/09	Christie Khoury & Julius Cordell	Staff Support
Thursday 19/03/09	Christie Khoury & Julius Cordell	Staff Support
Friday 20/03/09	Christie Khoury & Julius Cordell	Staff Support
Saturday 21/03/09	EAP Psychologist, Ron Farrell	Staff Support
Sunday 22/03/09	EAP Psychologist, Ross Lambruggen	Staff Support
Monday 23/03/09	Christie Khoury & Julius Cordell	Staff Support
Tuesday 24/03/09	Christie Khoury & Julius Cordell	Staff Support
Wednesday 25/03/09	Christie Khoury & Julius Cordell	Staff Support
Thursday 26/03/09	Christie Khoury	Staff Support
Friday 27/03/09	Christie Khoury & Julius Cordell	Staff Support
Saturday 28/03/09	EAP Psychologist Ian Campbell	Staff Support
Sunday 29/03/09	EAP Psychologist Ian Campbell	Staff Support

### Staff Support Attendance at Parklea Correctional Centre

Date	In Attendance	Activity
Thursday 12/11/08	Christie Khoury, Julius Cordell & EAP Psychologist Deborah Bauman	Staff Support
Friday 13/11/08	Christie Khoury & Julius Cordell	Staff Support
Monday 17/11/08	Christie Khoury & Monika Gubarewski	Staff Support
Tuesday 18/11/08	Monika Gubarewski	Staff Support
Wednesday 19/11/08	Monika Gubarewski	Staff Support
Tuesday 25/11/08	Monika Gubarewski	Staff Support
Wednesday 26/11/08	Monika Gubarewski	Staff Support
Thursday 27/11/08	Monika Gubarewski	Staff Support
Tuesday 10/02/09	Monika Gubarewski	Staff Support
Tuesday 24/02/09	Julius Cordell & Alison Tibbey	Staff Support



## Memorandum

**To:** Peter Peters, Assistant Commissioner, OoC & HR  
Judy Windle, A/Director Human Resources

**From:** Sue McDougall, Manager Recruitment

**Date:** 25 March 2009

**Subject:** Human Resources Services support to Cessnock and Parklea Correctional Centres

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Since the announcement that Cessnock and Parklea Correctional Centres would be contracted out, Human Resources Services staff have provided direct staff support to the employees at both these locations. As part of this commitment a number of strategies have been developed to provide support, communication and information to all staff and employee associations.

The strategies have included:

- Regular communication via the Department's intranet site to provide communication about decisions, updates on the Way Forward objectives and answers to Frequently Asked questions from Parklea and Cessnock staff.
- Capacity to submit specific questions via the Intranet on any Way Forward issue and also obtain free confidential financial advice from Westpac.
- Briefing and letters to the General Secretary of the NSW Teachers Federation and the Public Service Association of NSW formally advising of the details of the NSW Government's decision.
- Development of a Redeployment plan for staff affected by organisational change, in accordance with public sector policy. This plan has been placed on the Intranet for staff access.
- Allowing staff (and family member where requested) to visit other Correctional Centres to assess transfer options and enable staff to make informed decisions.
- Effective management and recording of individual staff preferences to ensure transparency of process as well considering individual needs.

- On 13 November 2008 an Information session was conducted at both sites, with senior management from Operations Branch and Human Resources. The briefing informed staff of the decision to contract out the facilities and it was made clear at these briefings that it was the Department's intention that no officer, who wanted to remain with Corrective Services, would lose their job however staff may need to relocate.
- At this briefing session staff were also informed that they could submit a Preference Form nominating transfer locations and any special circumstances that would have an impact on their placement.
- Staff were also informed that they could nominate if they wished to be considered for voluntary redundancy or employment with the private provider
- From 17 November 2008 a specific email account, a phone hotline service and "HR shop front" were provided to respond to enquiries and support staff from Parklea and Cessnock.
- The Director of Human Resources together with senior management at both sites attended individual section meetings. Other senior human resource advisory staff have regularly been on site at the "HR shop front" since 17 November 2008 to provide information on staff options, answering questions as well as logging questions for the Frequently Asked Questions placed on the intranet. In total so far 258 Cessnock staff and 283 Parklea staff visited the on site "shop front".
- On 26 and 27 November representatives from both Superannuation Funds attended Cessnock and Parklea respectively to provide expert financial advice to staff.

A schedule with details of attendance by HR Advisory staff at each of the centres is attached.



Sue McDougall  
Manager Recruitment

### HR Staff Advisory Support Attendance at Cessnock Correctional Centre

Date	In Attendance	Activity
Monday 17/11/08	Sue McDougall	Staff Support
Tuesday 18/11/08	Sue McDougall & Trudi Mares	Staff Support
Wednesday 19/11/08	Sue McDougall	Staff Support
Thursday 20/11/08	Sue McDougall	Staff Support
Wednesday 28/1/09	Sue McDougall & Lee Parkes	Staff Support
Wednesday 04/02/09	Sue McDougall & Lee Parkes	Staff Support
Friday 6/02/09	Lee Parkes	Staff Support
Monday 09/02/09	Lee Parkes	Staff Support
Tuesday 10/02/09	Lee Parkes	Staff Support
Wednesday 11/02/09	Sue McDougall & Lee Parkes	Staff Support
Thursday 12/02/09	Lee Parkes	Staff Support
Monday 16/2/09	Lee Parkes	Staff Support
Tuesday 17/2/09	Lee Parkes	Staff Support
Wednesday 18/2/09	Sue McDougall & Lee Parkes	Staff Support
Thursday 19/2/09	Lee Parkes	Staff Support
Friday 20/02/09	Lee Parkes	Staff Support
Monday 23/02/09	Lee Parkes	Staff Support
Tuesday 24/02/09	Lee Parkes	Staff Support
Wednesday 25/02/09	Lee Parkes	Staff Support
Thursday 26/2/09	Lee Parkes	Staff Support
Friday 27/02/09	Lee Parkes	Staff Support
Monday 02/03/09	Lee Parkes	Staff Support
Tuesday 03/03/09	Lee Parkes	Staff Support
Wednesday 04/03/09	Lee Parkes	Staff Support
Thursday 05/03/09	Lee Parkes	Staff Support
Friday 06/03/09	Lee Parkes	Staff Support
Monday 09/03/09	Lee Parkes	Staff Support
Tuesday 10/3/09	Lee Parkes	Staff Support
Wednesday 11/3/09	Lee Parkes	Staff Support
Thursday 12/03/09	Lee Parkes	Staff Support
Friday 13/03/09	Lee Parkes	Staff Support
Monday 16/03/09	Lee Parkes	Staff Support
Tuesday 17/03/09	Lee Parkes	Staff Support
Wednesday 18/03/09	Lee Parkes	Staff Support

### HR Staff Advisory Support Attendance at Parklea Correctional Centre

Date	In Attendance	Activity
Monday 17/11/08	James Smith, Natalie Cummings & Steve Terzis	Staff Support
Tuesday 18/11/08	James Smith, Natalie Cummings & Steve Terzis	Staff Support
Wednesday 19/11/08	James Smith, Natalie Cummings & Steve Terzis	Staff Support
Thursday 20/11/08	James Smith, Natalie Cummings & Steve Terzis	Staff Support
Wednesday 28/1/09	James Smith	Staff Support
Wednesday 04/02/09	James Smith	Staff Support
Friday 6/02/09	James Smith	Staff Support
Monday 09/02/09	James Smith	Staff Support
Tuesday 10/02/09	James Smith	Staff Support
Wednesday 11/02/09	James Smith	Staff Support
Thursday 12/02/09	James Smith	Staff Support
Friday 13/02/09	James Smith	Staff Support
Monday 16/2/09	James Smith	Staff Support
Tuesday 17/2/09	James Smith	Staff Support
Wednesday 18/2/09	James Smith	Staff Support
Thursday 19/2/09	James Smith	Staff Support
Friday 20/02/09	James Smith	Staff Support
Monday 23/02/09	James Smith	Staff Support
Tuesday 24/02/09	James Smith	Staff Support
Wednesday 25/02/09	James Smith	Staff Support
Thursday 26/2/09	James Smith	Staff Support
Friday 27/02/09	James Smith	Staff Support
Monday 02/03/09	James Smith	Staff Support
Tuesday 03/03/09	James Smith	Staff Support
Wednesday 04/03/09	James Smith	Staff Support
Thursday 05/03/09	James Smith	Staff Support
Friday 06/03/09	James Smith	Staff Support
Monday 09/03/09	James Smith	Staff Support
Tuesday 10/3/09	James Smith	Staff Support
Wednesday 11/3/09	James Smith	Staff Support
Thursday 12/03/09	James Smith	Staff Support
Friday 13/03/09	James Smith	Staff Support
Monday 16/03/09	Gai Hillyard	Staff Support
Tuesday 17/03/09	Gai Hillyard	Staff Support
Wednesday 18/03/09	James Smith	Staff Support
Thursday 19/03/09	James Smith	Staff Support
Friday 20/03/09	James Smith	Staff Support
Monday 23/03/09	James Smith	Staff Support



**Cessnock 25/3/09 - Status/Report**

	Establishment	Preferences	EOI VR	Overlap Preference/VR	Total Response	Placements				Voluntary Redundancy				EOI Contractor
						Offered	Accepted	Declined	Departed	Offered	Accepted	Declined	Departed	
CUSTODIAL	131	78	39	12	105	40	35	1	5	31	19	1	1	8
INDUSTRIES	29	23	18	11	30	0	0	0	0	0	0	0	0	12
OS&P	20	15	8	2	21	1	1	0	1	0	0	0	0	1
ADMIN	10	7	5	4	8	1	1	0	1	0	0	0	0	1
<b>TOTALS</b>	<b>190</b>	<b>123</b>	<b>70</b>	<b>29</b>	<b>164</b>	<b>42</b>	<b>37</b>	<b>1</b>	<b>7</b>	<b>31</b>	<b>19</b>	<b>1</b>	<b>1</b>	<b>22</b>

- 3 x Custodial Temp Appointments in other locations
- 1 x OS&P Temp Appointment in other location
- 2 x VR Accepted requested extended LDD

**Parklea 25/3/09 - Status/Report**

	Establishment	Preferences	EOI VR	Overlap Preference/VR	Total Response	Placements				Voluntary Redundancy				EOI Contractor
						Offered	Accepted	Declined	Departed	Offered	Accepted	Declined	Departed	
CUSTODIAL	245	178	23	17	184	41	33	8	12	0	0	0	0	1
INDUSTRIES	23	23	2	1	24	2	2	0	1	0	0	0	0	0
OS&P	27	33	6	4	35	5	5	0	5	0	0	0	0	0
ADMIN	15	16	1	1	16	1	1	0	1	0	0	0	0	0
<b>TOTALS</b>	<b>310</b>	<b>250</b>	<b>32</b>	<b>23</b>	<b>259</b>	<b>49</b>	<b>41</b>	<b>8</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

- 2 x Custodial Temp Appointments in other locations
- 3 x OS&P Temp Appointments in other locations
- 1 x Admin Temp Appointment in other locations

**A summary of some of the abuse levelled at the General Manager of Cessnock Correctional Centre, Ms Lorraine Bridge in recent weeks:**

- 1 You fucking mutt.
- 2 You fucking dog.
- 3 Go fuck yourself you fucking cunt.

This behaviour is totally unacceptable.

  
**RON WOODHAM**  
Commissioner

27/March 2009



**Department of Corrective Services**  
**Security & Investigations Branch**



Jamieson Street  
Locked Mail Bag 3  
Silverwater NSW 1811

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Mr S James  
Acting Superintendent  
Security and Investigations Branch

**ALLEGED NEGLIGENCE OF DUTY**  
**INTERIM REPORT**

Subjects :

Parklea Correctional Centre  
Parklea

**ISSUE**

1. On the 27 December 2001, [redacted] escaped from Parklea Correctional Centre and [redacted] attempted to escape. [redacted] is still at large.

**INVESTIGATION**

2. On 27 December 2001, investigations commenced and it was established that all three inmates were strict protection status and accommodated in Area 3, within Parklea Correctional Centre a maximum security establishment. That after being allowed onto the exercise yards the three inmates removed a tennis court net and tied knots throughout the length of it. The inmates also fashioned a hook from a metal bar and attached it to the net to use as the escape implement.
3. The three inmates, after being moved to another yard, scaled an awning adjoining the exercise yard fence, climbed through the razor wire and dropped into the sterile area. This area was protected by a chain link fence but a hole had been cut into it by staff to

allow inmates inside the area to cut the grass. Moving through the hole the inmates were in the sterile area proper.

4. Digital image evidence was obtained regarding the escape. It can be observed that the three inmates entered the sterile area at 1034 hours. The inmates then made 11 attempts to secure their escape implement to 5 tower walkway and razor wire before they were successful. At 1041 hours, the escape implement is secured and the first inmate scales the tennis net. At 1042 hours, the second inmate scales the net. Between 1043 hours and 1051 hours, [redacted] is clearly visible in the sterile area attempting to scale the net and walking about. He eventually removes the tennis net and hook and leaves them on the ground in the sterile area before climbing over the chain link fence and subsequently the exercise yard fence back into the yard. Throughout this incident the motion detector alarm was being activated.
5. This evidence also shows another three inmates, who have been identified, in the sterile area when the escape is taking place. These inmates were working unsupervised carrying out grass mowing. These inmates were subsequently interviewed and [redacted], stated whilst working in the sterile area he was called over to the tennis court yard by a group of up to 10 inmates, which included the future escapee's. [redacted] questioned [redacted] to discover if they were being supervised by an officer and if the alarms were switched off. The inmate confirmed they were not supervised and he believed the alarms were off but the camera's were still on. [redacted] alleges he was then threatened by [redacted] to get out of the area and that he was informing the other two inmates who were gardening when the escape began. None of the inmates employed notified an officer when they left the sterile area to return to the Wing, as they were in fear of reprisals.
6. Enquiries revealed that the perimeter and sterile area of the Centre is secured by microwave motion detectors and cameras. That if the beam of the motion detectors is broken the image is relayed to the VDU, Control room, to monitors and an audible alarm brings it to the attention of staff on duty. The image is shown on monitors 1 and 2, and should more than one alarm be activated then the system in place scrolls through the different area's where movement has been detected. That this system was in place and operating on the 27 December 2001.
7. A statement was recorded from [redacted] Sielox Security Systems who are responsible for the installation and maintenance of the security system installed in the Centre. That he was in attendance at the Centre on the 27 December 2001, to carry out maintenance work on camera's in Area 3. These camera's covered the exercise yards and had no adverse effect on the camera's covering the perimeter. That his work would have no impact on the officers manning the VDU Control room. That he had been involved in the training of Correctional officers in the use of the equipment and could confirm that LINOS had completed training to an advanced supervisor level and been signed off as competent. BURKE is has been asked and is willing to produce the certification for LINOS.
8. Further enquiries revealed that at the time of the escape the audible alarm for the motion detectors had been isolated by VDU Control room staff because inmates were

mowing the grass in the sterile area. That the Control room log made no mention of any inmates working in the sterile area, the isolation of the audible alarm, the escape of the inmates and was woefully lacking.

9. Statements have been recorded from several staff on duty in Area 3 at the time of the escape. At this stage of the investigation it is not envisaged that any of the staff will be subject to disciplinary action for the escape. There may be other matters concerning the incomplete and inaccurate Wing records, but this will be the subject of a separate report.
10. On the 3 January 2002, an audio taped disciplinary record of interview was conducted with . He admitted to being the supervising officer in the VDU Control room at the time of the escape. That he was aware that the audible alarm had been isolated but could not recall who isolated it. He had no explanation as to who could authorise the audible alarm being isolated and agreed it was in place for a reason. He did not witness the escape as he was busy solving problems with other equipment in the VDU Control room. His explanation for the Control room log lacking any information was that he was busy with the escape. In mitigation, . alleged that the training he had received on the equipment was inadequate and the escape had occurred as a result of a culmination of factors.
11. On the 4 January 2002, an audio taped disciplinary record of interview was conducted with . In the interview . states he was on duty in the VDU, Control room at the time of the escape and he did not witness anything as he was assisting with a VCR that was not operating. He could offer no explanation regarding the Control room log but admitted to being responsible for writing any entries. He knew the audible alarm had been isolated and he re-activated it when the last inmate left the sterile area, who has since been identified as , but who believed was one of the inmate gardeners. He agreed that the audible alarm was part of the system and security. In mitigation , who has re-joined the Service, stated he always does his work to the best of his ability but has had no formal training in the Control room or with the equipment and is self taught. stated he did not realise at the time that 5 Tower was not manned.

## ASSESSMENT

12. It would appear that the Centre only became aware of the escape after they were notified by NSW Police that the escaping inmates had hijacked a motor vehicle in Kellyville. The Centre staff maintain they were carrying out musters that discovered missing.
13. There are many issues to be addressed as a result of this escape, one of which is why two officers in the VDU Control room did not witness the escape that was on screen for at least 14 minutes. The recording of events in the relevant journal. The allowing of inmates into the sterile area unsupervised and the incorrect Wing records for Area 3. Some issues have already been addressed by local management and security is being reviewed.
14. All officers interviewed to date have been well versed by the POV and continually

state about the lack of training. But an officer with no training or experience can observe a monitor that activates automatically. The continual complaint is this would not have occurred had the Tower been manned. A local agreement had been made that when the Tower became unmanned then a second officer would be employed in the VDU, Control room. It has been requested from Sielox that they forward to this office the competencies completed by the officers and the names of those who have been trained.

### RECOMMENDATIONS

13. That investigations into this matter are continuing and will be the subject of a further report.
14. Upon receipt of the documentary evidence from Sielox, it will be recommended that disciplinary action should be taken against



B Kilcourse  
Senior Investigator  
State Investigative and Security Group  
4 January 2002

*Noted*

STATE INVESTIGATIVE  
&  
SECURITY GROUP



INVESTIGATION REPORT

FILE NUMBER 01/01136

**NSW DEPARTMENT OF CORRECTIVE SERVICES**  
**STATE INVESTIGATIVE AND SECURITY GROUP**



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**Acting Deputy Superintendent G. Ford**  
**Officer in Charge**  
State Investigative and Security Group

**SISG Ref: 01/01136**

**ESCAPE FROM PARKLEA CORRECTIONAL CENTRE - 11 SEPTEMBER 2001**  
**NEGLECT OF DUTY**

**SUBJECT**

**ISSUE**

1. On 11 September 2001, about 1030 hrs, MIN 31 6656  
commandeered a flatbed truck, which was parked  
adjacent to the Metal Shop, inside the Correctional Centre, and drove through several  
gates, including the main gates, destroying the gates in the process. The inmates escaped  
from Parklea Correctional Centre and the vehicle was discovered abandoned at Parklea  
Markets a short time later.
2. Whilst inside the Centre, the truck was supervised by  
admitted leaving the truck unattended for a period of time whereupon  
and commandeered the truck and escaped from the Centre.  
An initial report was submitted by this office to the Senior Assistant Commissioner, Mr  
Ron WOODHAM on the day of the escape.



## INVESTIGATION

3. Enquiries revealed that on 11 September 2001, approximately 1015 hrs, a Mayne Logistics flat-bed truck, registration [REDACTED], driven by [REDACTED], arrived at Parklea Correctional Centre to deliver a quantity of steel to the Metal Shop. [REDACTED] had made numerous deliveries to the Centre and was well known to staff. The truck entered the centre via the main gate, and then, at the direction of [REDACTED], reversed through Gate 2 to the Metal Shop area. The driver, [REDACTED], stopped the truck and disembarked. The keys to the truck were left in the ignition with the engine running. [REDACTED] then proceeded to untie the straps which were securing the steel to the back of the truck.
4. In a New South Wales Police statement, [REDACTED] states he then assisted [REDACTED] with the unloading of the truck. Upon completion of unloading, [REDACTED] signed a delivery docket, supplied by [REDACTED], confirming the order for the steel to be correct. [REDACTED] stated that he then became concerned that there may have been a duplicate delivery as a similar quantity of steel was delivered to the centre earlier in the day. He proceeded to the Metal Shop office to make enquiries in this regard. The Metal Shop office is situated inside the Metal Shop, at the top of a flight of stairs. [REDACTED] did not have any visual contact with the truck or driver at this stage.
5. In a New South Wales Police statement, [REDACTED] states that he began securing support pins, on the side of the truck, and re-tightening support straps across the width of the truck. [REDACTED] mentions that whilst tightening support straps at the rear of the vehicle, on the passenger side, an inmate approached him from the rear, walked past him, and proceeded to enter the truck, on the passenger side. [REDACTED] states that he then observed that there was already another inmate sitting in the driver's seat and that the truck engine was being revved considerably. [REDACTED] stated that, although it all happened quickly, he was aware they were inmates as they were dressed in gaol clothing.
6. The two inmates, [REDACTED] and [REDACTED], then drove towards a secured (internal roller) Gate 2 and collided with it, rendering the gate useless. The truck turned left and proceeded towards the Main Gate area. It then broke through Gate 3, which was an iron bar type with a centre split. The truck passed under Gate 4, which was permanently in the up position and not used. The truck then smashed through Gate 5 which was constructed of solid galvanised steel. This gate was thrown approximately 10 metres as a result of the impact.
7. In an Officer Report Form submitted by [REDACTED], who was Officer in Charge of the Main Gate, he states that upon hearing a loud noise coming from the vehicle bay, he ran to the vehicle bay windows to investigate. He stated that he saw an inmate drive through gates 3 and 5. [REDACTED] then secured the external sliding boom gate by pushing a button on a remote console. He drew his firearm and entered the vehicle bay and gave chase on foot. [REDACTED] saw the truck turn the corner near the stores compound and drive away at speed. [REDACTED] ran through a pedestrian walkway with an aim to cutting off the truck before it reached the external sliding boom gate. [REDACTED] ran several metres before witnessing the truck drive through the external sliding boom gate, destroying the gate. [REDACTED] then turned and saw Superintendent [REDACTED].

Governor of Parklea Correctional Centre, and called for him to get his car. [redacted] then proceeded to pursue the truck, however were unable to catch up with it.

8. The New South Wales Police investigation has revealed that a woman, now known to be [redacted] currently at [redacted], had been waiting in a parked vehicle to allegedly assist with the escape. Police were notified of the escape by [redacted] via the 000 emergency line. Gate staff notified Quakers Hill Police.
9. In a statement recorded from [redacted] Parklea Correctional centre, [redacted] stated to investigators that it was very unusual for a delivery truck driver to leave the engine running whilst a delivery was being made. He further stated that it was unacceptable for an Overseer to permit a delivery driver to leave the engine running whilst making a delivery. [redacted] stated that Standard Operating Procedures did not specifically stipulate that contractor vehicles should be supervised by Correctional staff at all times. However, there was a Local Order that all overseers should be aware of, that vehicles are to be unloaded at 7 Post and during this all inmates are secured behind Gate 2. He further stated that the issue of vehicle supervision and keys left in the ignition with the engine running should be a matter of common sense.
10. Enquiries revealed that [redacted] and [redacted] had been employed in the metal shop since January 2001. It has also been established that the presence of inmates in the delivery area, whilst vehicles are loaded or unloaded, is considered normal, this is contrary to issued Local Orders. Approximately 40 inmates are employed in the metal shop and are supervised by two or three Overseer's at any one time. Due to the size of the Metal Shop, Overseers are not always within *line of sight* with each other and inmates.
11. A memorandum, dated 27 July 2001, authored by the Manager of Security, [redacted] states that '*if vehicles need to be unloading while inmates are at industries this must take place on the old 7 post and under the supervision of industrial officers.*' The position 7 Post is situated adjacent to the Main Gate inside the sterile area. The physical barrier between 7 Post in the sterile area and the industries area is Gate 2, a metal roller gate.
12. On 31 October 2001, in an audio-recorded Disciplinary Record of Interview, [redacted] stated that it was normal practice for deliveries to the Metal Shop to be unloaded outside the Metal Shop due to the length and weight of the metal being delivered. It was not always feasible to use a forklift truck. That the Local Order stated trucks should be unloaded at Post 7, '*where possible.*' [redacted] further stated that he did not believe [redacted]'s version, the engine was left running when he left the truck unsupervised. That the normal practice was to shut the engine off and remove the ignition keys. [redacted] believed this was the responsibility of the driver. [redacted] states he signed the delivery docket whilst resting on the rear of the truck and would have felt the vibrations had the engine been idling. The procedures carried out to unload the truck were nothing unusual and had been done many times before by himself and other officers.

## ASSESSMENT

13. It would appear that [redacted] has acted negligently by allowing the keys to remain in the ignition and the engine of the truck to remain running if [redacted]'s version is correct. By leaving the truck unsupervised [redacted] provided an opportunity for [redacted] to commandeer the truck, and escape from custody. The fact that it is not unusual for inmates to be in the immediate vicinity during deliveries is of considerable concern.
14. It appears that Gate staff have acted appropriately. Officer [redacted] remotely secured the external sliding boom gate, though this proved to have little effect, and he also gave chase on foot and in a vehicle in company of the Governor, Police were notified in a timely manner.
15. [redacted] and [redacted] were recaptured in the Geelong area of Melbourne, Victoria, on 1 October 2001, and are currently in custody at Goulburn Correctional Centre.

## RECOMMENDATIONS

16. The Management of Parklea Correctional Centre amend Standard Operating Procedures to incorporate the necessity for Correctional staff to supervise all vehicles on the complex at all times [redacted] (detailed in paragraph 21 of this report). This should apply to any Departmental and Contractor vehicles. 19 AWH
17. The Management of Parklea Correctional Centre amend Standard Operating Procedures to reflect the occasional requirement for delivery vehicles to unload at the Metal Shop. Delivery drivers should be instructed to surrender vehicle keys to supervising industrial staff until the vehicle is unloaded, searched and cleared to be escorted to the Main Gate area to leave the centre. The officer escorting vehicles should be equipped with a Motorola radio.
18. The issue of inmates being permitted to be in the vicinity whilst deliveries take place be reviewed by Senior Management, so staff are in no doubt what is required.
19. This report be forwarded to the Employment and Administrative Law Branch to consider taking disciplinary action against [redacted] for his apparent negligent conduct. The Senior Assistant Commissioners [redacted] of July 1999, *Security of Vehicles Entering and Leaving Maximum ('A') and Medium ('B') Security Correctional Centres and Accountability of Inmates*, states, in paragraph 4, that 'any vehicle entering a maximum or medium security Correctional Centre, that is not driven by a Correctional Officer, must be escorted by an officer at all times.'

Investigator  
State Investigative and Security Group  
19 November 2001.

## INDEX PREFACE TO

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1.	Memorandum by _____	A

**STATEMENT OF A WITNESS**

<b>In the matter of:</b>	Escapée
<b>Location:</b>	Quakers Hill Police Station
<b>Date:</b>	11 September, 2001

**Name:** \_\_\_\_\_

**STATES:**

1. This statement made by me accurately sets out the evidence which I would be prepared, if necessary, to give in court as a witness. The statement is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence, I shall be liable for prosecution if I have wilfully stated in it anything which I know to be false, or do not believe to be true.
2. I am /
3. I am employed as a truck driver for I \_\_\_\_\_ subcontracting to \_\_\_\_\_  
 I deliver steel to Parklea Correctional Center and other business within the North West Region of Sydney. I have been employed by \_\_\_\_\_ ics for around 17 years. The truck I drive is a \_\_\_\_\_ 3 tonne Ridgid truck the registration number is \_\_\_\_\_
4. At 6.30am on Tuesday the 11<sup>th</sup> of September 2001 I started work at the Smithfield depot. I had a number of deliveries to make throughout the day. One of those deliveries was to Parklea Correctional Center. The first deliver I made was to a engineering company at Seven Hills, then to VanLeer at Seven Hills, Jaymetals at Seven Hills, Tempazone at Blacktown, a private house at Lalor Park and a couple of other locations.
5. About 10.15am I drove to the main gate and pressed the buzzer to gain entry to the Parklea Correctional Center. I drove down to gate 5 which allows me access to the inside yard. I got out of the truck and buzzed at the Main gatehouse. I saw a Prisoner Guard, \_\_\_\_\_ I waved to him. He pointed to me indicating that I should go back to the truck. I went back to the truck and the fold up shutter opened. I saw another truck just inside the yard area where I was going to drive so I reversed back and let that other truck out. Then I re-entered the area just inside the gates. After a minute or so after the back shutter had closed behind me the blue gate was opened and I drove through into the yard.
6. I spoke to one of the Prison Guards a fellow \_\_\_\_\_ told me that he would come and unload the steel with the fork lift. Then another Prison Guard came down from the Steel room and the gate opened and I reversed the truck down to the steel area, almost all the way down to the end. The Prison Guard helped me get the steel pins out on the side of the truck and we got on either end of the steel and

Witness:                     K O R R                      
 Katie ORR  
 Plain Clothes Senior Constable

Signature: \_\_\_\_\_

Page 2  
Statement of Graham John BROWN  
In the matter of Escapee

rolled it off the side. The guard signed my paperwork and I went and put it in the cabin area. I went back and replaced the side pins on the driver's side of the truck and started to re-tighten the straps across the truck. I tightened one rear strap on the passenger side. The straps hook on the right side and I tie them on the left. I was about to tighten the front strap and that's when I saw a prisoner get into the passenger side of the truck. His hair was a short dark crew cut, his skin was a medium tanned color. He was taller than me and I am about 5'7", he was about half a head taller. He was obese. I saw him from slightly to the rear side angle of his right side. He was wearing a green tracksuit. He walked from an area behind me. As he walked past me he was mumbling something that I couldn't understand. He opened the passenger door and climbed into the cabin.

7. I didn't really know what was going on and I looked and saw the back of another males head in the drivers seat, he also had dark hair, I couldn't see anymore about him. I could hear the truck revving as the passenger was getting in. Then the truck started to move. At first I thought that they were possibly moving the truck forward so that they could do something with the job they were doing. But then I saw the truck moving and accelerated down the driveway toward the roller gate. I saw the truck crash straight through the gate and continue around to the left towards the main gatehouse. Then I heard a noise of the truck crashing through that gate. I'd say they were traveling at about 40 kph. The truck empty weighs about 7 tonnes, there was a load still left on the truck, which weighed about 2 to 3 tonnes. I went inside and spoke to another prison guard and told him what had happened. He came out and saw that the roller gate was hanging half off. I then walked up to the gatehouse and told waited there until there for the rest of the time.

Witness:

KORR

Katie ORR  
Plain Clothes Senior Constable

Signature:

[Signature]

New South Wales Police

P.190  
v4.0

STATEMENT in the matter of:  
Prison escape - Parklea Gaol

Place: Quakers Hill  
Police Station

Date : 11 September 2001

Name:  
Address:  
Occupation: Prison Officer

Tel. No.:

STATES:-

1. This statement made by me accurately sets out the evidence which I would be prepared, if necessary, to give in court as a witness.


The statement is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence, I shall be liable for prosecution if I have wilfully stated in it anything which I know to be false, or do not believe to be true.

2. I am 33 years of age.

3. I am permanently employed as ( ) at Parklea Gaol. My duties within this position include, the receiving of inmates to work in the work shop each morning, the receipt of truck deliveries to the area and the general overall supervision of the area.

4. On Tuesday the 11 September, 2001 I commenced duty at the workshop at 7.00am. I work 7am to 3pm Monday to Friday each week. About 10am - 10.15am today I was working within the workshop area when I received a phonecall from another correctional officer on the main gate. I was informed that a steel delivery truck had been allowed entry into the prison and was waiting for me at Seven Post. Seven Post is the area which is just inside the main gate.

5. I proceeded to walk down to this area to meet and inspect the

Witness: 

Signature: \_\_\_\_\_




Page No: 2 P.190A.  
STATEMENT (continued) in the matter of: Prison escape - Parklea Gaol  
Name:

truck and its items to be unloaded. On meeting the truck, I saw that the driver had already released the straps securing the load and had prepared the load of metal for removal. I had a brief conversation with the driver to confirm the quantity of the delivery for the gaol. I instructed the driver to reverse the truck to the rear of the metal shop. I walked back to the rear of the metal shop so as to instruct the truck driver on where to place his vehicle for off loading of the metal. The truck reversed to the metal shop area and both the driver and I removed the metal for our delivery. I signed a delivery docket regarding the description of the load received. When signing the docket I became aware that a delivery with the same content of metal had been received only some ten minutes earlier. I thought it was possible that we may have received this load in error and I then left the area and attended the metal shop office to make inquiries. The driver of the truck remained standing with the vehicle.

6. A short time later I left the office area and walked down toward where the truck had been parked. On reaching the awning area of the workshop I saw that the truck had gone. At that time I was unaware as to whether another correctional officer had cleared the truck to leave so I was about to make inquiries with them. At this time I saw the Assistant Superintendent approach the workshop area. He began to order a "Lock Down" and head count of all inmates. This is a procedure that takes place whenever an incident occurs within the gaol.

7. About this time I became aware that a truck had just forced a roller shutter door at the workshop area of the prison and a further two gates at the main gate house of the prison. I also became aware that two inmates were noted as missing.

Witness: 

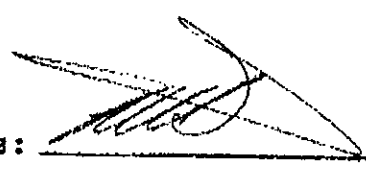
Signature: \_\_\_\_\_

STATEMENT (continued) in the matter of: **Page No: 3** **P.190A.**  
Prison escape - Parklea Gaol  
Name:

8. Following this time the inmates were mustered back to their cells and I assisted in securing the workshop area of the prison.

9. I would describe the driver of the truck as being, Caucasian, aged in his 50's, medium build, approximately 165cm tall with greyish black collar length hair with a grey-black beard. I recall that this person has delivered to us on several previous occasions.

Witness:



Signature: \_\_\_\_\_

11-September  
200



---

# OFFICER REPORT FORM

---

**TO;** The GOVERNOR.

**FROM;** \_\_\_\_\_

**RANK;** Senior Prison Officer

**INSTITUTION;** PARKLEA

**DATE;** 11 September, 2001

**SUBJECT;** Events of 11 September, 2001

Sir,

Today 11 September, 2001 at about 10:26am I was performing the duties as O.I.C Main Gate.

I was seated at the computer about to make a phone call to control about an unrelated matter.

Officers            was with me in the secure hub. Officer            was outside to deal with the pedestrian side of the gate.

I heard a loud noise and the revving of motors.

I jumped up and ran towards the windows facing the vehicle bay.

I saw a large white truck crashing through gate 3.

This truck was travelling at high speed large parts of gate three was thrown into the vehicle bay.

I saw it appeared an Inmate that was driving the truck. I recognised this inmate from photos shown to me after the incident.

I secured the lockout on the outside boom gate and drew my sidearm. I went to the first orange door and opened it then I called to Officer            to push the bottom button to insecure the second orange gate.

I then gained access to the vehicle bay and the truck had crashed straight through Gate 5 gaining access to the outside.

I ran through Gate 5 and saw the truck was turning the corner near the stores.

I cut through the pedestrian walkway and ran trying to cut off the truck before it got to the outside boom gate. Running I got past the flagpoles and saw the truck demolish the boom gate.

And keep going. I saw the truck was heavily damaged around the front end.

By this time I deemed it to far to fire the sidearm and placed it back in my holster.

I turned around and saw the Governor            standing in front of the General Office.

I called out to him to get his car. He went back in and soon returned with his car keys.

We both went in his car and followed the tyre marks and the trail of destruction.

We were unable to catch the truck and did not see it.

I tried to make calls on            mobile phone but was unable to make it work.

Mr            made some calls and we soon returned to the Institution.

All gates (2, 3 and 5) were down and secured. Except the redundant Gate 4.

The boom gate was also secure against exit.

On entry the truck was searched and processed in the normal manner. The driver was the regular driver and is well known.

The metal shop was rang and informed of its presence before it was permitted entry.

An Overseer was on 7 post to receive this vehicle.

For your information.

---

OIC Gate

11 September, 2001

NSW CORRECTIVE SERVICES  
WITNESS STATEMENT.

Statement in matter of: Escape 11 September 2001

Place: Parklea Correctional Centre

Date: 29 October 2001

-----  
Name:

Address: c/o Parklea Correctional Centre, Parklea.

Occupation:

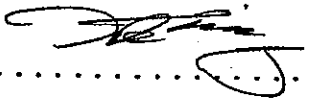
**STATES:-**

1. This statement made by me accurately sets out the evidence which I would be prepared, if necessary, to give in Court as a witness. The statement is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated in it anything which I know to be false or do not believe to be true.

2. I am 53 years of age. My date of birth is

3. I am a Correctional Officer Overseer with the Department of Corrective Services and have been employed with the Department since 1975. My present position is  
at Parklea Correctional Centre. I have been in this position for about 18 months. I have been working at Parklea Correctional Centre since 1983.

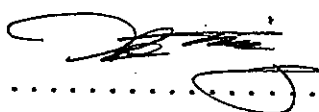
Witness .....

  
Signature .....

Statement (continued) in matter of: Escape 11 September 2001

Name:

4. My main role is to co-ordinate and supervise the operation of services and Corrective Services Industries at Parklea Correctional Centre. There are approximately 23 overseers employed at Parklea.
5. Overseers are made aware by the Business Unit Manager that there must be at least two overseers supervising inmates in the Metal Shop, whilst inmates are in the Metal Shop area. This direction may vary according to inmate classification.
6. Due to the physical characteristics of the Metal Shop, it is not always possible for overseers to maintain constant sight of each other. Overseers work as directed by the Business Unit Manager on a daily basis.
7. There is a Local Order that states 7 Post is the normal unload point for delivery vehicles. This Local Order was written by the Deputy Governor and is posted throughout the gaol. All overseers are expected to be aware of this order.
8. When delivery vehicles are unloaded at 7 Post, all inmates are moved behind Gate 2 until the vehicle departs the gaol. Delivery vehicles are searched by overseers prior to the opening of Gate 3. Vehicles are then searched by main gate staff prior to leaving the gaol.
9. When a delivery vehicle enters the gaol, main gate staff advise industry staff via telephone or motorola radio. Industry staff then proceed to the main gate area to escort the vehicle to the relevant area.

Witness.....  ..... Signature.....

NSW CORRECTIVE SERVICES

WITNESS STATEMENT.

Statement in matter of:

Place: Office of the State Investigative and Security  
Group, Silverwater

Date: 31 October 2001

-----  
Name:

Address: State Investigative and Security Group, Jamieson  
Street, Silverwater.

Occupation: Correctional Officer

STATES:-

1. This statement made by me accurately sets out the evidence which I would be prepared, if necessary, to give in Court as a witness. The statement is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated in it anything which I know to be false or do not believe to be true.

2. I am 38 years of age. My date of birth is

3. I am a Correctional Officer with the Department of Corrective Services. I am presently employed as an Investigator with the State Investigative and Security Group. I have been in this position for about six months.

Witness ..... Signature ..... ..



Statement (continued) in matter of: Alan SIMPSON

Name:

4. At the administration office, Parklea Correctional Centre, on 31<sup>st</sup> October 2001, I had occasion to conduct a disciplinary record of interview with Correctional Officer \_\_\_\_\_, of Parklea Correctional Centre.
  
5. The interview commenced about 1010 hours, and was by means of an audio taped interview and \_\_\_\_\_ agreed to the interview being conducted in this manner.
  
6. Upon completion of the interview, \_\_\_\_\_ signed and dated each of the three audio cassettes and the cassettes were witnessed by me. An audio cassette was offered to SIMPSON which he took possession of. I retained the other two audio cassettes, one of which I submitted to be transcribed. I have retained the two audio cassettes and can produce them if required.

Witness..... Signature.....

# MEMORANDUM

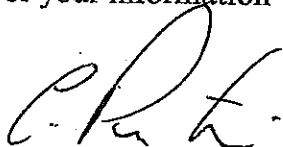
**TO:** ALL STAFF  
**FROM:** CRAIG PORTER  
MANAGER OF SECURITY  
**SUBJECT:** NEW MAIN GATE PROCEDURES  
**DATE:** 27 July, 2001

---

1. Please be advised that new procedures for the gate have been drawn up and are in the gate for everybody to read and understand. These procedures will take effect as of Monday 30<sup>th</sup> July 2001. Please direct any queries to myself or the O.I.C. of the Gate, Mr Kay.
2. The procedure for unloading or loading vehicles for Industry will be as follows where possible it should be done before 8am or after 3.30pm however if the vehicles need to be unloading while inmates are at industries this must take place on the old 7 post and under the supervision of industrial officers. If another vehicle needs to go through 7 post while this procedure is taking place, the inmates that are on the post must return to behind gates no. 2 and again the industries officer must account for them. Once the other vehicle has past through 7 post the procedure for unloading can continue. On the completion of the task before the vehicle is passed out of the centre the industrial officer must account for all inmates that assisted with the procedure and inform the gate O.I.C. that the vehicles are correct to leave the centre.
3. At the end of the A watch all officers ceasing duty will hand their keys to their respective area managers. The area managers in turn will hand the keys to the O.I.C. of the C watch. The O.I.C. of the C watch will then take all keys to the main gate and with the assistance of the O.I.C. of the gate they will then check that all keys are correct and report to the Deputy on the day. All staff will remain at control or compound gates while this procedure takes place. Once the keys are correct all staff will then be given the clearance to leave the centre.

On visits day, all visiting officers must return to within the centre and assist with lockins etc and to be a part of the above procedure.

For your information



C. PORTER



copy  
file  
1997  
1997

NSW DEPARTMENT OF CORRECTIVE SERVICES  
STATE INVESTIGATIVE AND SECURITY GROUP



RECEIVED

23 NOV 2001

Employment & Administrative  
Law Branch

Security and Investigations  
Locked Mail Bag 3  
Australia Post Business Centre  
Silverwater NSW 1811  
Telephone: 02 92895591  
Facsimile: 02 97481082

Director  
Employment and Administrative Law Branch  
Roden Cutler House  
Campbell Street  
Sydney

21 November 2001

Dear

Re: ESCAPE FROM PARKLEA CORRECTIONAL CENTRE 11 SEPTEMBER  
2001/

Please find enclosed the transcript of the Disciplinary Record of Interview for  
, in relation to the above matter.

Please contact me if you require any assistance.

Investigator  
State Investigative and Security Group.

Q1 New South Wales Department of Corrective Services disciplinary record of interview between investigator, State Investigative and Security Group and at Parklea Correctional Centre on Wednesday, 31st of October, 2001, time commenced 10.00am. Also present are?

, State Investigative Group.

MR

, Senior Prison Officer, Parklea Correctional Centre.

Q2 do you agree that there are no other persons in the room other than yourself and those who I've introduced?

A I do.

Q3 a and I are making inquiries in relation to the escape from Parklea Correctional Centre on the 11th of September. We intend to ask you questions in relation to those matters and you don't have to answer any questions, but anything you do say can be used as evidence, do you understand that?

A Yep.

Q4 Right, the purpose of this interview is to provide your answers to the relevant departmental decision maker for consideration. In the interview you will be given the

opportunity to fully respond to questions and to provide your comments with respect to relevant issues including giving your version of events in question, do you understand that?

A Yeah.

Q5 Do you agree that prior to this interview I informed you that this interview will be electronically audio recorded?

A Yep.

Q6 At the conclusion of this interview you will be provided with an audio tape of the interview, do you understand that?

A Yep.

Q7 Do you agree that you were given 24 hours notice of this interview?

A Yep.

Q8 Do you agree that you were provided with a copy of the department's disciplinary interview guidelines?

A I was.

Q9 If you don't understand a question please say so, or ask for the question to be repeated, do you understand that?

A Yep.

Q10 Right. For the purpose of the interview please state your full name, rank and current work location and please spell your surname?

A

Q11 Thanks. O.K. How long have you, how long have you been with the department,

A Is that in uniform?

Q12 Well, when, when did you originally start with the Department of Corrective Services?

A

Q13 O.K. And how long have you been an overseer?

A Is that before starting at the academy or when I left the academy?

Q14 Well, since you've done your training at the academy?

A Since I finished, I finished at the academy on the

Q15 O.K. And you were doing some work with the department prior to that?

A Yeah, I was hired as a contractor.

Q16 Right. How long were you doing that for?

A Before I was, before November about six months.

Q17 O.K. Was that similar sort of work to what you're doing now?

A No.

Q18 ..... On the 11th of September this year do you recall where you were working?

A Yeah, in the metal shop.

Q19 O.K. What were your post duties on that day?

A Supervise inmates and jobs in the metal shop.

Q20 Do you recall on the 11th of September a truck, the registration was actually . delivering a load of steel, do you recall that?

A I don't know the rego of the truck, but, yeah, there was a truck that was delivering steel.

Q21 O.K. Do you recall who authorised that particular truck to proceed through gate 2?

A Yeah, I did.

Q22 O.K. And gate 2 is the, the roller gate?

A Correct.

Q23 Just outside the vehicle dock, O.K. Are you aware of a local order directing trucks to be unloaded at 7 post?

A Yeah, that same local order from, from what I've seen is "where possible".

Q24 O.K. So, what was the particular reason on that day for not unloading at - - -

A Just, they're, they're long lengths of steel that I can't, can't get up the side, can't get the forklift under them to get them up the side of the alleyway, the, the rear access, so, reverse 'em up and take 'em off and put 'em on the ground on the side.

Q25 So you used a forklift to unload?

A No. No.

Q26 All right. So you actually physically unloaded the - - -

A Yep.

Q27 O.K. And that was with the - - -

A With the truck driver.

Q27 - - - driver? Had you met the truck driver before?

A Yeah, he, he'd been in on numerous occasions.

Q28 Do you recall which overseers were working with you in the metal shop .....

A Overseer and Senior Overseer  
And we had, the ASI was in for the day, but at that present time he was not in the workshop.

Q29 ASI, that's the Assistant Superintendent?

A Yeah.

Q30 When the truck entered the gaol do you recall where the other overseers were?

A Not exactly, they, the ASI was next door at the construction site and the other two overseers were on the floor with other inmates.

Q31 How did, how did you actually hear that the truck had arrived in the, in the gaol?

A We get a phone call from the main gate informing us that there's a truck to be unloaded.

Q32 And you go to the main gate to meet the truck?

A Yeah, go down to the gate to see what's needed to unload it. Sometimes it might be just, you could carry it off, sometimes you might need a forklift, sometimes we'd have to take it up the back to get it off.

Q33 Where did you receive that phone call?

A Where? From the office.

Q34 In the metal shop?

A Yeah.

Q35 And, and did you then proceed to the main gate?

A Yep.

Q36 When you got to the main gate whereabouts was the



truck?

A The truck was already sitting on 7 post.

Q37 O.K. So it had actually come - - -

A It had actually made it through the main gate and was sitting out the front of gate 2.

Q38 Are you aware of an instruction within the gaol that states under no circumstances is only one overseer to be left supervising inmates at the metal shop?

A Well, not, not that particular, what I'm aware of is that we had a ratio of 10 to 1 inmates. So as for only one at all times, no, I haven't heard that one.

Q39 When you say 10 to 1 inmates?

A 10 inmates, 1 overseer.

Q40 O.K. So, how many inmates would, would you have had working in the metal shop on that day?

A On that day, between 30 and 40.

Q41 And that was with three - - -

A Well, three overseers and the ASI, yes.

Q42 Yeah, but the ASI was actually off site?

A Yep.

Q43 If any, what action did you take to summon the other overseers when the truck came into the gaol?

A None.

Q44 was the driver of the delivery truck. He states that he left the engine running whilst the truck was unloaded. Can you tell me about that?

A If that's what he said, I don't believe it to be true, but if that's what he said.

Q45 All right. Would that have been unusual to you if, for the engine to have been left running?

A Like I said, I don't believe that to be true, so, it's, and it's not a done thing.

Q46 That's, and when you say it's not a done thing, it's, it's, that's not normal?

A It's not done, mate, no. When they come in they must, they must turn it off, and take the keys out.

Q47 All right. After you'd actually unloaded the truck I believe you, you had concerns that there, there might have been a duplicate order earlier?

A Yeah.

Q48 Can you tell me about that?

A Well it just, when I signed for the paperwork I noticed that, what, what he had just delivered we'd just received on a truck 15, 20 minutes earlier. So, I went to check the paperwork.

Q49 O.K. When you went to check the paperwork, where was that?

A The paperwork is in the office.

Q50 In the metal shop office?

A Yep.

Q51 O.K. What was, what was the driver of the truck doing when you - - -

A He would have just been adjusting his load, just tightening back up his straps to re-tie his load down.

Q52 And do you recall that there were any inmates in the area when you went to check?

A In the immediate vicinity where the truck was, no, but for the way that the shop's set out there was other inmates out the back near, near the spraypainting area.

Q53 All right. When you went to the office to check for a duplicate order, did you have a view of the truck whilst you were in the office?

A No, not whilst I'm in the office.

Q54 What, what I'd normally do now, is offer you a break if you wanted to perhaps go away and have a chat with Bob and collect your thoughts, it's entirely up to you, and then we can resume. Do you want to do that?

A Yeah, I'll give that a go.

Q55 All right. We'll take a short break. The time is 10 past 10.00 and the interview is temporarily suspended. .... have a break ..... about 10 minutes, O.K?

A Yeah, no worries.

INTERVIEW SUSPENDED

INTERVIEW RESUMED

Q56 The interview is resumed, the time is 10.25am. The same persons present in the room as previous, do you agree with that,

A Yep.

Q57 did any conversation take place between us during the break about matters being discussed in the interview?

A Between me and you?

Q58 M'mm.

A No.

Q59 Is there anything further that you wish to say in relation to this matter?

A All I can say is, mate, I don't believe that the truck was running. When I left that truck it wasn't running. I signed the piece of paper on the back of the truck and it didn't, if you know, a truck idling over it's going to make a lot of vibration and that wasn't happening. I physically had to touch the truck to know and it wasn't going. We were already short staffed in the, in the metal shop to start with, being one overseer down or an ASI down and next door so the longer I was away from me post as was was not good, and yeah, the steel was of long lengths that I had to take it off up near the, up near the metal shop, basically, and I didn't set out to do anything wrong, mate, it was just unfortunate that it happened. You know, it's a procedure, well, although it's not written down that, that I know of to the, to that, to the letter. it had been done man times before, trucks had gone to the backup there, so, I was only doin' as I'd done and the other, I've seen the other officers do many times before, so -

Q60 All right.

A That's about it, yeah, basically.

Q61 All right. Do you have any questions,

No.

Q62

has any threat, promise or offer of advantage been made for you to give answers in this interview?

A

No.

Q63

You haven't been pressured to answer any questions?

A

(NO AUDIBLE REPLY)

Q64

Do you have any complaint about the conduct of this incident?

A

No.

Q65

All right. The time is 10.28am and the interview is ceased.

INTERVIEW CONCLUDED



# MEMO



Information  
Communication  
and Technology

NSW Department of Corrective Services

Level 4 Henry Deane Building, 20 Lee Street, Sydney NSW 2000  
Ph: 02 8346 1245 Fax: 02 8346 1017

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**To:** Ian MacRae, Security of Manager, Parklea Correctional Centre  
**Cc:**  
**From:** Al Benazzi, Assistant Director, Standards, Information Security & QA  
**Date:** 29 November 2007  
**Re:** Review of Parklea users L drive.

---

Following your request to assess the extent of games installed in PCC, a review of the shared server "M" drive and staff "L" drives at Parklea CC was conducted to locate games and other inappropriate files stored in directories on the PCC corporate server.

The baseline for review of compliance was the DCS Information Security Policy which prohibits the use of corporate resources being used for games and storage of software not commensurate with business related activities.

418 users at PCC have private directories (L' drives), and each one was reviewed as part of this activity.

A total of 20 gigabytes of games, video clips, pirated software, music and power point presentations with offensive content were detected and copied to a portable hard disk (which I retain) for reference and deleted from the PCC server. This material was located over 49 user directories (see attached directory prints).

During the review other incidents of games, music and video files totalling 2 gigabytes were found and deleted. No copies of these were taken for reference.

The 49 user directories copied represent a significant resource waste and copyright breaches for which DCS can be held equally liable as the individual breaching copyright laws.

Following the review all games, music and a large % of video clips have been deleted however unless a change in user appreciation on the use of corporate resources and implementation of regular audit of user directory content, supported by a limit on the space allocated for private use on the server, there is every chance the situation will reoccur.

The following is a list of the 49 users with software and other materials specifically selected for reporting due to their nature and amount of server storage being used for inappropriate purposes and clearly noncompliant with the DCS policy and copyright legislation.

<u>UserID</u>	<u>Total Server Space Use mb)</u>	<u>UserID</u>	<u>Total Server Space Use mb)</u>
	752		417
	208		271
	628		744
	1750		127
	307		152
	2		1000
	632		288
	16		1230
	858		1420
	621		226
	62		291
	739		395
	282		190
	947		42
	283		212
	1501		312
	36		474
	2001		1910
	191		308
	144		857
	337		1157
	97		105
			55

For your consideration. You may wish to discuss the broad policy non compliance and possible action with the Probity & Performance Branch.

From my side I will raise the matter via our Security forum and amongst other actions seek to establish a technical limit on the amount of space available on the L drive for private use.

Al Benazzi  
 A/Director, Standards, Information Security & QA  
 Information, Communication & Technology Division  
 NSW Department of Corrective Services



**Memorandum**  
**STAFF HEALTH SERVICES**

**To:** Mr I. McLean Deputy Commissioner

**From:**

**Date:** 11<sup>th</sup> March 2009

**Subject:** Incidences at Cessnock CC whilst acting as Roster Clerk

---

Mr McLean,

I write this memo as a record of the incidences that occurred at Cessnock CC when I was acting in the position as Roster Clerk in the early 1990's.

I was the Roster Clerk at Maitland Correctional Centre, and I was requested to attend Cessnock CC early one morning to attend a briefing.

On my arrival at Cessnock I was taken to the Governor's Office and was told that the roster clerks at Cessnock were going to be ordered out of the roster office and I was to go straight in and run the rosters at Cessnock according to proper Roster procedure.

During my time there which was for several months I ran the roster office to the letter according to the Roster Policy and Procedure Manual.

Due to the circumstances of the removal of the regular roster clerks, I became the target of constant verbal and written threats by staff known and unknown.

I received news paper cut out death threats, threats over the phone stipulating physical harm to myself.

My wife receiving harassing phone calls at home where the person on the phone would say derogative remarks about myself, that I was not at work and I was out having sex with other women, crank calls throughout the night at all hours, trying to disrupt my family life and relationship.

It was such a constant daily barrage, of threats and intimidation that I had to take a different vehicle home every night so that my personal car was not targeted with vandalism.



15.2

The biggest threat that was acted on, was when myself and the then Deputy Superintendent were in the roster office discussing vacant posts and a person unknown to us had lit a fire in an air vent that led to the roster office. The location is not accessible by any inmate, only by officers. I went around to the other side and put out the burning paper. By the time I arrived at the vent access there was no one to be seen.

This long period of harassment and intimidation resulted in me having to be placed at a Periodic Detention Centre as the Second Officer in Charge for an 18 month period working 3 days a week as a time out away from the Correctional Environment to recover from my experiences at Cessnock.

To this day I am still affected by this experience, to the point that I could not and would not step foot into that Correctional Centre again.

At that time a Senior Officer from Head Office, was sent to interview me in relation to all the threats, intimidation that was metered out from certain staff at Cessnock. I had kept all the physical evidence and handed it to the interviewing officer at the time. I submit tis report as a true record of my time at Cessnock CC.

Kind regards,

Coordinator – Extended Case Management

## **Manipulation of Overtime**

### 1. Briefing Note/Overtime ban

#### **Surry Hills**

In November 2006, attempts by management to bring staff into Surry Hills complex to assist in overtime were stopped by motion two of the attached document. Surry Hills staff insisted that all vacancies be filled by Surry Hills even on double shifts prior to any other staff being allowed to work overtime at Surry Hills. In motion three Surry Hills sub branch caught on and abandon to be placed on by all POVB members by working overtime at Surry Hills Between the hours of 22:00 hours Friday & 22:00 Sunday until management agreed to comply with motion two.

### 2. Dispute with PSA over the placement of Probationary Correctional Officers

In September 2007, when the department attempted to place probationary officers at Silverwater the POVB refused to accept them on the roster as it would reduce overtime for staff PSA supported this claim. Se attached Document No.2

### 3. Withdrawal Of Labour Silverwater

In June 2008 Silverwater withdrew labour in relation to the placement of probationary officers

**BRIEFING NOTE**

**To:** General Manager  
**From:**  
**Date:** Wednesday 1<sup>st</sup> November 2006

**SUBJECT: OVERTIME BAN**

---

On Saturday 28/10/06, P.O.V.B. staff at Surry Hills Police Centre commenced an overtime ban effective from 2200hrs Saturday 28/10/06 to 2200hrs on Sunday 29/10/06 in relation to the current C.E.S.U. overtime call on procedure.

**Issue in dispute**

The key issue is the second step in the existing overtime call in process. SHC are demanding that **ALL OVERTIME** be offered initially to SHC staff on **DO** then if required, SHC staff offered **DOUBLE SHIFTS** before other staff on **DO** are offered as per the existing card system.

The P.O.V.B. are sitting increased workloads associated with high inmate numbers and are attempting to optimise the number of permanent SHC staff on all shifts.

**Present procedure**

The present procedure for filling overtime within C.E.S.U. in sequential order are as follows:

- staff on **DO** offered overtime in their respective locations as per the card system.
- if vacancies cannot be filled, overtime is offered to staff on **DO** from other areas within S&I, as per the card system.
- **DOUBLE SHIFTS** offered at the location.
- **DOUBLE SHIFTS** to be offered to other C.E.S.U. locations / Transport
- **DOUBLE SHIFTS** are then offered to the staff who are already on **OVERTIME** at the location,
- Other S&I Units: Security Units, C.I.G., DDDU
- Correctional Centres
- Temporary Court Security Officers (where applicable)

Only the second step in the process is in dispute.

**Local action**

- Contingency plans will be developed to ensure adequate staffing levels are available during the affected hours.
- **ALL STAFF** on **DO** at all C.E.S.U. locations will continue to be offered overtime.

## **Background**

Over the past month it has become apparent that Management has been broadening the pool of Officers that can be called to fill vacancies at Surry Hills Cell Complex. We the members find this practice abhorrent and merely a stop-gap measure engineered to avoid the true issue of upgrading the manning levels at this complex to reflect the vastly increased workload.

Despite ongoing promises by Management to undertake a formal manning review the status quo remains at this location whereby approximately 12 overtime shifts are worked each day.

We the members want the overtime call on system to be conducted 'within policy' with 'order of overtime offers' conducted in such a fashion that optimises the number of Surry Hills Cell Complex staff rostered during any particular post.

On Sunday, 29 October 2006 \_\_\_\_\_ provided an Officers Report Form that outlined a call-in system that I assume he considered appropriate.

We the members, in-part reject the call-in system described by \_\_\_\_\_ and in response tender a motion – The amended Motion 2

### **Please note:**

The wording contained in the motion is crucial to the interpretation of the intent.

### **Motion 1**

We the members of the Surry Hills POVB Sub-Branch hereby tender this motion calling for the state-wide support of all POVB members with regards to Amended Motion 2 and Motion 3

### **Motion 2 (Amended)**

We the members of the Surry Hills Cells POVB Sub-Branch hereby tender this motion that relates to the overtime call-on of Correctional Officer staff to fill vacancies that arise at Surry Hills Cell Complex.

Where staff vacancies arise at Surry Hills Cell Complex the following order of preference is to be adopted in order to fill said vacancies:

## **SURRY HILLS STAFF DAYS OFF**

1. Surry Hills Cell Complex Staff rostered on day-off (DO) shall be offered all vacancies at Surry Hills Cell Complex with due regard to their position within the Surry Hills card-system.

(1)

## ONCE THIS IS EXHAUSTED

### SURRY HILLS STAFF DOUBLE SHIFTS

2. Surry Hills Cell Complex Staff rostered on duty (B / A / C / DA) shall be offered all remaining vacancies at Surry Hills Cell Complex as double shifts with due regard to their position within the Surry Hills card-system

## ONCE THIS IS EXHAUSTED

### CESU STAFF NOT ON OVERTIME

3. Staff rostered either on day-off (DO) or on duty (B / A / C / DA) (not overtime) from any other CESU location shall be offered all remaining vacancies at Surry Hills Cell Complex with due regard to their position within their own card-system.

## ONCE THIS IS EXHAUSTED

### SURRY HILLS DOUBLE SHIFTS ON OVERTIME

4. Surry Hills Cell Complex Staff performing overtime shall be offered all remaining vacancies with due regard to their position within the Surry Hills Card system.

## ONCE THIS IS EXHAUSTED

## SMALL UNITS WITHIN S & I DIVISION

5. Staff from small units within the Security and Intelligence Division, for example, MSU, DDDU, CIG, PRPU shall be offered all vacancies at Surry Hills Cell Complex with due regard to their position within the card-system of that unit.

## ONCE THIS IS EXHAUSTED

## MAINSTREAM CORRECTIONAL CENTRES

6. Staff from other mainstream Correctional Centres shall be offered all remaining vacancies with due regard to their position upon the card-system of that Correctional Centre.

## ONCE THIS IS EXHAUSTED

## ALTERNATIVE MANNING STRATEGIES

7. Roster support staff will contact the Officer In Charge of Surry Hills Cell Complex and indicate that courses of action 1-6 have been exhausted. A number of courses of action will then be considered in conjunction with the OIC, Area Manager, Manager of Security and Placements.

These might include however are not limited to the following:

- Moving certain inmates from the Complex to reduce the overtime requirement
- Deploying Permanent Court staff to Surry Hills Cell Complex to augment the existing manning levels at that time.
- Deploying transport staff to Surry Hills Cell Complex to augment the existing manning levels at that time.

**Motion 3**

We the members of the Surry Hills Sub-Branch are disinclined to respond to threats, veiled or otherwise by Management, and have agreed to enact the following Industrial Action from 1400hrs on Saturday, 28 October 2006

*A ban by all POVB members upon the calling in AND working of overtime at Surry Hills Cell Complex between the hours of 2200hrs Friday and 2200hrs, Sunday, every week until such time as Management agrees to comply with the overtime call on procedure outlined in Amended Motion 2*

Please Note

Please be advised, that even though Surry Hills has now officially returned to the CBD area (FOR ADMINISTRATIVE PURPOSES ONLY), NOTHING HAS CHANGED!. Existing overtime procedures will remain in place. NO CHANGES will be implemented without appropriate consultation and negotiation with ALL stakeholders.

Motion 3:

I am presuming that this related to the use of T.C.S.O.'s at Surry Hills. All staff should be aware that this is an agreed option in C.E.S.U. locations AS A LAST RESORT, where ALL other alternatives to obtain permanent staff have been exhausted. At this point, no T.S.C.O.'s been placed at Surry Hills.

I trust the above information will clarify concerns of the P.O.V.B. at Surry Hills.

.....  
A/Manager Security  
C.E.S.U.



SILVERWATER

(2)

SEPT 2007

**Matter No IRC 1498 of 2007  
Dispute with the PSA over the placement of Probationary Correctional Officers at  
Silverwater and other Correctional Centres**

**Before Commissioner McDonald**

**Applicant: DCS**

At the report back before Commissioner McDonald on 19 September 2007, counsel for the Department advised the IRC as follows:

- That industrial action had been threatened by the Silverwater POVB on Sunday 16 September 2007 and although this did not eventuate, the operation of the centre had been disrupted as a result.
- At the meeting held with the union representatives on 19 September 2007, the PSA representative stated openly that the placement of the trainees as supernumerary to the establishment of the Centre reduced the opportunity of staff to be offered overtime and that the dispute was due to the anticipated loss of earnings as a result.
- The POVB also raised 2 additional issues as having the potential for industrial action in the motions passed at the paid union meeting held on 17 September 2007, namely that if a date for the installation of CCTV cameras and duress alarm systems was not available within 14 days, industrial action would be taken and that the POVB State Executive place a state wide ban on the working of overtime and higher duties due to the placement of probationary Correctional Officers above the staffing establishment of a Correctional Centre.
- Counsel for DCS requested the IRC to make a further direction that no industrial action be taken in the correctional system generally over the placement of Probationary Correctional Officers who are due to graduate on Friday.

The PSA representative made the following points:

- That recruitment of trainee Correctional Officers had been ceased for a 5 year period due to the Way Forward reforms and that as a result officers had become accustomed to working significant amounts of overtime.
- DCS was now recruiting a large number of officers and that the impact of this had been further exacerbated by the closure of John Morony 2. These actions are now impacting on the available overtime shifts, which is causing a reduction in the income of officers who may not be able to meet their financial commitments.
- The PSA sought that the Base Grade Transfer List be examined with the aim of offering officers in the metropolitan centres who may wish to transfer to rural locations the opportunity to take a transfer, even if this results in some supernumerary staff being held at rural or court locations. The PSA are of the view that such action will mean that the reduction in overtime earnings will then be shared across the system.

Commissioner McDonald scheduled a report back on Friday 21 September 2007 at 2.30pm, with the parties agreeing to hold further discussions in the intervening period.

**INDUSTRIAL RELATIONS COMMISSION OF NEW SOUTH WALES**

21 September 2007

**Matter No IRC 1498/2007****Notification under section 130 by Department of Corrective Services of a  
dispute with Public Service Association and Professional Officers'  
Association Amalgamated Union of New South Wales re stop work meeting  
- Silverwater Men's Correctional Centre****DIRECTION**

- 1 The Commission issued a Direction in respect of a dispute notification lodged by the Department of Correctional Services ("the Department").

That Direction was issued on 14 September 2007.

- 2 Since that date, this dispute notification has been before the Commission on 19 and 21 September 2007.
- 3 At today's Report Back of 21 September 2007, the Commission was provided with a progress report on the issues of concern between the parties. The Commission was also provided with documentation about the number of recruits hired by the Department from 2002 to 2007 inclusive. As well, a document called Placement List (transfer of prison officers) was handed up to the Commission.

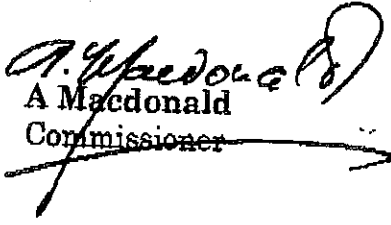
- 4 The Commission was advised that the parties would be conferring next Friday, 28 September to discuss issues of concern to prison officers across the board and different issues of concern for prison officers at Parklea.
- 5 The Union gave a commitment on the record that it would issue a Recommendation to its members that there be no industrial action. The Union recognised that there had been progress made in its discussions with the Department about transfer of prison officers.
- 6 The Department, however, asked the Commission to issue a Direction that there be no industrial action by prison officers. This Direction was sought because the Department claimed that it had been advised that one or more delegates at Parklea Prison had talked of industrial activity next Monday, 23 September 2007. The Union opposed this request.
- 7 Having considered the submissions of the parties, the Commission has decided to issue a Direction that there be no industrial activity. The Commission does so despite the Union's undertaking on the record that it would issue a Recommendation to its members that there be no industrial action.
- 8 In deciding to issue a Direction, the Commission relied upon the fact that it had received facsimiled correspondence from one of the Union's members. This correspondence was a submission going to the concerns of the prison officers. Be that as it may, it is not appropriate that union members correspond directly with a member of the Commission. The appropriate channel for such correspondence is the Union to which the member(s) belong. The Union was unaware of this direct approach to the Commission.

As for Parklea Prison (or any other prison), it is appropriate that any announcement of industrial activity by one or more members, is a matter

that ought to be raised first with its union so that the union is not caught unawares when appearing before a member of the Commission.

Accordingly, the Commission takes the opportunity to advise that Union members' concerns should be aired through their Union so that the Union is not caught unawares when appearing before the Commission (or negotiating with the Department).

- 9 The Commission issues the following Direction:
- a) There is to be no industrial action by the Union or its members engaged at any prison.
  - b) This Direction applies from 21 September and remains in force until and including Tuesday, 2 October 2007.
  - c) The parties are to appear before the Commission for a Report Back on 2 October 2007.

  
A Macdonald  
Commissioner



## WITHDRAWAL OF LABOUR: SILVERWATER CORRECTIONAL CENTRE 22 JUNE 2008

### Background

On Saturday 21 June 2008, the POV B sub branch at Silverwater requested a stop work meeting the following day. The General Manager attended the Centre on the Sunday to be available to discuss issues with the union.

The main issue appeared to be that action had been taken to activate the base grade transfer list to place one Correctional Officer in the Centre, commencing from 23 June 2008. The General Manager explained that although the Centre's staffing establishment did not show a vacancy at the Correctional Centre level, overall the staffing levels would remain within the establishment due to vacancies at other ranks. This was not accepted by the POV B who proceeded to take strike action after the stop work meeting that morning as follows:

*We the members of the Silverwater POV B sub branch withdraw our labour until 10.00pm tonight due to DCS not adhering to their policies in relation to 1. Displaced officers (excess staff). 2. Transfer policy. 3. Rostering Policy.*

Shortly after being given the above motion, the General Manager was advised that the strike would actually last until 6.00am the following morning. The officers returned to work at 6.00am without conducting a further meeting.

It is understood that the POV B do not want to accept any more officers due to the fact that the Centre will be down-sized after the PDC program is discontinued.

Associated with this withdrawal of labour from Silverwater CC, the POV B Chairman notified all POV B sub branches that a 24 hour ban should be imposed on acting up into COVB positions whilst officers from the Silverwater Men's CC continue with the current industrial action. This motion was put into place at John Morony, Parklea and Silverwater Women's CC's to prevent the Department from backfilling vacancies at other Centres if COVB officers were called upon to assist with managing the inmates during the strike at Silverwater Men's.

A similar dispute occurred in September 2007 when the Silverwater Men's POV B sub branch proceeded to take strike action when 11 trainees were placed at the Centre after their graduation from the Academy. On this occasion, the dispute was referred to the IRC as a dispute. Commissioner Macdonald issued a direction to the POV B that there be no industrial action at any prison for a period of 10 days. The dispute was settled through the negotiation of trainee placements and activation of the Base Grade Transfer List.

### Current Status

There is some speculation that the POV B from the Silverwater Men's CC will take further industrial action of a similar nature on an ad hoc basis.

An additional consideration is that the POV B Overseers working in the Food Services Unit also withdrew their labour. Such action has serious implications on the grounds of the OH&S of staff and inmates. From a food safety point of view, the interruption of the food processing increases the risk of food contamination. If interrupted, food must be either immediately stored under controlled temperature conditions or thrown

away. A paper outlining the issues for CSI when the production process is interrupted is attached for your information.

### **Conclusion**

1. Even though the POVB has returned to work, it is still possible to notify the IRC of a dispute on the grounds that the POVB failed to follow the grievance dispute resolution process. Such action has been taken in the past, and in spite of frequent recommendations of the IRC in the Department's favour, the POVB still fail to follow these Award provisions as a regular practice.
2. The OH&S issues associated with the failure of the Overseers to finish the food processing run could be brought to the notice of the IRC, with the aim of establishing a protocol or an exemption for this area from strike action. Previous attempts to negotiate that a service be maintained in the laundry and food services areas on the grounds of OH&S have been unsuccessful.
3. The threat of further industrial action is also grounds for notifying the IRC of the existence of a dispute under s130 of the IR Act.

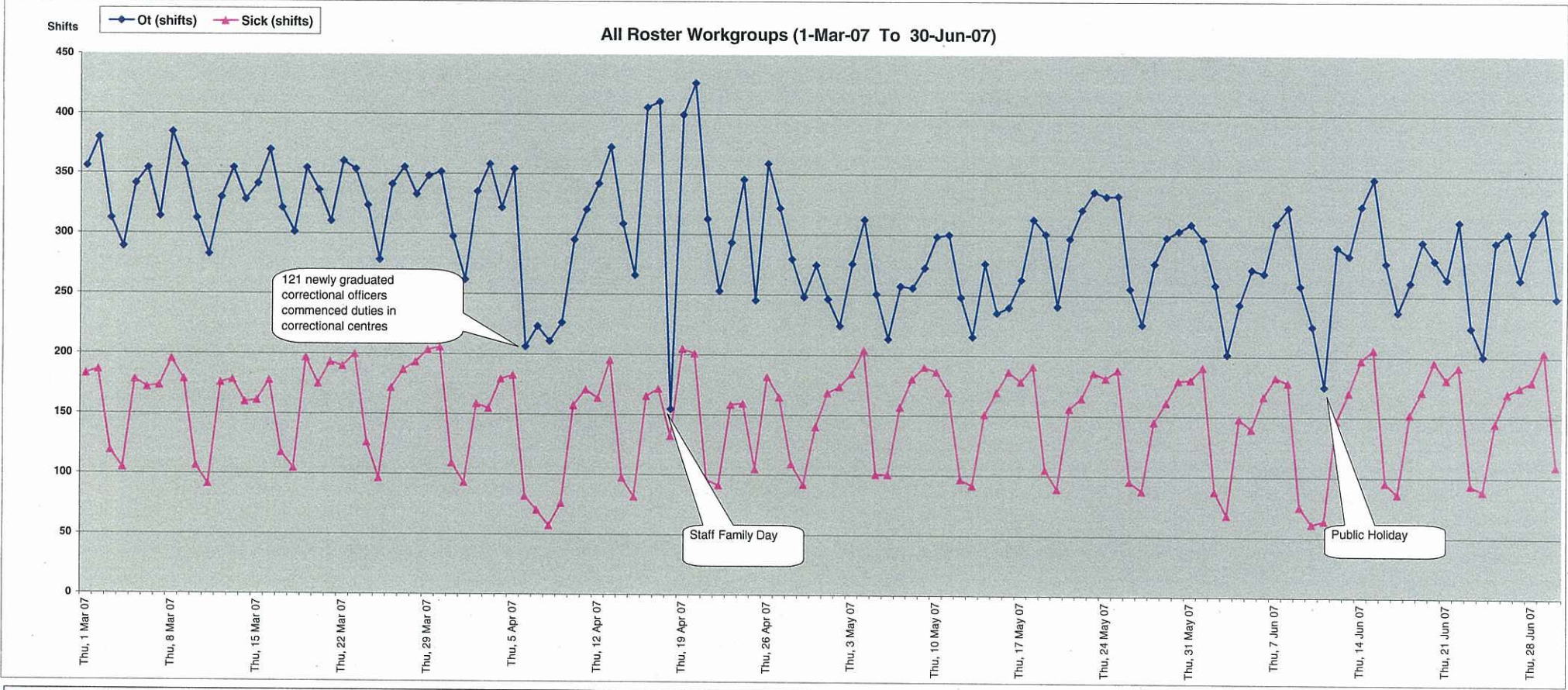
Your instructions are sought as to whether a notification of dispute should be filed with the Industrial Relations Commission.

Director Work Place Relations

Commissioner  
Deputy Commissioner Offender Management & Operations  
A/ Deputy Commissioner Offender Management & Operations

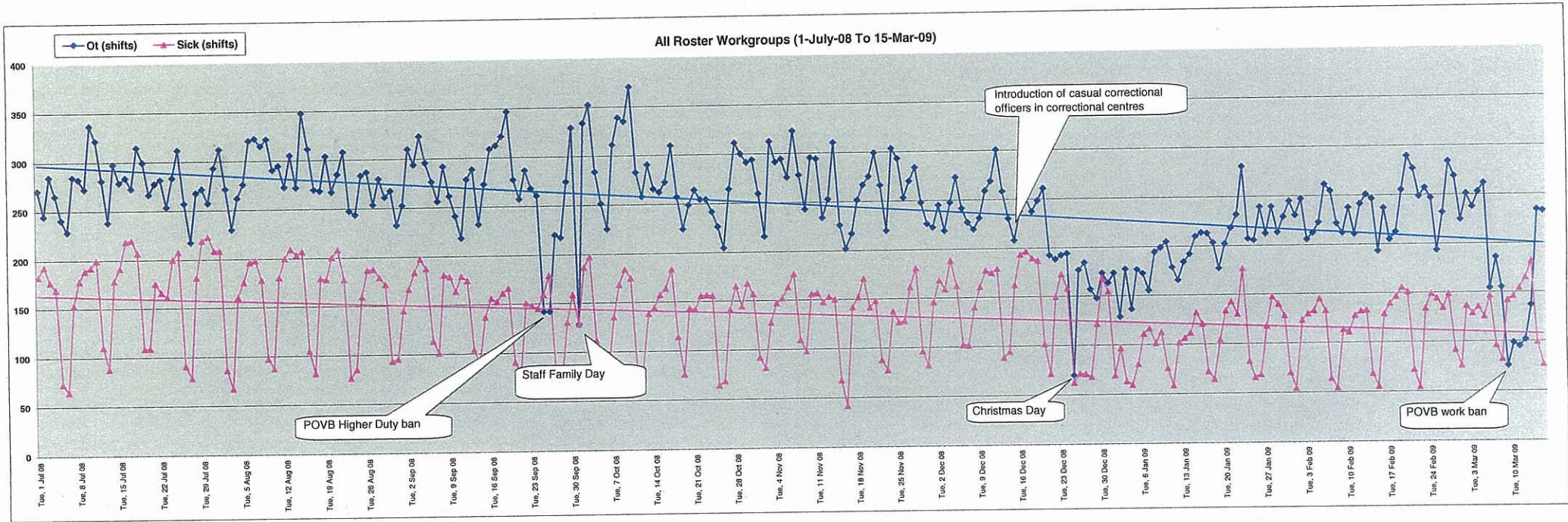
## **Graphs Supporting Manipulation of overtime**

1. Graph demonstrates 121 new correctional officers commenced duty in April 2007 overtime reduced from the 5<sup>th</sup> April for about a week and then went up as though they never went into the centres.
2. Graph shows overtime rises when sick leave increases. Overtime decreases during Christmas break and other holiday periods and increases when holidays are over.
3. Graph shows sick leave Monday to Friday high, Saturday & Sunday sick leave reduces due to payment of penalty rates.
4. Graph shows not only does sick leave reduce Saturday & Sunday, overtime reduces Saturday & Sunday and increases Monday to Friday, due to penalty rates being paid Saturday & Sunday.
5. Graph shows over a period of 7 July to 29 July that this process continues monthly and in fact continues year in year out.
6. Graph shows that overtime match sick leave consistently through out the year.



- Note:**
1. This graph demonstrates even though 121 new correctional officers commenced duties across the metropolitan regions in April 2007 that overtime expenditure was maintained.
  2. This graph also illustrates that a 121 new recruits had little impact on centre operations with sick leave maintained at virtually the same level.
  3. DCS anticipated a 121 new recruits performing 19 shifts per roster period would have significantly decrease overtime expenditure.

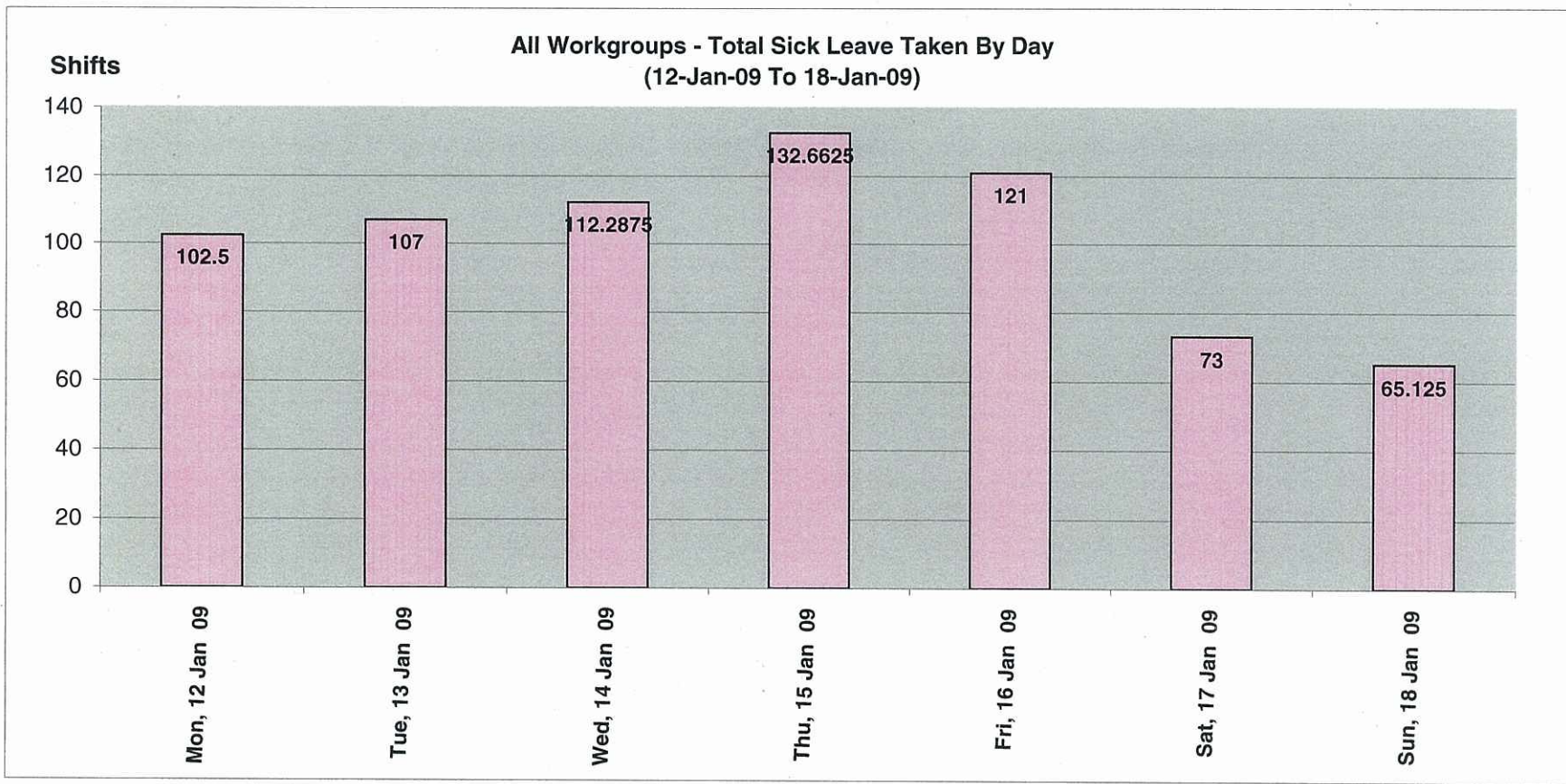




**Note:**

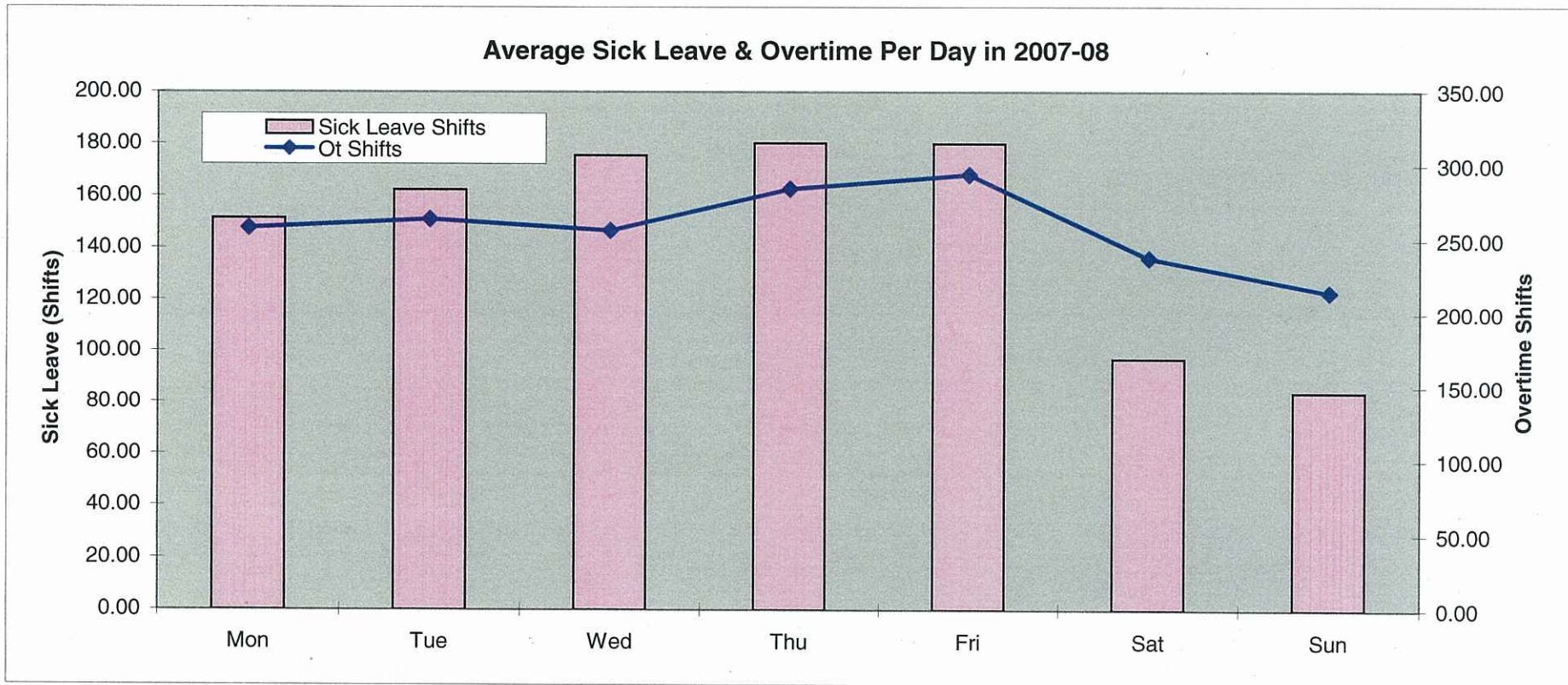
1. Overtime rises when sick leave increase significantly .
2. Overtime decreases when DCS restrict operations to facilitate Staff Family picnic day.
3. Overtime decreases every year around Christmas and key holiday period including public holiday due to higher penalty rate.
4. Overtime reduces during industrial actions when DCS has access to greater operational flexibility.

13



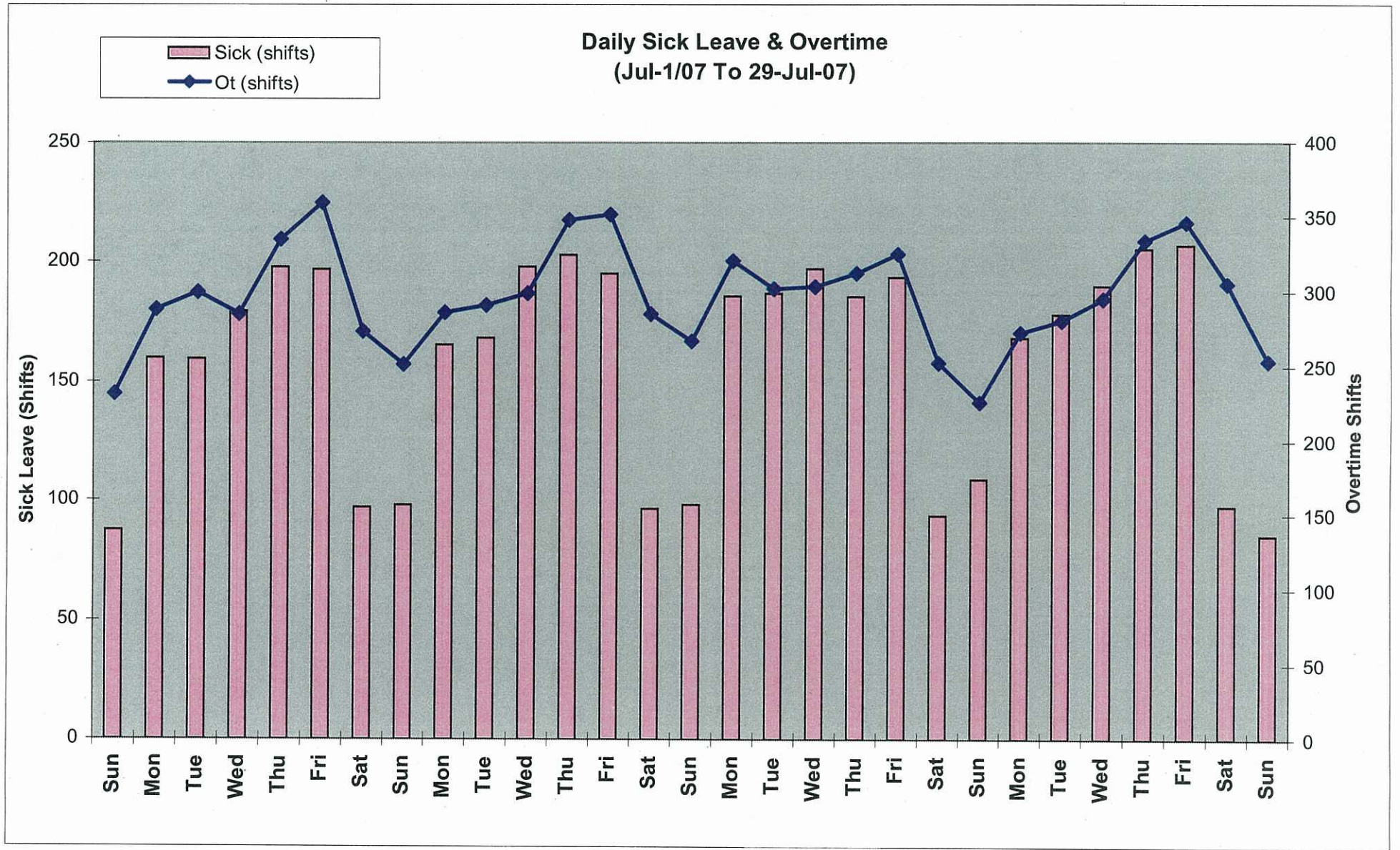
**Note:**  
The above chart indicates the total number of sick leave taken by correctional officers by day during the week from 12-Jan-09 to 18-Jan-09. The sick leave pattern is consistent with the pattern shown over a twelve months period. Please refer to sick leave chart entitled " Average Sick Leave Taken Per Day in 2007-08".

4



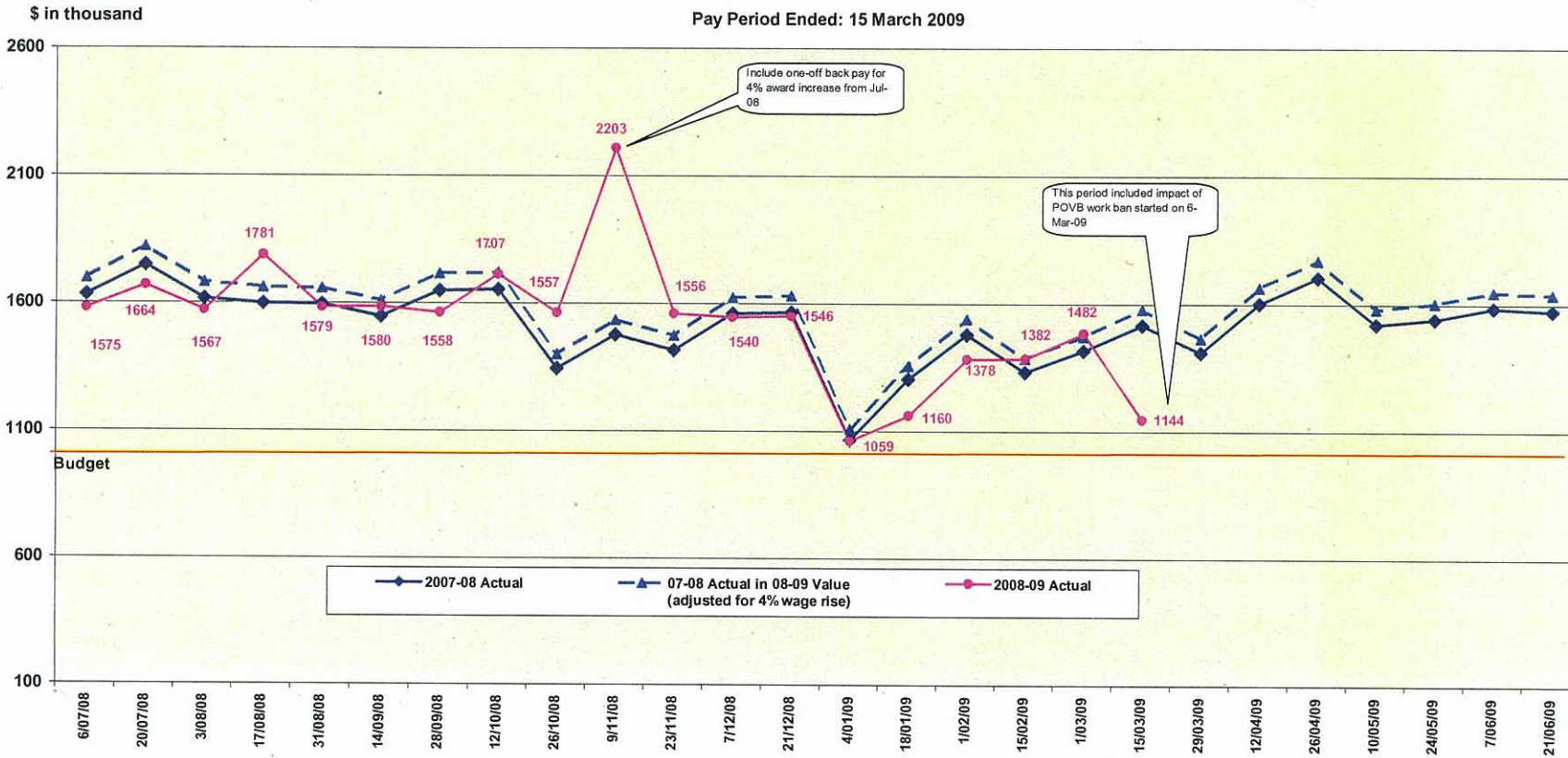
**Note:**

1. As can be seen overtime expenditure is directly related to sick leave absences.
2. Overtime and sick leave is substantially less on weekend due to higher penalty rates paid on weekends and not on Monday to Friday.



Payroll Overtime - Offender Management & Operations (Exclude COS)

Pay Period Ended: 15 March 2009



**Note:**

1. Payroll chart shows consistent overtime expenditure in accordance with the sick leave charts entitled " All Workgroups - Total Sick Leave Taken By Day From 12-Jan-09 To 18-Jan-09" and " Average Sick Leave and Overtime Per Day in 2007-08".
2. Casual Correctional Officers significantly reduced overtime and allowed the opening of Long Bay Hospital 2 and Outer Metro Multi-Purpose Correctional Centre at single salary rate rather than overtime rate.