



Ms Rachel Simpson  
Committee Director  
Standing Committee on Social Issues  
Legislative Council  
Parliament House  
Macquarie Street  
SYDNEY NSW 2000

Dear Ms Simpson

### **Inquiry into the privatisation of prisons and prison-related services**

I refer to your correspondence of 27 February 2009 and provide responses to Questions taken on notice at the Inquiry into the privatisation of prisons and prison-related services by the General Purpose Standing Committee No. 3 on 23 February 2009.

As agreed by the Committee Chair, The Hon Amanda Fazio MLC, the balance of the responses will be provided to you on 6 April 2009.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ron Woodham'.

**RON WOODHAM**  
Commissioner

24 March 2008

## **RESPONSES TO QUESTIONS ON NOTICE FROM THE GENERAL PURPOSE STANDING COMMITTEE NO. 3 INTO THE PRIVATISATION OF PRISONS AND PRISON-RELATED SERVICES**

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### **1. What role (if any) does DCS have in relation to the management or provision of services at the Junee Correctional Centre?**

The NSW Department of Corrective Services has contracted the operations of the Junee Correctional Centre to GEO a private provider of correctional services. DCS manages that contract.

Parole Officers working within the Junee Correctional Centre are employees of the Department of Corrective Services.

### **2. In your opinion, what are the key advantages and disadvantages of privatisation?**

There are a number of advantages and disadvantages of contracting out the operations of Correctional Centres. The advantages include the more explicit articulation of performance measures and risk allocation and clearer lines of accountability against those measures. It has also been argued that value is generated not only by the lower cost charged by the private sector for the same quality of service, but that the competitive process gives rise to flow on cost reductions within the public sector operations. Disadvantages include industrial disputation and short term costs associated with dislocation of staff.

### **3. A previous Legislative Assembly Public Accounts Committee inquiry reported that the new 'Way Forward' program had been successful in producing similar results to those at Junee.**

#### **a. In your opinion, how successful has the 'Way Forward' program been?**

The elements of The Way Forward that have been introduced into centres covered by the island agreements have been very successful.

#### **b. What do you see as the advantages and disadvantages of the program?**

The Way Forward Program has the advantage of maintaining the Department as an efficient and effective provider of correctional services when compared with private providers. This will allow the Department to continue to perform its functions in the most efficient manner at the same time increasing security and safety for its staff and inmates. Disadvantages include resistance to changes in work practices including industrial unrest.

### **4. The overtime budget for NSW prisons cost taxpayers \$43 million in 2007. Please explain to the Committee how this over-expenditure occurred, and what the Department is doing to prevent this situation from re-occurring in the future.**

The Department's submission of 27 February 2009 provided significant detail as to the reasons for and solutions to this situation.

### **5. The 2004 Auditor General's Report to Parliament noted that DCS was developing an 'activity based costing system' to facilitate better comparisons between public and private service providers.**

**a. Can you please provide an update on this system?**

In order to provide information to the Productivity Commission for their annual Report on Government Services and to provide management information to Correctional Centres, DCS calculates the cost per inmate per day. These costs are firstly calculated for all cost directly attributed to the centre (**Direct costs**). In addition to this, overhead costs such as the cost of management and administration at the regional and corporate level as well as Health Costs incurred by Justice Health, are allocated to provide a **Fully Absorbed cost**. The original costing methodology used by DCS allocated costs to a centre based on the centres security classification, for the entire centre. This created a distortion for those centres that had multiple classifications in that the same cost was reported against each classification.

The costing methodology has been updated so that costs are attributed within the centre to the appropriate security classification, resulting in different costs per inmate day for each classification within the one centre. At the same time overhead costs are allocated on the basis of relevant cost drivers rather than a generic set of assumptions.

**b. What other data is available to compare the relative economic costs between public and private facilities?**

Please see the Department's submission of 27 February 2009, sections 9.a, 9.b and 13.

**6. Some Australia jurisdictions have made their private prison contracts available to the public.**

**a. Is the private prison contract in NSW still "commercial –in-confidence"?**

Certain aspects of the contract can be made public. When tenders are awarded government departments are required to publish the successful tenderers details including the value of the contract. DCS does this on its web page [www.dcs.nsw.gov.au/information/Tenders/awarded-tenders.asp](http://www.dcs.nsw.gov.au/information/Tenders/awarded-tenders.asp)

Those aspects of the contract that are not commercial in confidence can be obtained through the FOI procedures. Application forms are accessible from <http://www.dcs.nsw.gov.au/information/FOI/foi-application-form.pdf>

**b. If so, are there any plans to make this (and any future) NSW contracts public?**

Any request to make these documents public will be considered when received.

**7. What measures of recidivism rates are available from Junee and the States public prisons?**

The Department does not routinely analyse and report on recidivism data from individual correctional centres for the purposes of comparing the performance of these centres. This is because the Department considers that interpretation of recidivism figures in this context would be meaningless. The following considerations apply:

- i. Each correctional centre in NSW houses a unique mix of offenders with different security classifications, offence profiles, and risk profiles. It would therefore be expected that recidivism rates of offenders discharged from particular correctional centres would differ.
- ii. Some correctional centres, particularly maximum and medium security centres, release

only a small proportion of offenders to freedom as they deal mainly with inmates in the earlier stages of their sentences.

- iii. There is a significant amount of movement of inmates between centres. The 'staging down' principle of classification results in inmate security ratings being reduced over time. Changes of placement occur in conjunction with this rating change. Additionally, inmates move between centres for employment, program or compassionate reasons. The cumulative impact of these processes is that inmates will in all likelihood spend part of their sentence in a number of correctional centres and may have participated in a range of programs at each of these centres. Consequently, it would not be possible to attribute recidivism outcomes to individual centres.

The measurement of the impact of contracting out correctional services based on recidivism is therefore complex and problematic.

Recidivism may have more to do with what happens to a person before entry to prison and subsequent to their exit from prison than anything else. Measuring "recidivism" can never be an absolute measure by which we can evaluate the quality of correctional services provided.

There is an Australian Government convention between Justice/Corrections Ministers that corrections is not to be held accountable for performance around recidivism. The Productivity Commission makes clear through the Report on Government Services (ROGS) that recidivism has more to do with policing and sentencing practices than anything else. This is why recidivism is included in the Justice Preface of the ROGS report but is found in the chapter on Corrections.

#### **8. Are there any prison-related services currently being carried out at NSW public prisons by the private sector?**

DCS has partnerships with the private sector in the provision of some industries and other related programs.

DCS is currently using private sector security contractors for the provision of perimeter security patrols and boomgate security.

DCS has a significant number of contracts with private sector for the provision of maintenance, cleaning, and inmate related buy-ups.

#### **9. Are there any additional administrative or financial costs associated with transferring inmates between the private prison at Junee to/from one of the States' public prisons?**

No. DCS provides classification transport to all correctional centres within NSW, including Junee Correctional Centre.

#### **10. Are private security guards currently used in perimeter security of prisons?**

**a. If so, are there any differences in the service provision between private and public security guards?**

**b. If not, what do you foresee as potential issues that may arise from the use of private security guards?**

Yes.

- a. Yes. The level of service provision has increased with the use of **private** security guards.
- b. Not applicable.

**11. Is the new Cessnock Prison being built under the PFP?**

No.

**12. Does the NSW legislation extend to include prison contractors?**

Yes.

**13. Please identify the percentage of adult offenders returning to court within 24 months of conviction for the years 2000 to date?**

Please note that while the question refers to adult offenders "returning to court", the measure of re-offending adopted for the State Plan is "convicted by a court" within 24 months. As the question was posed with reference to the State Plan the response to this and subsequent questions will use State Plan re-offence definitions.

Percentage of persons aged 18 or over dealt with at a Youth Justice Conference or convicted by any court Who attended another conference or were convicted by a court for a further offence within 24 months

% Re-offended within 24 months	Financial Year				
	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005
	32.7	32.0	30.4	30.6	30.4

An agreement between the Department of Corrective Services (DCS) and Bureau of Crime Statistics and Research (BOCSAR) in 2008, aimed at refining the measure of re-offending for the purposes of monitoring progress with the State Plan, means that the latest estimates have been broken down into three separate groups:

- adult offenders released from custody during 2005/06
- adult offenders given a non-custodial sentence during 2005/06
- juvenile offenders given a non-custodial sentence during 2006/06

**14. In respect of Juvenile Offenders, if you are able, please identify the re-offending rate within 24 months of previous conviction for the years 2000 to date?**

Percentage of persons aged 10 to 17 dealt with at a Youth Justice Conference or convicted by any court who attended another conference or were convicted by a court for a further offence within 24 months

Re-offended within 24 months	Financial Year				
	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005
Yes	54.0	54.0	54.7	52.9	53.7

**15. In respect of adult offenders, identify the re-offending rate within 24 months please identify the rate for years 2000 to date for males, and separately for Females?**

BOCSAR does not routinely produce or report separate measures of re-offending for male and female offenders. The information requested is not held by DCS as it is derived from court records. DCS holds only a subset of this information.

**16. In respect of adult offenders identify the rate of re-offending within 12 months of their initial offending for the years 2000 to date?**

The measure of re-offending agreed between DCS and BOCSAR is taken over 24 months. This period is the most commonly accepted standard in the field of re-offending research. DCS only maintains records of re-offending in those circumstances where the court sentences an offender to a custodial or community base order supervised by DCS. A response to this question can only be provided with reference to court records held by the Attorney General's Department.

**17. In respect of adult offenders, please identify the rate of offending within 12 months of initial offending for males and separately for females for the years 2000 to date?**

Please see response to Questions 15 and 16.

**18. In respect of Juvenile Offenders, if you are able, please also identify the rate of re-offending within 12 months of their initial offending for the years 2000 to date?**

Please see response to Question 16.

**19. What other measures and targets have been created or used by the Department of Corrective Service to reflect the predicted re-offending rate of the group involved?**

The Bureau of Crime Statistics and Research (BOCSAR) has developed a predictive instrument, GRAM (Group Risk Assessment Model) similar to one used by the UK's Home Office. GRAM is designed to be used in evaluating government performance in reducing re-offending. It generates a predicted annual rate of re-offending against which actual rates can be compared. The predicted rate allows for changes in offender characteristics, necessary because outputs from the criminal justice system depend in part on the characteristics of those coming into it.

It has been agreed that BOCSAR will provide a predicted rate of re-offending, based on the Group Risk Assessment Model (GRAM) to take account of any changes to the characteristics in the cohort of offenders entering the criminal justice system in any one year.

Another measure used in monitoring rates of re-offending is the percentage of inmates who "return to Corrective Services" within 2 years of discharge. This data is published in the Department's Annual Report and in the Report on Government Services (ROGS). Return to corrective services is a more complete measure than return to prison (recidivism) particularly when it is being used for comparisons between jurisdictions and over time. It includes all those reconvicted by a court within two years who are sentenced to imprisonment, or a community based order under the supervision of DCS.

The NSW recidivism rate, (referred to in a number of submissions to this inquiry as being the highest in Australia), is a measure of the percentage of discharged offenders who are reconvicted and then receive a prison sentence, within two years of being released. This figure is influenced by sentencing practices and does not include everyone who re-offends. A national comparison of sentencing practices published by the NSW Judicial Commission in 2007 showed that a person convicted by a NSW court was significantly more likely to receive a prison sentence than those sentenced in Victoria and Queensland for an equivalent offence. The recidivism rate would therefore be expected to be greater in NSW as a consequence of the tougher approach to sentencing but this can not be inferred to be the result of different correctional practices.

Return to Corrective Services is therefore a better measure as it aggregates tougher and more lenient sentences. The NSW rates are comparable with other States and have been trending down since 2003.

**20. If further measures and targets have been created in accordance with question 7 (sic)<sup>1</sup> above, please identify the measures and targets and the results such (sic) measures and targets since they have been identified or refined?**

The GRAM generated results for inmates released from custody in 2005/06 are as follows.

Reconvictions by adults released from custody in 2005/06 (reconvictions includes custodial and non-custodial sentences)

Year	Number	Observed	Predicted	Difference	Progress
2005/06	6,081	58.0%	58.8%	-0.2% (-1.9,1.6)	0.3%

Reconvictions by Adults given a non-custodial sentence in 2005/06

Year	Number	Observed	Predicted	Difference	Progress
2005/06	85,614	28.2%	28.3%	-0.1% (-0.5, 0.3)	0.3%

NB: 2005/06 is the latest year for which GRAM derived re-offending data are available, because to be counted, a subsequent offence must have happened within 24 months after the index appearance or conference and its corresponding case was finalised within 27 months. It then takes a further three months for BOCSAR to collate, quality check and analyse data from the courts. Thus re-offending data only becomes available 30 months after the end of the year in question.

As the 2005/06 cohort were sentenced before the State Plan Priority Delivery Plan for R2 (reducing re-offending) was implemented, little can be inferred from the data regarding the progress in reducing re-offending. However, this will serve as a base-line measure for progress over coming years.

Return to Corrective Services

Year of Release	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
% Prisoners returning to corrective services within 2 years of discharge**	51.2	49.2	46.7	46.1	46.3	45.2

\* Terminology of the Report on Government Services. The Department's standard terminology is inmates, offenders and correctional centres.

\*\* Includes a prison sentence or community corrections order.

**21. If at all possible, with regard to questions 7 & 8 (sic)<sup>2</sup> the results should display Male and Female for all groups since 2000?**

It is unclear what questions are referred to above.

7

## 22. What Key Performance Indicators, measures and targets have been adopted as measures of success by the Department of Corrective Services since 2000.

### Background

NSW Department of Corrective Services has been an active member of the Corrective Services Working Group (CSWG) through the National Corrections Advisory Group (NCAG) since its inception in 1994. This group is responsible for providing the national correctional indicators to the *Report on Government Services*, part of the Council of Australian Government initiative.

The CSWG comprises representatives of all correctional jurisdictions across Australia and is responsible to the Corrective Services Administrator's Conference (CSAC) for developing and maintaining an agreed set of basic indicators, agreed definitions of efficiencies and equity, outputs and outcomes.

### Key Performance Indicators

The following list represents the current national correctional indicators which have been adopted by NSW to measure success/ business activity by the Department of Corrective Service since 2000:

Code	Indicator / Descriptor	Published outputs	Under Development or testing
CS1	Assaults in custody	◆	
CS2	Deaths - prisoners	◆	
CS3	Escapes/absconds	◆	
CS4	Time out of cells	◆	
CS5	Imprisonment rate	◆	
CS6	Visits - prisoners		◆
CS7	Random drug testing - prisoners		◆
CC1	Completion of orders by order type	◆	
CC1	Completion of orders with supervision by order type		◆
CC2	Community corrections offender rate	◆	
CC3	Completion of community corrections episodes		◆
R1	Employment – prisoners	◆	
R2	Employment – periodic detainees	◆	
R3	Community work hours ordered/worked - offenders	◆	
CC4	Community work hours rate per 100,000 adults – offenders		◆
OP1	Education - prisoners	◆	
OP3	Offence-related programs – prisoners/offenders		
RM1	Recurrent costs per prisoner/offender	◆	
RM2	Offender to staff ratio ( Community Offender Service)	◆	
RM2	Prisoner to staff ratio – public prisons		◆
RM2	Offender to staff ratio by offender category		◆
RM3	Prison utilisation – design capacity	◆	
RM3	Prison utilisation – operational capacity		◆
RM4	Periodic detention utilisation	◆	
RM5	Ratio of videoconference sessions to court movements		◆
RM6	New offender registrations to staff ratio		◆
RM9	Capital costs per prisoner/offender	◆	
JS1	Rate of prisoners/offenders returning to corrective services within 2 years of release	◆	◆



Code	Indicator / Descriptor	Published outputs	Under Development or testing
OD1	Average prisoner/offender population	◆	◆
OD108	Number of new offenders registered		◆
OD2	Number of correctional custodial facilities	◆	
OD3	Recurrent expenditure – prisons, community corrections	◆	
OD4	Capital costs	◆	
OD5	Current value of government owned assets	◆	
OD6	User cost of capital - publicly owned prisons	◆	
OD8	Number of prisoner movements		◆
SR1	Number of community based reports ( advice to courts)		◆
CS	Custody		
CC	Community		
R	Employment		
OP	Offender programs		
SR	Advice to sentencing and releasing authorities		
RM	Resource management		
JS	Justice sector		
OD	Other descriptors		

Published outputs = Currently published in the *Report on Government Services*

Under Development or testing = Currently included in the *Comparative Analysis* report

Most indicators in the preceding list have sub-categories, as follows:

#### Custody Indicators

CODE	INDICATOR / DESCRIPTOR	SUB-CATEGORIES
CS1	Assaults in custody	Serious assaults Assault Other Assaults
CS2	Deaths (prisoners)	Apparent unnatural Apparent natural Unknown cause
CS3	Escapes/absconds	Open perimeter escapes Secure perimeter escapes Other escapes/absconds Periodic detention escapes/absconds
CS4	Out of cell hours	Prison level collection Unit level collection Irregular lockdowns
CS5	Imprisonment rate	

Community

CODE S	INDICATOR/ DESCRIPTOR	SUB-CATEGORIES
CC1	Completion of community orders	Number of orders completed in year Number of orders revoked or breached during the year Number of orders successfully completed
CC2	Community Corrections offender rate	

**23. If Key Performance Indicators, measures and targets have been adopted; please identify the outcome of these indicators since 2000.**

See the Report on Government Services Corrections Attachments 2000 – 2009 (<http://www.pc.gov.au/gsp/reports/rogs>).

**24. Do Key Performance Indicators, measures and targets form part of the contracts of employment of the Commissioner, Deputy Commissioners and Assistant Commissioners?**

Yes. Consistent with Premier's guidelines on SES and CEO contracts.

**25. If so, please identify the specific indicators that apply to each Commissioner, Assistant and Deputy Commissioner and the results of those KPIs for each position since 2000.**

Response to be provided.

**26. Are KPIs, measures and targets set for each Superintendent and Deputy Superintendent and if so please identify those KPIs, measures and targets for each of those positions, and their results, since 2000.**

Response to be provided.

**27. Are KPIs, measures and targets set for each correctional facility and if so please identify those KPIs, measures and targets for each of those positions, and their results, since 2000.**

Response to be provided.

**28. In respect of Junee Correctional Facility, what if any KPIs measures and targets are required to be met by that facility?**

See attachment entitled Appendix 4 of DCS formal submission to inquiry.

**29. In respect of Question 16(? 28), how often are the operators of Junee, required to report against these KPIs, measures and targets?**

The KPIs in the Performance Linked Fee (PLF) are reported monthly and audited by the Junee Monitor. Their performance is assessed annually and the Performance Linked Fee is paid as appropriate. Each year, a report to Parliament is published, as part of the Department's annual report (eg 2007/08 appendix 21).

**30. For the years 2000 to date, please identify the result or outcome of the performance of the Junee Correctional facility to any KPIs, measures or targets that they are required to meet.**

Breaches where the department penalised the operator are listed in the department's annual report each year.

The reports against KPIs for the years from 2000 to date are available as separate documents. These documents are attached (entitled KPI Report).

**31. During the public hearing on 23 Feb 09, evidence was given that the overtime budget was set at \$20 million but that figure was substantially exceeded to the extent of \$43 million in 2007-2008 ( see page 19 of the Transcript). Please identify for each year since 2000 the level of budgeted overtime and the level of overtime actually incurred.**

Total DCS Overtime	Actual	Revised Budget	Budget
1999/2000	24,582,223	-	14,186,639
2000/2001	23,700,920	-	16,719,123
2001/2002	28,784,093	17,512,276	17,482,652
2002/2003	28,634,579	16,999,718	16,999,718
2003/2004	29,276,580	18,865,832	18,829,980
2004/2005	43,154,486	-	18,919,210
2005/2006	41,137,480	-	19,304,152
2006/2007	43,840,034	-	20,320,969
2007/2008	40,446,544	20,739,574	21,543,704
2008/2009			
YTD	27,324,832	20,750,946	20,750,946

**32. Explain how the budgeted figure is calculated including, if a pay rate or classification is used, what pay rate or classification that is?**

See section 14 of the DCS formal submission to the Inquiry.

**33. How much of the budgeted overtime in each of the years since 2000 relates to anticipated overtime for prison officers / custodial staff as opposed to “back office” / administrative staff?**

Approximately 95% of overtime budgeted and earned relates to custodial overtime. The remaining 5% is overtime earned by the Community Offender Services (Probation and Parole Service), non-custodial officers working in correctional centres including program and administrative staff and corporate office overtime in key support areas such as payroll and information technology.

**34. In respect of the overtime actually occurred in the years since 2000, how much relates to overtime for prison officers / custodial staff as opposed to “back office” / administrative staff?**

Refer to question 33.

**35. At Page 28 of the Transcript, Mr Mathew Bindley POVB State Chairperson states in response to a question from Ms Sylvia Hale regarding the blow-out in budgeted overtime, the following:**

*“There are a number of different reasons why. I think the first real reason is the unpredictability of inmates when they take ill. As Steve said, every time an inmate is required to go to hospital for a 24-hour period that incurs six shifts of overtimes. We have inmates that can stay in hospital for extended periods of time. The other major component is that as the inmate numbers have grown over the past 10 years the Department seems to have this adage that sometimes it is only a temporary basis so what they will do is the scenario will be if you take “X” amount of inmates we will give you “X” amount of staff but those staff that they give us are not actually put onto the staffing formula as full time permanent positions. They are done of overtime.”* Would you care to comment upon this explanation including providing details of whether a component is included in the budgeted overtime for covering extra shifts incurred as a result of sick inmates and whether the number of sick inmates requiring hospitalisation is in excess of anticipated numbers.

The main reasons for the blow-out in overtime is unscheduled absences usually caused by sick leave. While hospital escorts are a contributing factor those costs should be met within each centre’s overtime allocation.

As shown in the response to Question 36 below hospital overtime is only a small component of the total overtime.

**36. For the years 2000 to date, identify the percentage of overtime budgeted and incurred that relates to providing coverage for hospitalised inmates.**

	% Overtime Due To Hospitalised Inmates
2001/2002	6%
2002/2003	7%
2003/2004	8%
2004/2005	8%
2005/2006	8%
2006/2007	11%
2007/2008	10%

**37. With respect to the assertion that overtime is incurred because of increases in the prison population, please comment.**

Overtime expenditure has increased at a faster rate than the increase in the inmate population. It must also be recognized that new centres have been commissioned to accommodate the rise in the inmate population.

**38. Since the year 2000 to date, please identify the average amount of overtime worked per employee of the Department.**

	Average Overtime per employee (Hours)
2001/2002	152
2002/2003	139
2003/2004	128
2004/2005	181
2005/2006	162
2006/2007	164
2007/2008	155

The interpretation of average overtime figures is problematic as a small proportion of staff accrue the majority of the overtime, also overtime is distributed unevenly across correctional centres. Interestingly, since the COVB members rolled up their overtime and penalty rates in their new award they no longer do any overtime. However, overtime has remained the same which means the total overtime is now distributed across a smaller number of non-commissioned officers. There has been no reduction.

This note relates to questions 38, 39 and 40.

**39. Since the year 2000 to date, please identify the average amount of overtime worked per employee at each correctional facility.**

Correctional Centre	Average Overtime Hours Worked Per Employee						
	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Bathurst	98	133	114	110	135	175	168
Berrima	142	72	56	73	68	125	164
Brewarrina	83	123	155	93	61	96	122
Broken Hill	69	113	123	162	209	207	160
Cessnock	135	115	87	116	148	249	163
Cooma	35	54	58	64	92	121	149
Dawn De Loas	N/A	N/A	N/A	N/A	69	67	127

Dillwynia	N/A	N/A	N/A	24	47	45	37
Compulsory Drug Treatment Centre	N/A	N/A	N/A	N/A	N/A	69	98
Emu Plains	111	54	69	245	131	99	148
Glen Innes	70	47	75	43	45	84	136
Goulburn	149	150	88	107	126	166	167
Grafton	135	119	123	151	158	135	131
HRMU	N/A	N/A	21	42	49	55	58
Ivanhoe	45	83	149	96	74	85	135
John Morony	191	202	218	290	236	194	92
Kariong	N/A	N/A	N/A	33	71	71	56
Kirkconnell	88	69	44	57	96	74	96
Lithgow	140	129	105	147	183	175	177
Long Bay Hospital	227	176	190	303	226	181	227
Metro Special Programs	158	128	194	255	186	164	164
Mannus Correctional Centre	66	70	36	48	63	119	167
Metro Remand & Reception Centre	231	196	190	307	213	296	263
Mid North Coast	N/A	N/A	N/A	37	88	128	148
Oberon	121	103	133	145	139	128	118
Parklea	176	205	181	277	255	258	245
Parramatta	168	162	184	283	276	313	229
Silverwater	250	204	143	242	254	234	155
Silverwater Women's	129	108	106	174	168	139	110
Special Purpose Centre	339	197	233	259	261	259	251
St Heliers	104	125	125	178	173	123	124
Tamworth	74	99	108	150	149	126	193
Wellington	N/A	N/A	N/A	N/A	N/A	N/A	19
WPRC (Emu Plains Cluster)	N/A	N/A	N/A	N/A	N/A	N/A	11

**40. Since the year 2000 to date, please identify the average amount of overtime worked per prison officer / custodial staff at each correctional facility.**

See table below.

	Average Overtime Hours Worked Per Custodial Officer						
	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Bathurst Correctional Centre	105	143	123	117	142	178	182
Berrima Correctional Centre	142	67	55	71	70	133	171
Brewarrina (Yetta Dhinnakkal) Centre	84	128	150	85	55	100	129
Broken Hill Correctional Centre	69	113	123	162	217	214	173
Cessnock Correctional Centre	138	128	98	129	154	251	162
Cooma Correctional Centre	36	60	62	71	93	129	160
Dawn De Loas Centre	N/A	N/A	N/A	N/A	73	71	131
Dillwynia Correctional Centre	N/A	N/A	N/A	24	50	45	37
Drug Treatment Correctional Centre	N/A	N/A	N/A	N/A	N/A	70	100
Emu Plains C.C.	111	55	72	258	134	102	157
Glen Innes Correctional Centre	69	60	73	48	60	107	179
Goulburn Correctional Centre	156	157	91	112	131	169	174
Grafton Correctional Centre	145	129	132	160	166	143	147
High Risk Management Unit	N/A	N/A	21	43	51	56	60
Ivanhoe Work Centre	47	82	143	97	75	79	136
John Morony Correctional Centre	202	217	226	305	248	212	101
Kariong Correctional Centre	N/A	N/A	N/A	33	73	67	56
Kirkconnell Correctional Centre	99	66	47	58	95	74	104
Lithgow Correctional Centre	147	137	115	153	192	182	190
Long Bay Hospital	234	184	194	309	237	188	235
Malabar Special Prog Centre (All Areas)	156	125	118	265	206	159	155
Mannus Correctional Centre	76	83	37	43	62	126	182
Metro Remand & Reception Centre	240	203	199	310	217	300	269
Mid North Coast Correctional Centre	N/A	N/A	N/A	39	93	133	157
Oberon Correctional Centre	128	112	137	154	151	137	138
Parklea Correctional Centre	181	216	191	293	269	270	260
Parramatta Correctional Centre	170	163	186	298	289	321	237
Silverwater Correctional Centre	266	213	151	247	266	246	160
Silverwater Women's Correctional Centre	132	109	110	174	172	143	109
Special Purpose Centre	338	196	231	267	257	257	262
St Heliers Correctional Centre	118	154	145	211	224	141	153
Tamworth Correctional Centre	76	101	99	145	149	126	196
Wellington Correctional Centre	N/A	N/A	N/A	N/A	N/A	N/A	16
WPRC (Emu Plains Cluster)	N/A	N/A	N/A	N/A	N/A	N/A	12

**41. Since 2000, please identify the number of sick days claimed per FTE of the Department?**

Year	DCS (sick leave days per FTE)
2008	10.2
2007	9.86
2006	9.43
2005	10.39
2004	10.34
2003	9.8

**42. Since 2000 to date please identify the number of sick days claimed per employee at each of the correctional facilities?**

Year	Average Sick Days Correctional Centre Staff
2008	11.59
2007	11.52
2006	10.79
2005	11.86
2004	11.59
2003	10.88

Individual correctional centre breakdown yet to be provided.

**43. Since 2000 to date please identify the number of sick days claimed per prison officer / custodial staff at each of the correctional facilities?**

Summary of Sick Days in Correctional Centres taken by custodial staff.

Year	Average
2003	12.30
2004	12.65
2005	12.94
2006	11.69
2007	12.25
2008	12.33

\*Custodial includes correctional officers and industrial officers.

**44. Since 2000 please identify in each year how many “man days” have been lost to industrial disputes?**

2000-2001	747
2001-2002	1375
2002-2003	2254
2003-2004	1501
2004-2005	836
2005-2006	824
2006-2007	1541
2007-2008	918



**45. Since 2000 please identify in each year how many “man days” have been lost to industrial disputes at each correctional facility?**

See attached document (entitled Days Lost to Industrial Disputes) refers –July 2002 to February 2009. (Earlier information is unavailable)

**46. Since 2000, identify any restrictive work practices or work bans that have been imposed?**

Apart from strike action, the main industrial restrictive work practices or bans are;

- Refusal to perform case management.
- Refusal to act up as required.
- Refusal to perform the full duties of Assistant Superintendent and Senior Assistant Superintendent when acting into executive officer positions even though they are remunerated at a higher rate than the substantive occupant.
- Refusal to perform overtime on a selective basis aimed at implementing industrial pressure by negatively impacting on daily operations.
- Tendency to withdraw labour on weekends to deliberately disrupt inmate visits and cause as much disruption to centre routine as possible.
- Escort of inmates to court.
- Refusal to let go inmates unless all posts and positions (even those not necessary for daily operations) are filled on overtime.
- Refusal to take inmates to Justice Health or other areas unless additional resources provided (e.g. current Surry Hills coronial inquiry).
- Refusal to perform any reasonable function requested by a manager that is not within their post duty for that position.
- Refusal to move between posts as required by management.
- Refusal to perform essential uranalysis until new facilities were provided.
- Refusal to implement change of any sort that challenges the status quo.

**47. Since 2000, identify any restrictive work practices or work bans that have been imposed at each correctional facility?**

See attached document (entitled Work Bans) – 21 March 2001 to 6 March 2009.  
Earlier information is unavailable

**48. Particularise restrictive work practices or work bans that are presently imposed that impact upon the operations or increase the cost of operation of each correctional centre.**

Operational agreements are interpreted to the letter of the law with absolutely no flexibility to vary any duty that may save on costs without lowering security. For instance in areas where

there are no inmates staff could be deployed in times of short staffing, but this was strongly resisted so that overtime could be used. This is only one example of many where there is absolutely no commitment to change an existing practice that requires every single post to be filled in every institution every day, thereby creating massive overtime runs.

One of the areas in which the union has refused to respond to management proposals for changed work practices is their refusal to adopt rolling let-go's and the philosophy of staff moving with inmates instead of remaining static in locations where there are no inmates.

At time of writing the work bans and restrictive work practices that are in place, they fall into two categories:-

- a] Refusal to work overtime and
- b] Refusal to work in a higher capacity

These practices mean that any daily vacancies at executive officer level are not filled by non-commissioned officers and also that other non-commissioned officer daily vacancies are not filled through overtime.

The implications of this mean that there is not enough staff rostered to operate the centre on normal routine

The immediate impact upon the operation of both a] and b] is that inmates spend the majority of their day secured in their cells with exercise periods limited to < 1 hour.

The consequence of this is that there is a reduction in opportunity for the inmates to speak with their families and to attend welfare or other Offender Services staff appointments.

In some centres it can also affect inmate access to showers, laundry and visits, however where possible executive officers are used to ensure basic needs are covered.

There is also an effect upon inmates in that continual periods of being "locked in cell" leads to frustration and increased risk of incidents during the limited time out.

**49. At page 33 of the Transcript, Mr Matthew Bindley POVB made the following observation:**

***"Just on the opening phrase you made in relation to the number of inmates who are in custody, I know as of last week it was 10,150 – it has gone up significantly over the period of time that you talk about. In relation to gaols specifically I will draw an analogy with Parklea. When Parklea opened in the mid-1980's there was approximately 220 staff to approximately 230 inmates. Today as it stands there are 242 staff to 823 inmates. That is a rapid rise in inmates against the ratio to staff. We have always been more than willing to negotiate those types of aspects and try and do things in the best possible way, bearing in mind the financial impact it has not only on the Department but to the Government and the taxpayer as well."***

**You are invited to comment on this evidence, but in any response you are requested to comment on the assertion that the staff to prisoner ratio at Parklea gaol since it has opened has moved from approximately 1:1 to something in the order of 1:3.**

Parklea Correctional Centre was opened in 1983. The inefficient design of the centre resulted

in unacceptable staffing levels. Since this time the centre has been enlarged with the addition of new accommodation units incorporating more efficient design principles. The accepted formula for staffing maximum security gaols is 3 inmates to one staff member. The original level of staffing at Parklea exceeded this.

Since 1983, the introduction of electronic, dynamic and static security systems have also supported improvements in the inmate to staff ratio to bring Parklea back into line with other maximum security centres. It should be noted that Parklea also contains at least 90 minimum security inmates within the 823 population. Minimum security inmates require much less supervision than maximum security inmates. All staffing levels to date have been negotiated and accepted by the POVB

Any attempt to re-negotiate staffing levels at Parklea has met with extreme resistance from the union. In fact, a document prepared by Mr Bindley stated that every post was an essential post in the centre. That did not allow any change to existing staffing. It is quite incorrect to say that: *"We have always been more than willing to negotiate those types of aspects and try and do things in the best possible way, bearing in mind the financial impact it has not only on the Department but to the Government and the taxpayer as well."*

Prisoner to inmate ratios at Parklea are significantly higher when compared against Way Forward Centres such as Mid North Coast and Wellington as well as the Private Provider at Junee.

**50. Since 2000, identify for each correctional facility in New South Wales the staff to prisoner ratio.**

Table 14c of the Department's submission to the inquiry includes the staff to inmate ratio between 1998/1999 and 2007/2008 for all correctional centres.

Breakdown of ratio for each correctional centre is yet to be provided

**51. Comment on assertions made by Mr Little about custodial officers in Head Office.**

There are a total of 26 custodial officers currently working in the Henry Deane Building.

It is appropriate that every one of the 26 positions is filled by a custodial officer as each one requires a direct knowledge of gaols and/or a correctional officer's duty e. g. Audit; Recruitment, Custodial Operations, Investigations and Inspectorate.

**52. Is the term 'program staff' used by the Department, if it is please define it?**

Program staff is not an official term used by the Department but is a general term used to describe a range of staff that work in the offender services and programs area. These include:

- Welfare officers
- Alcohol and other Drug Officers
- Services and Programs Officers
- Psychologists
- Program Facilitators
- Educational staff

**53. In each of the years 2000 to date, identify the number of “program staff” employed within the Department.**

<b>Year</b>	<b>Program Staff</b>
2000_2001	270.20
2001_2002	270.20
2002_2003	298.20
2003_2004	365.00
2004_2005	383.20
2005_2006	421.00
2006_2007	469.30
2007_2008	486.00

Note: this table includes only permanent employees

**54. Is the term “Custodial Staff” used by the Department, if so please define it.**

Yes, the term is used however it does not occur in official Departmental records including the legislation. The term is used to describe correctional officers within the meaning of the Crimes (Administration of Sentences) Act 1999.

**55. In each of the years 2000 to date, identify the number of “Custodial Staff” employed within the Department?**

See Table 14.c in the Department’s formal submission to the Inquiry.

**56. In each of the years 2000 to date, identify the number of “Custodial Staff” employed at each correctional facility in New South Wales?**

Response to be provided.

**57. For the year 2000 to date, identify the number of people employed at the Henry Deane Building?**

2007 530  
2008 530  
2009 598  
(includes part-time employees)

Prior to 2007 Henry Deane Building was not occupied by DCS

**58. What functions are undertaken at the Henry Deane Building?**

Offender Management and Operations  
Offender Services and Programs  
Office of the Commissioner  
Assistant Commissioner Logistics & Strategic Operations  
Probity and Staff Development  
Human Resources  
Legal Services  
Finance and Asset Management  
Information Communication and Technology (IC&T)

**59. If the Head Office is not at the Henry Deane Building, identify for the years 2000 to date the number of positions employed at the “Head Office” building?**

Roden Cutler House:

2000 – 498

2001 – 523

2002 – 500

2003 – 508

2004 – 530

2005 – 500

2006 – 500

Includes part-time employees

**60. Comment on the implicit assertion that the increase in staff is not in frontline “custodial officer positions” but rather in “back office” administrative roles.**

Response to be provided.

**61. If statistics in terms of the relative numbers of frontline verses back-office personnel are available for the years 2000 to date, please provide details.**

Yet to be provided

**62. In each of the years 2000 to date, identify the number of casual staff employed within the Department?**

2000 – 528

2001 – 579

2002 – 554

2003 – 412

2004 – 286

2005 – 266

2006 – 284

2007 – 275

2008 – 303

2009 - 528

(Predominantly temporary Court Officers)

**63. In each of the years 2000 to date, identify the number of casual staff employed in frontline as opposed to “back office” positions.**

Please clarify what you mean by ‘frontline’ and ‘back office’.

Are you specifically referring to casual custodial staff or all areas of staff working within correctional centres bearing such as teachers and field workers in Community Offender Services.

**64. In each of the years 2000 to date, identify the number of casual staff employed at each correctional facility?**

Casual correctional officers were not employed in correctional centres prior to December 2008.

The number of casual correctional officers in correctional centres across NSW is 59. 49 in the metropolitan area and 10 in country locations. (Goulburn, Grafton, Wellington and Bathurst)

In the metropolitan area, casual correctional officers are not allocated to a particular centre.

**65. What are the principle objectives of the Department in the privatisation of Parklea and Cessnock prisons?**

Please refer to the Department's formal submission to the Inquiry

**66. What savings to the Department's budget is it anticipated will result from privatisation?**

Please refer to the evidence provided by Commissioner Woodham to the inquiry on 23 February.

**67. How is it anticipated that privatisation will deliver these savings?**

Contracting the Operations of the Parklea and Cessnock Correctional Centre is expected to deliver savings as a result of the price tendered by the private operator being less than the Public Sector Comparator (the cost of DCS providing the service). Additionally, flow on savings are anticipated as outlined by Mr Grant in his reference to a paper by Blumstein, Cohen and Seth in his evidence on 23 February 2009, before the Inquiry.

Blumstein, Cohen and Seth<sup>3</sup> examined the role of privatisation on the cost of government-provided services and observe:

*"The fundamental conclusion of the study is that, over the six year period 1999-2004 (the period for which appropriate data exist), states that have some of their prisoners in privately owned or operated prisons experience lower rates of growth in the cost of housing their public prisoners. That finding is generally statistically significant at the conventionally accepted 5% level. The study indicates that the existence of prisoners in privately run facilities in a states system reduced the rate of growth of the states per diem expenditures on publicly held prisoners by approximately 2.64% to 3.125% per year over this time period. In 2004 the average expenditure in states without private prisoners was approximately \$493 million. Our findings suggest that if the average state in that group were to introduce the use of private prisons to some extent, the potential savings for one year in Department of Corrections expenditures for public prisons in that average state could be approximately \$13-\$15 million. These putative savings on public prisons by itself, which source of savings may by itself be not insubstantial."*

**68. Is it anticipated that fewer staff (both on an actual basis and as a ratio of staff member to inmate) will be employed at Parklea and Cessnock prisons when privatised?**

Yes

**69. What is the estimate of the number of current DCS employees who will be made redundant, either voluntarily or otherwise, as a result of the privatisation of Parklea and Cessnock prisons?**

No one will be **made** redundant as the Commissioner has indicated no staff member will lose their job. All staff have options to relocate to another centre, redeployment to other public sector roles, seek employment with the incoming provider or apply for voluntary redundancy.

22

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<sup>3</sup> Blumstein J, Cohen M, A and S Seth (2007), Do Government Agencies Respond to Market Pressures? Evidence from Private Prisons. Vanderbilt Law and Economics Research Paper No. 03-16

**70. What is the estimate of the cost of paying severance pay and other entitlements to those employees?**

The department estimates that Voluntary Redundancy payments (excluding accumulated leave entitlements) will average approximately \$60,000 per person.

**71. What is the estimate of the number of current DCS employees at locations other than Cessnock or Parklea prisons (eg Henry Deane) who will be made redundant, either voluntarily or otherwise, as a result of the privatisation of Parklea and Cessnock prisons?**

The answer to this question cannot be determined at this stage.

**72. What is the estimate of the cost of paying severance pay and other entitlements to those employees?**

The answer to this question cannot be determined at this stage.

**73. What is the estimate of the number of DCS employees engaged in prison escort or Court security services who will be made redundant as a result of privatisation or discontinuance of these services?**

In a statewide video broadcast on 18 August 2008 and in letters to all staff dated 3 September and 27 October 2008, Commissioner Woodham gave an undertaking that no member of staff who wished to remain with the Department would lose their job. Voluntary redundancies [Up to 300] have been approved by Treasury.

No one will be made redundant as the Commissioner has indicated no staff member will lose their job. All staff have the options to relocate to another centre, redeployment to other public sector roles, seek employment with the incoming provider or apply for voluntary redundancy.

**74. What is the estimate of the cost of paying severance pay and other entitlements to those employees?**

Response to be provided.

**75. For how long will those DCS employees not made redundant be guaranteed jobs within DCS?**

Response to be provided.

**76. Will, 12 months after privatisation proceeds, any DCS employees be declared to be 'excess'? If so, will they be declared redundant or will they continue to be employed by DCS?**

Response to be provided.

**77. Were any other possible cost saving measures considered before it was decided to privatise Parklea and Cessnock?**

Response to be provided.

**78. What evidence is DCS relying on to conclude that privately operated prisons are superior to those operated by DCS? What key performance indicators were measured in order to reach that conclusion?**

DCS have never contended that 'privately operated prisons are **superior** to those operated by DCS'. Our submission to the inquiry provides details about our experience with Junee Correctional Centre since that demonstrates that this privately operated centre performs as well as DCS facilities across the range of indicators specified in the Inquiry's terms of reference and importantly can deliver this at lower cost. As indicated in our formal submission, DCS has confidence in the systems that have been put in place to monitor performance of the private operator and this includes assessment against a set of key performance measures.

Junee Correctional Centre, like all other correctional centres in NSW, must operate under the provisions of the *Crimes (Administration of Sentences Act) 2006* and the *Crimes (Administration of Sentences) Regulation (2008)* and must abide by Department of Corrective Services' operational policy and procedures. Junee is also contractually bound to comply with a suite of minimum standards and a system of monthly inspections and assessments of performance which is not required of publicly managed correctional centres.

The Department has established the Corrections Inspectorate to carry out a number of functions associated with the oversight of the contracting out of correctional services. The Director of the Inspectorate is responsible for monitoring the operation of the privately managed correctional centre at Junee. A senior custodial officer (known as the Monitor) has been specifically appointed for this role, who reports directly to the Director. This officer attends Junee each month to conduct a review.

To ensure the Department has an effective accountability mechanism the following review methodology has been prescribed for the Monitor. It requires that on each occasion they visit Junee they must:

- Validate data supplied by Junee concerning their performance against the key performance indicators of the Performance Linked Fee. This involves going back to source documentation and confirming what has been reported to the Commissioner each month;
- Reviews performance against a defined list of monitoring elements covering a broad range of correctional operations. This is more operational audit, reviewing compliance against Departmental policy and Departmental approved local procedures. This is more traditional style auditing, consisting of reviewing local records/registers/files, observing staff in the performance of their duty and interviewing staff about their knowledge and understanding of what they are required to do to comply with policy and procedures;
- Reviews performance against one or more of the seventy four (74) Minimum Standards specified by the Management Agreement.

Other features of the accountability mechanism are:

- The Management of Junee Correctional Centre are required to report to the Commissioner on an extensive list of indicators. The Monitor routinely selects data from this report for validation during the monthly review;
- Thematic Audits are conducted periodically to examine performance in specialised areas including, program delivery, health service delivery and food services;



- A committee comprising senior Departmental officers, senior management of the private operator and a senior representative of Justice Health meet bi-monthly to review performance.

Junee Correctional Centre is not exempt from any of the independent review processes that apply to public facilities. This means that the NSW Ombudsman, the Official Visitor Scheme and the NSW Antidiscrimination Board can perform their functions with respect to prisoners detained in privately operated facilities as they would with offenders in Corrective Services operated facilities. Advisory bodies including the Serious Offenders Review Council and the Correctional Industries Consultative Council visit the centre and provide advice to me with respect to individual inmates and activities in the centre. Inmates in private facilities can also petition bodies like the UN Human Right Committee and seek relief through the NSW Supreme Court.

Junee Correctional Centre is also subject to oversight and inspection by statutory bodies like the WorkCover Authority, whose inspectors can enter the Centre at any time to review work practice and worker safety issues.

**79. What was the size of the prison population in 1997-1998 and in 2007-2008?**

The rules applied to counting the average annual inmate population for the DCS Annual Report changed between 1997/98 and 2007/08. For the purposes of strict comparability, the response to this question is provided from the Department's Corporate Research, Evaluation and Statistics, 'Statistical Report 2007-08' which provides a table showing annual trends in the correctional centre population. The daily average correctional centre population excludes offenders housed in periodic detention centres, transitional centres and police/court cell complexes. This reports shows:

Average Daily Correctional Centre Population 1997/98	6342
Average Daily Correctional Centre Population 2007/08	9476

Note that time the period specified here is 11 years (not the decade discussed during the public hearings.)

**80. What was the size of the NSW prisons budget in 1997-1999 and 2007-2008?**

1996-1997:	\$343,974,000
1997-1998:	\$369,641,000
1998-1999:	\$394,613,000
2007-2008:	\$833,373,000

**81. How many staff were employed by DCS in 1997-1998 and in 2007 – 2008?**

1997- 1998: 4,827 FTE

2007- 2008: 6,762 FTE

**82. What was the number of front-line prison officers employed in 1997-1998 and in 2007-2008?**

See table 14.c in the Department's formal submission to the Inquiry.

**83. How many DCS staff were employed at the superintendent or equivalent level or above in 2001-2002 and in 2007-2008?**

Response to be provided.

**84. How many funded Superintendent positions are there currently in DCS? How many of these are five-day positions and how many seven-day positions?**

There are 17 funded Superintendent positions all of which are 5 day positions.

Note: this figure does not include Correctional Centre General Managers.

**85. How many unfunded Superintendent positions are there? Where are those positions located? At each location, how many are five-day positions and how many are seven-day positions**

There are no unfunded Superintendent positions. They are all 5 day positions.

**86. Has overtime been used a mechanism to deal with staff shortages?**

Overtime if required has been used to counter unscheduled absences.

**87. How much overtime was spent in the last year at Surry Hills cell complex and who authorised this overtime?**

A review of BIMS (Business Integrated Management System) for the financial year July 08 to date shows that 19,269.75 hours overtime has been used at Surry Hills cell complex – total cost \$1,029,991.

For the calendar year January – December 2008, 28,352 hours overtime was used – total cost \$1,488,768.

The Surry Hills cells complex has its own roster prepared by the Security and Intelligence Branch. Overtime expenditure is authorised by the Executive Officer. Positions are filled as per the staffing agreement detailed in the response to question 88. As part of the current reforms rosters in court cells will in future be prepared centrally. Staff in the Surry Hills cells have insisted on a local arrangement that prevents anyone who is not on the local roster from being placed on overtime. These local arrangements have resulted in some individuals receiving a disproportionate amount of overtime. One staff member in 2007/08 earned in excess of \$70,000 in overtime and three other staff earned between \$49,000 and \$67,000 in overtime.

**88. What is the recommended number of inmates to be held at Surry Hills Cell Complex and how many staff would be required to staff the complex in those circumstances?**

The staffing at Surry Hills Cell Complex is as follows:-

The basic staffing for up to 40 inmates is 11 staff over a 24 hour period.

[3 x B watch; 4 x A watch and 4 x C watch]

Between 41 and 55 inmates the basic staffing is increased by 1 [one] officer – i.e. 12 staff.

Between 56 and 75 the staffing is increased again by 1[one] officer i.e. 13 staff.

76 + inmates the staffing is increased again by 1[one] officer i.e. 14 staff.

Under a judgement from the NSW Industrial Commission there is also a provision for an extra officer to be rostered for every two inmates who are deemed at risk of self harm and where a mandatory notification form has been completed.

**89. What was the highest number of inmates held at one time in the past 12 months at the Surry Hills cell complex? What amount of overtime was required to be undertaken in order to staff it on this occasion?**

A review of statistical records held by the Department, indicates that the highest state during the past 12 months occurred on 28 October 2008, when Surry Hills cell complex had a state of 86.

The overtime incurred on that date was a total of 96.5 hours - \$5170.

**90. What was the amount of overtime was required to be worked in the past twelve months at NSW correctional centres because of:**

- a. staff shortfalls
- b. emergency and hospital escorts
- c. transportation of inmates outside core hours
- d. sick leave
- e. workers compensation
- f. unfunded but authorised posts added to rosters to cater for excessive inmate numbers

Response to be provided.

**91. What are the most recent available overtime figures (in dollars and in hours) for each NSW prison?**

Answer yet to be provided

**92. How many employees have been prosecuted or disciplined in the last five years for fraudulently claiming overtime?**

The word 'fraudulently' has specific legal connotations and has a narrower application than all of those matters associated with overtime resulting in disciplinary or criminal charges. In the five year period specified, disciplinary action was taken against 10 (ten) employees for overtime matters.

**93. What negotiations has DCS undertaken with the union to address the issue of overtime?**

The Department has been attempting to address the overtime issue over the last 20 years. During this period the number of meetings held with unions to discuss strategies to minimise overtime have been too numerous to document.

**94. What has been the outcome of those negotiations?**

The impact of these discussions has been minimal.

**95. Were a number of working parties established, with union involvement, in November 2007 to look at key issues?**

Yes. A number of working parties were established. Each working party had management and union representation. They are as follows:

- Dress & Grooming
- Sick Leave
- Hospital Escorts/Court Casuals
- Boomgates
- Centralisation of Rosters
- Working to Budget
- Operational Statements
- Assault Committee

**96. How many times did those working parties meet?**

Response to be provided.

**97. What were the outcomes of those working party meetings?**

Response to be provided.

**98. Did you discontinue the working parties? If so, why?**

Yes. The working parties became unproductive.

**99. In late 1992/ early 1993, did the POVB/PSA bring to the attention of the DCS irregularities and unethical practices in roster control and the allocation of overtime? I**

Yes. However a review had already commenced.

**100. Did the current Commissioner in his then role as Assistant Commissioner conduct an investigation into those irregularities and supply a Report to the then Commissioner?**

Yes.

**101. Will DCS make a copy of that Report available to the Committee?**

The Department is now currently in the process of retrieving a copy of this Report.

**102. Has DCS trained and supplied officers to undertake DNA sampling of known serious indictable inmates with a view to placing the results on a database?**

DCS staff are provided to assist Police in the DNA taking process. They have received specific training in the aspects of DNA testing in which they operate.

The role of DCS staff is in the preparation of the inmate, completion of paperwork and the showing of an explanatory video. DCS staff are also present on the day of testing to facilitate the inmates attendance.

DCS staff do not take the DNA sample nor do they maintain a results database.

**103. Although initially a NSW Police responsibility for which the Police received \$30 million in funding, was it the intention that this process would eventually be undertaken solely by DCS?**

No, it was never the intention that DCS would solely undertake the DNA testing process.

**104. Does DCS still conduct DNA testing of inmates?**

NSW Police continues to conduct the DNA testing of inmates with the assistance of DCS staff as detailed in the response to Question 102.

**105. Is it correct that in excess of 26,000 DNA profiles have been placed on the database by DCS Officers over the last seven years?**

No, this statement is incorrect - DCS Officers do not maintain a database of DNA profiles.

**106. Has DCS ever requested or received funding from NSW Police or Treasury for this work? If so, when were the requests made and how much was received? If no requests were made, why not?**

Response to be provided.

**107. Is it correct that the cost of performing this work has been in the vicinity of \$25-30 million over the last six years?**

This is incorrect. The figures quoted appear to be the budget estimate for the cost of NSW Police performing this work.

Over the last 6 years the NSW DCS cost has been estimated at \$2-2.5 million

**108. Are DNA liaison officer positions temporary appointments? Are these positions funded by overtime?**

DNA liaison officers are not temporary appointments as determined under the Public Sector Employment and Management Act 2002 No 43.

The officers are usually volunteers who wish to gain experience in this area.

All of their DNA associated duties are completed by being placed off-line, on detached duty. Where possible this detached duty is factored in to the 28 day roster.

Where this is not feasible, DNA liaison officers are generally rostered into a non essential post where they can complete their taskings without affecting the Centre's routine.

As a last resort, officers are placed on detached duty and the roster vacancy created may be filled on overtime.

**109. How many unfunded positions are there in the S&I area?**

Seven.

**110. Was the escape involving a heavy vehicle at Parklea that the Commissioner referred to in the first public hearing of the Inquiry ever fully investigated? If so, will the report be made available to the Inquiry?**

Response to be provided.

**111. Does the Commissioner personally approve all new appointments, promotions and transfers?**

No.

In accordance with Premier's circular 2008-21 on the Recruitment freeze, the Commissioner exercises his delegation i.e. "Agency CEOs should be approving recruitment to all positions (including front line positions) at or above \$95,000 (Clerk Grade 11 or equivalent). It is expected that agencies will amend their delegations and approval processes to ensure that this occurs."

Other approvals are delegated by the Commissioner at his discretion.

**112. Are formal documented appraisals made of any staff member or is reliance based primarily on the provision of personal references?**

All staff being assessed for a promotion, transfer, appointment, and/or salary progression are subject to a work performance review by their current Manager.

In addition to this work performance review for promotional recruitment staff are subject to satisfactory referee reports, which comment on their capacity to undertake the advertised job role.

**113. How is the prisoner cohort at Junee different from that in other NSW prisons?**

Response to be provided.

**114. Which DCS prison is closest in size and nature of prison population to Junee?**

There is no single NSW correctional centre that is strictly comparable to Junee. Parklea Correctional Centre, MRRC and MSPC are the only centres of a similar size to Junee. The mix of inmates at these centres in terms of classification, protection status and whether they are sentenced or unsentenced is very different. Centres including Grafton, Cessnock, Bathurst, Mid-North Coast and Wellington are more similar to Junee in function and in the diversity of the inmate population.

**115. Is it common for prisoners who cause difficulties at Junee to be transferred to other NSW prisons as a disciplinary control measure?**

**And**

**116. Is it common for prisoners who cause difficulties at other NSW prisons to be transferred to Junee as a disciplinary or control measure?**

In response to your query, on questions 115 and 116 from the General Purpose Standing Committee, I make the following comment:

The authority for transferring inmates from one correctional centre does not reside with staff in the correctional centre. Placement decisions are delegated to an independent senior officer on

the Inmate Classification and Place Management Branch. It is not practice in NSW for Managers/Deputy Managers, Classification & Placement, to automatically transfer an inmate from one correctional centre to another as a 'disciplinary control measure'. Correctional Centre management have a number of options in managing matters of discipline within their correctional centre, including warnings, penalties allowed under legislation, management contracts, and movement to another section within that correctional centre. All inmates have their classification, placement and case plan reviewed regularly as required by legislation. Inmates can be reviewed out of schedule when such reviews are triggered by for example, reports of poor behaviour, program completion, changing family circumstances.

In the case of poor behaviour, a Classification Manager/Deputy Manager from the Classification Branch will review the particulars of matters raised by a Case Management Team/Manager of Security/Manager of Programs / General Manager. Even in cases where local gaol personnel recommend a change of placement, this does not always occur as the Manager/Deputy Manager, Classification & Placement, not infrequently considers that the 'problem' should not be moved for other staff to deal with, but should be dealt with locally. When all other strategies for managing poor behaviour have been exhausted, or when the behaviour is such to effect the good order and discipline of the gaol, and can't be managed locally, for example, an inmate in an open institution (farm) requires a more physically secure location, due to security concerns, then the inmate will be moved. Safety of the community, of staff and other inmates is always considered by Managers/Deputy Managers, Classification & Placement when determining whether an inmate can continue to be managed in his/her correctional centre or needs to be moved to another location.

Legislation does allow an inmate to be transferred from one correctional centre to another in an emergency situation without going through the review process as described above. Clause 18 and Clause 20 of the Regulation allows this to occur on receipt of a written report from the General Manager concerned. In the case of a Clause 18 approval, the Executive Director, Classification and Case Management, and the Assistant Director, Classification & Placement can approve such a transfer. In the case of a Clause 20, that is, concerning a designated Serious Offender, approval for transfer can only be made by the Commissioner, the Deputy Commissioner and Assistant Commissioner, Offender Services and Programs. Requests for transfer under Clause 18 or 20 receive great scrutiny by the determining officer. Such approvals are not given when it is considered that an emergency situation does not exist and that any matter raised can be dealt with through the review process as described above.

**117. Are you able to make direct comparison between Junee and other NSW prisons on performance against key indicators?**

Yes.

**118. If so, what indicators are used?**

Escapes, assaults (prisoner on officer, prisoner on prisoner, serious, minor), offences in custody, staff disciplinary matters, cost per prisoner per day

These are all reported in the Productivity Commission's Report on Government Services. Please see the Department's submission to the inquiry, pages 5-9 and 21-22 for more detail.

**119. Has a direct and valid comparison of the cost of incarcerating an inmate at Junee and the cost of incarcerating a similar inmate at other NSW prisons has been made? If so, what key performance indicators were used to make the comparison**

Yes. Cost comparisons are undertaken by inmate classification between centres at a direct and fully absorbed rate. Cost as separate performance measure.

**120. Did the comparison take into account such issues as different populations, different geographic settings, age of buildings and assets**

The different costs per inmate day are compared between centres without making adjustments for other variables such as geography, age of building or assets.

**121. Will the Department provide the Inquiry with the details of that comparison?**

The department can provide the details of cost comparison between centres including the allocation of corporate overheads. (see section 9a of the Department's formal submission to the Inquiry.

**122. What conclusions can be drawn about the performance of the private Junee operation and that of prisons operated by DCS?**

From the available data it can be concluded that the operations of Junee by the current provider is significantly less expensive than if the public sector were to provide the service. This outcome is achieved without any degradation of performance.

**123. What is the average remuneration of a prison officer at Junee compared to a prison officer of similar classification at a DCS prison?**

The average remuneration level of prison officers at Junee is not known by the Department of Corrective Services.

**124. Do prison officers employed at Junee have the same leave entitlements as prison officers employed in DCS prisons? If not, how do the entitlements differ?**

Refer to Appendix 1 in the Department's formal submission to the Inquiry.

**125. Is it intended that Parklea will remain a remand centre?**

It will be a variable security institution with the capacity to manage unsentenced inmates.

**126. Will there be changes to visiting hours at Parklea following its privatisation?**

This will be determined by the successful tenderer in consultation with the Department.

**127. Did a prisoner escape over the back fence of Long Bay Prison adjacent to Bilga Crescent in November 2007, or did the prisoner escape via the prison's front entrance?**

Yes. The inmate was recaptured on 7 December 2008 and made admissions regarding his escape. He said he did not escape via the front gate, but stated that he did escape over the back fence at Long Bay Correctional Complex. This matter is still before the courts.



**128. Does the CCTV of Long Bay's front gate, at the time of the escape, show that private security contractors were not checking all vehicles leaving the complex?**

The CCTV footage shows that the security guards at the Long Bay Boom Gate checked the bona-fides of all occupants of motor vehicles entering or leaving the centre. It also shows each pedestrian that exits the complex and proves that Mihail did not walk through that area. This video was shown to senior union representatives.

In 2000, when the Long Bay Boom Gate was staffed by six prison officer shifts per day a prisoner escaped by stealing a contractor's motor vehicle and drove out of the complex, through the Boom Gate which was staffed by prison officers.

More recently in April 2002 an inmate took a departmental vehicle from the spray painting shop at Long Bay and was let out through the Boom Gate by Prison Officers. The Honourable Michael Richardson stated in the Legislative Council in reference to that escape "Honourable members will remember the escape last month by Wayne Pinder from Long Bay gaol. He hopped in a car that was being spray-painted, turned on the ignition and drove out of Long Bay gaol. I understand that security was so lax at the institution that Pinder, as he made his escape, queued up at the gate and was waved through by a prison officer."

Prior to the Boom Gate operations being contracted out, prison officers continually failed to check the bona-fides of persons entering and leaving the complex. Existing video evidence demonstrates this. In addition to that and despite being given directions to do so, prison officers failed to search staff vehicles. Any action taken by management to enforce such directions would be met with demands for more staff. Whereas the contractors now staffing the Boom Gate search all motor vehicles exiting the complex.

**129. Has the prisoner been recaptured and where is the prisoner now held?**

The inmate in question was recaptured on 7 December 2008 and is currently held at the Special Purpose Centre at Long Bay.

**130. Why is the prisoner housed there?**

Following his recapture, the inmate alleged that he was being intimidated by staff and other inmates. He was placed in the Special Purpose Centre as a precautionary measure.

**131. There were escapes from Parklea Correctional Centre on 11 September 2001 and on 27 December 2001. Will the Department supply to the Inquiry the final report prepared at the completion of each investigation and outline the disciplinary action taken against each of the officers involved?**

In relation to the escape in September 2001 one officer was counselled.

In relation to the escape in December 2001 a total of five officers were subject to disciplinary action. Three were counselled and two were fined.

Balance of response yet to be provided.

**132. Do any of the officers involved continue to be employed by DCS?**

The officer counselled over the escape in September 2001 is still employed by the Department.

Of the officers subject to disciplinary action over the escape in December 2001, three of these officers are no longer employed by the Department, however the remaining two officers are still employed by the Department.

**133. If so, what rank did each hold at the time of the relevant escape? What rank does each hold now?**

The officer counselled over the escape in September 2001 was an Overseer and remains employed in that capacity.

Of the two officers remaining employed following the escape in December 2001, one at the time of the incident was a Senior Assistant Superintendent and is now a Manager of Security; the other at the time of the incident was a 1/C Correctional officer and is now an Assistant Superintendent.

**134. What level of inmate employment operates in each correctional centre including Junee?**

In response please note that these figures are based on ‘inmates available for employment’

An individual breakdown for each centre is shown in the attachment marked Inmate Employment Summary.

**135. What is the projected program participation for inmates in full time custody in each correctional centre including Junee?**

Response to this question requires the caveat that the number of programs does not provide a sufficient definition, as some high intensity programs run for up to 52 sessions while low intensity programs may have between 1 and 12 sessions. The intensity of the programs should be matched to the risk of re-offending.

It should also be noted that the term “program” is inexact as there are a number of programmatic individual interventions as well as group sessions. These data relate to sessions and not individuals – so one person could have 1 or multiple sessions and each session would be counted. We can therefore provide data on the number of 1:1 sessions provided– but not on how many discrete individuals have shared in this number of sessions.

**Projected Inmate Programs**

COMPENDIUM CATEGORY	INDIVIDUALS	OCCASIONS OF SERVICE	NUMBER OF PROGRAMS
<b>Aggression and Violence</b>	600	8000	50
<b>Alcohol, Drugs and Addictions</b>	5000	25000	175
<b>Cognitive Skills</b>	300	1500	30
<b>Community Engagement</b>	750	2500	75
<b>Health Promotion</b>	1500	2000	200
<b>Readiness</b>	2500	1500	150
<b>Sexual Offending</b>	500	6000	30
<b>Women Offender Programs</b>	100	500	20

**136. Is the standard of programs and industries offered to inmates at Junee private(sic) of equivalent standard to those offered at Mid North Coast Correctional Centre.**

**Industries**

Junee Correctional Centre provides a range of work opportunities for inmates in service and commercial industries and links this to accredited vocational training. Junee does not currently operate commercial industries on the same scale as the Mid-North Coast Correctional Centre. However Junee has previously set benchmarks for commercial industries standards when they were producing injection moulded power cord plugs and cable assemblies for Email in Orange and the manufacture and assembly in Berkley. Both of these industries provide significant work opportunities for inmates which relate directly to the type of work being performed in the community.

However, due to the general trend of moving the manufacturing operations offshore, both of these industries were lost to China and South East Asia. Recovering these lost positions in a reasonably remote Correctional Centre in terms of industries has been difficult.

The Mid North Coast Correctional Centre experienced a similar loss of industry to China when their internet cable assembly operation moved offshore late 2007 which resulted in significantly high levels of unemployment within our commercial industry section resulting in an increase in inmate employment in our service industries similar to what Junee Correctional Centre has had to do.

Mid North Coast Correctional Centre was fortunate though CSI's business relationships to be able to recover and replace the loss of inmate work positions in its commercial section. In relation to the provision of work for the community, that is, having inmates working on a range of tasks which the community has requested be performed, Junee is ahead of Mid North Coast. Junee's has a demonstrated commitment to providing assistance to local community businesses.

The location of Junee Correctional Centre places it at a disadvantage in attracting large scale manufacturing operations, however, the private sector does not have the same limitations in relation to accessing capital as the public sector prison operation has. This places Junee in a more favourable position for recovering its commercial industries.

In relation to self-sufficiency type industries, that is the provision of maintenance, laundry, food etc, the standards of these industries are similar to The Mid North Coast Correctional Centre with the exception of Junee Correctional Centre growing vegetables for it's own use. This does not occur at Mid North Coast given that the land surrounding the Correctional Centre is very heavily wooded with tallow wood plantations making market type garden operations unviable.

**Programs**

The Offender Programs Unit (OPU) has compiled a Compendium of Programs which identifies every program approved for use with offenders in all Centres and Community Offender Services Offices in the state. The overarching Framework of the OPU outlines standards and guidelines which apply to every institution or Community Offender Services office delivering programs, to ensure an equivalent standard is offered to every offender. Monitoring of the programs and supervision with the facilitator is conducted in all these location to ensure this standard is maintained. Commencing in the current calendar year, Junee will be conducting the same programs as DCS correctional centres. These are programs selected from the DCS Compendium of Programs and identified on the basis of analysis of the risk and criminogenic needs of inmates at Junee Correctional Centre. (See attached the DCS Compendium of Programs and Program Accreditation Framework.

In respect of education services, the standards of program provision at Junee and Mid North Coast are equivalent in that education is provided by Registered Training Organisations operating under the Australian Quality Training Framework. In the case of Junee, this has been East Gippsland TAFE, but Junee CC is in the process of transferring responsibility for educational provision to Riverina TAFE. In the case of all other NSW correctional centres the Department's registered training organisation, the Adult Education and Vocational Training Institute (AEVTI) provides educational courses. AEVTI's registration as a Registered Training Organisation was recently renewed by the Vocational Education and Training Accreditation Board to the year 2014. NSW TAFE is also contracted to provide educational courses in DCS centres. Education courses at Junee and at Mid North Coast Correctional Centres consist of nationally accredited courses and units of competency, taught by qualified teachers.

However AEVTI offers additional vocational training programs not delivered at Junee in the form of Traineeships under agreement with the NSW Department of Education and Training, and facilitates the issuing of Work Cover licences under agreement with Work Cover NSW. Currently approximately 100 inmates in 13 NSW correctional are engaged in traineeships.

**137. What is the current status of programme delivery and psychological services within Junee Correctional centre?**

The table below indicates the number of individuals attending a program at Junee CC (population 794) in the financial year 07/08. It should be noted that one individual may have attended multiple programs.

<b>Name of Program</b>	<b>Individuals</b>
Getting SMART (Self Management and Recovery Training)	170
SMART Recovery	160
VOTP (Violent Offender Therapeutic Unit) Maintenance	48
The Best Bet	72
Think First	28
NA & AA	240
GROW	144
Pre release (Junee program)	40
Grief and Loss (Junee program)	56
<b>TOTAL</b>	<b>958</b>

Please find attached a document titled Program Plan outlining the proposed programs for Junee Correctional Centre for April 2009.

In respect of psychological services, Junee Correctional centre has three psychologist positions – namely a senior psychologist, a registered psychologist and an intern psychologist. This is roughly equivalent to the Mid North Coast Correctional Centre which operates with 3 psychologists, a fourth vacancy not having been filled for a lengthy period and identified for deletion.

**138. What are the specific programmes that are running in NSW Correctional facilities that aim to address re-offending behaviour?**

Please refer to the attachment NSW DCS Compendium of Programs. This document confirms every program which is available to offenders within custody or Community Offender Services.

### **139. Is there a system wide curriculum/model for program delivery?**

The Offender Programs Unit works within a framework developed in line with the 'What Works in the Reduction of Re-offending' literature. Attached are the Department's Accreditation Strategic Framework and Accreditation Criteria which provide an overview of DCS model for program delivery.

The curriculum model for educational program delivery is based on nationally accredited courses which address identified basic and vocational educational needs according to stage of sentence.

Core skill needs in literacy and numeracy are identified by use of a validated initial assessment tool, which is moderated for consistency of scoring. Vocational needs are identified by use of an Education Profile Interview which gathers data on individual inmate's education and employment history, vocational skills and qualifications, and employment goals.

Courses are also linked to stage of sentence, with program and work readiness being a focus for mid stage, and job seeking skills the main focus for the pre release phase.

Curricula on the AEVTI scope include Certificates 1, 2 and 3 in the Access to Employment Education and Training Framework, Certificates 1, 2 and 3 in Spoken and Written English, and national training packages in Information Technology, Visual Art and Contemporary Craft, Horticulture, General Construction, Music Industry (Foundation), and Small Business Management.

In addition to courses delivered by DCS-employed teachers, a suite of vocational courses linked to Corrective Service Industries and post release employment opportunities are delivered by TAFENSW, under a Memorandum of Understanding between DCS and TAFENSW. Courses include Hospitality, Building and Construction, Agriculture, Plant Equipment and Operation, Business Administration, Engineering, Chainsaw Operations, Asset Maintenance, First Aid and OH&S.

### **140. What measures are in place to ensure that any private operator adheres to this programme?**

There is a set of agreed upon Key Performance Indicators with identified base level performances with penalty fees attached for non performance. Performance is measured by a range of strategies including:

- Case file surveys;
- Interrogation of the Offender Information and Management System (OIMS) data base
- A monthly report detailing all services and programs interventions logged onto the OS&P reporting system
- A monthly report detailing the number of offenders enrolled in basic education against their NRS ratings.
- Regular audits of offender service and program performance
- Reports of the DCS prison monitors

An abridged version of the relevant sections of the June Performance Linked Fee Matrix is included as an attachment. This matrix demonstrates the program areas under closest scrutiny and shows where a percentage of the contracted organisation's fee may be withheld, pending that requirement being met.

**141. Are psychological services being taken out of the Correctional Centres and placed into the community/ post release programs?**

Yes – some positions are being moved from custody to the community.

**142. How is it intended to provide these professional services in correctional centres in the future?**

There is an ongoing review of the role and functions of psychologists in correctional centres. Whereas the model previously focussed on providing each correctional centre with a number of generalist psychologists there is now more emphasis on developing specialist teams and advisors. These include the provision of:

- Personality & Behavioural Disorders Unit (PBDU);
- Clinical Co-ordinator at Risk;
- Director Sex and Violent Offender Programs;
- Clinical Co-ordinator Violent Offender Programs;
- Mental Health Screening Units staffed by Justice Health and DCS personnel;
- State Wide Disability Services – with multi disciplinary staff including psychologists;
- High Risk Management Unit and Special Threat Group units with staff including psychologists;
- Assessment units for sexual and other serious offenders staffed by psychologists;
- Creation of an additional Neuro psychologist position so that a state- wide assessment and report writing function can be provided with respect to Neuro-psychology.

Criminogenic programs (except those for sexual and violent offenders) are provided by other offender services and programs staff including AOD officers and program facilitators.

Approximately 80% of assessments using the LSI-R will have been or will be done by Community Offender Services during an inmate's sentence.

Modifications to the case management process have reduced the need for offender services and programs staff (including psychologists) to sit on case management teams.

**143. Will Custodial Officers take on additional tasks and workload as a result of implementation of The Way Forward? If so, what are the additional tasks and duties expected to be?**

Custodial Officers' duties under The Way Forward will be more dynamic and interactive and provide a greater level of security and safety for staff. No additional duties will be required.

The custodial officers workload is restructured to ensure staff move with inmates between programs and industries to create a more efficient and effective structured day. This improves security and safety for all stakeholders. There are no additional tasks that are not currently performed by correctional officers. There is a requirement for staff to be flexible in the workplace and to perform duties as required by local managers. Not an unreasonable proposition.

**144. What training has been and will be provided for officers undertaking additional tasks and duties?**

There are no additional tasks. The Way Forward is a series of workplace reforms aimed at

maintaining the Department as an effective and efficient provider of correctional services and will ensure the department can meet its obligations under the State Plan.

All staff in all centres will see a change in the way their work is to be carried out. Some centres will be affected more than others. However the department will be providing support to all staff that requires it.

Custodial Officers will not undertake any additional tasks and workload as a result of the implementation of The Way Forward.

It is expected that duties will change, but this change will not cause any additional workload for the officers.

Any training required through the changes in duties will be provided as necessary.

**145. Have there been negotiations with the Union regarding additional work loads and the possible regrading of custodial positions?**

No.

The union has been consulted on Way Forward since May 2004. There is no need to regrade custodial positions as there are no new additional tasks. Workplace flexibility in the performance of duties is all that is being requested.

**146. How many staff at Assistant Commissioner or equivalent rank/grade are employed by the Department of Corrective Services?**

8 positions at the Assistant Commissioner/ SES 4 level. This includes operational and corporate positions.

**147. How many substantive positions exist at this rank/grade?**

8

**148. How does this compare to NSW Police?**

DCS does not have this information.

**149. How many people of the rank of Superintendent and Deputy Superintendent are currently employed by the Department and are they all currently in actual substantive positions?**

Response to be provided

**150. How many positions at these grades are currently filled by way of temporary appointment?**

Response to be provided

**151. Does the Department's submission to the Public Accounts Committee state that Mid North Coast Correctional Centre (Kempsey) runs at a lower cost than Junee?**

No.

**152. Does this indicate that the public sector under a union negotiated award or agreement can operate efficiently and effectively as the private sector when given the proper infrastructure?**

No.

**153. Why and by whom was it decided to privatise Cessnock and Parklea prisons?**

The Budget Committee of Cabinet in July 2008 decided that NSW Treasury would undertake a market testing and assessment of the contracting out of the operations of Cessnock and Parklea Correctional Centre as well as Court Security and Escort functions. In October 2008 the Budget Committee subsequently approved the Department of Corrective Services issuing a request for tender to the known providers of correctional services.

**154. Did any private prison operator or any person connected with the private prison operators play any role in, or have any input into the selection of Cessnock and Parklea? If so, what was that role, and/or that input?**

No.

**155. Was Cessnock earmarked for privatisation prior to the 2007/2008 Budget.**

The decision was made to market test and subsequently contract out the operations of Cessnock was outlined in question 154 above.

**156. Is Cessnock Prison Officers Vocational Branch Sub Branch identified by DCS as a difficult organisation to deal with?**

Yes.

**157. Does part of the reason for privatising Cessnock stem from the Department's desire not to negotiate with the local POVB Sub Branch due to the perception of the Department not doing as well in previous negotiations as it may have liked?**

No.

**158. What role has personal animosity displayed by senior managers in the Department played in the targeting of Cessnock?**

None.



**159. As Cessnock's Operational Agreement has been kept up to date and controls overtime usage, and the 2007/08 budget shows a \$400K reduction in overtime use from 2006/07, how does the Department account for the alleged \$2.8 million blow-out in the 2007/08 budget, particularly when compared with the 2006/07 budget being only \$90,000 over budget?**

The table below provides an historical overview of the relationship between actual expenditure and the budget for overtime at Cessnock Correctional Centre.

	<b>Actual</b>	<b>Revised Budget</b>	<b>Budget</b>	<b>Difference</b>
1999/2000	784,858.31	-	635,461.00	<b>149,397.31</b>
2000/2001	728,570.27	-	686,960.00	<b>41,610.27</b>
2001/2002	879,633.21	755,274.00	755,274.00	<b>124,359.21</b>
2002/2003	792,465.60	690,000.00	690,000.00	<b>102,465.60</b>
2003/2004	647,808.58	665,758.00	665,758.00	<b>17,949.42</b>
2004/2005	894,512.69	-	679,080.00	<b>215,432.69</b>
2005/2006	1,091,995.11	-	631,152.00	<b>460,843.11</b>
2006/2007	1,655,593.61	-	758,703.00	<b>896,890.61</b>
2007/2008	1,201,946.07	33,000.00	33,000.00	<b>1,168,946.07</b>
2008/2009				-
YTD	920,686.42	12,481.00	12,481.00	<b>908,205.42</b>

Cessnock's Operational Agreement has not been kept up to date. Operational changes such as the closure of the Acute Crisis Management Unit with commensurate adjustments for staffing are not reflected in the document. The operation of Cessnock is expensive due to restrictive work practices and an extremely rigid approach to workplace reform by the local POVB.

**160. Is the Cessnock Gaol budget an accurate reflection of the actual cost of running the centre?**

The budget allocation to Cessnock Correctional Centre is an accurate reflection of what it should cost to operate the centre given the current environment, ie work-practices, industrial climate etc. Comparison with benchmarks indicate that efficiencies can be achieved through the introduction of changed work practices. Indications are also that the private sector could, through the use of different staffing models, operate the centre in a more cost effective manner.

**161. Is it correct that the Cessnock Gaol Budget of 2007/2008 was manipulated to be \$2.8million in the red in order to bolster arguments that it should be privatised?**

No.

**162. Are all other gaol budgets as accurate as Cessnock's.**

Yes.

**163. Are any of the funds listed against gaol budgets used anywhere else or for any other purpose by the Department?**

Gaol budgets are allocated and expended in accordance with the Public Finance and Audit Act and are administered by the gaol General Manager for expenditure within that centre.

**164. The sum of \$2 million-plus is listed in the last three Cessnock Gaol budgets as building depreciation. To whom is this money paid? Is this figure factored into any comparison of a private operator's tender for running of the centre?**

Depreciation is an accounting entry, a non-cash item, it is not "paid" to anyone. Yes it is factored into all comparisons of costs.

**165. Does the Department have it's own Auditors?**

Yes.

**166. Are the Auditors uniformed or civilian staffed?**

Both.

**167. What are their qualifications:**

Listed below is the Audit Staff and their relevant experience and qualifications:-

**Director:** - 34 years Auditing experience.

- ❖ CPA - Chartered Practising Accountant
- ❖ Diploma in Commerce
- ❖ Diploma in Accounting

Operational experience in the following areas:-

- ❖ Family and Community Services
- ❖ Private Sector
- ❖ NSW Police
- ❖ Auditor Generals Department NSW
- ❖ Department of Corrective Services.

**A/Superintendent,** 27 years Custodial experience and 3 years within the Audit and Performance Branch.

- ❖ Diploma Correctional Management.
- ❖ Graduate Certificate Applied Management.

**A/Superintendent**, 23 years Custodial experience, 18 months within the Audit and Performance Branch.

- ❖ Australian Federal Police Intelligence Course.
- ❖ Intelligence Skills, Kangaan Bateman TAFE.
- ❖ Intelligence Lecturer, NSW and Australian Federal Police courses.
- ❖ Investigative training and skills course NSW Police.
- ❖ Investigation Training/Course Department of Corrective Services.

**Assistant Superintendent/Clerk 9/10**, 14 years Custodial experience, 18 months within the Audit and Performance Branch.

**Senior Auditor - Clerk 9/10**, 35 years experience within the Public Sector.

- ❖ Bachelor Business.
- ❖ MBA – Master Business Administration.
- ❖ Fellow Institute of Internal Auditors.
- ❖ Professional Member of the Institute of Accountants.
- ❖ Diploma of Correctional Administration.

Has operational experience in the following areas;-

- ❖ Department of Public Works.
- ❖ Inspector General's Office, Operational Analyst.
- ❖ Independent Commission Against Corruption (ICAC).
- ❖ Department of Corrective Services.

**Senior Auditor- Clerk 9/10**, 40 years experience within the Public Sector. 6 months Audit and Performance Branch.

- ❖ 39 Years - Detective Inspector NSW Police Force.
- ❖ Local area Commander (Superintendent) LAC.
- ❖ Australian Crime Commission, ATO Fraud.
- ❖ Police Internal Affairs, Senior Investigator - system auditing.
- ❖ Police Audit Branch Parramatta.
- ❖ Department of Corrective Services.

**Senior Auditor – Clerk 9/10**, 12 years Departmental experience, 8 years Custodial, 4 years Analytical/Clerical.

- ❖ Masters in Criminology – University of Sydney.
- ❖ Cert – Programming in VB.Net – University of Sydney.
- ❖ TAFE NSW, Numerous computer courses.
- ❖ Certification in IT Service Management (ITIL).
- ❖ Project Management.

**Auditor - Clerk 7/8**, 16 years Departmental experience, 4 years Custodial and 12 years Administration and Logistics.

- ❖ TAFE: Certificate in Purchasing, supply and warehousing.

**Auditor – Clerk 9/10, 22 years Auditing experience, 13 years departmental experience.**

- ❖ Bachelor of Business double majoring in accounting and finance, University Technology Sydney.
- ❖ MBA - Master of Business Administration.
- ❖ Member of the Certified Practising Accountants (CPA) Australia.
- ❖ Certified information systems Auditor and Control Association.

Operational experience in the following areas: -

- ❖ Department of Health, Internal Audit.
- ❖ Audit Office NSW
- ❖ Department of Corrective Services.

**Auditor – Clerk 7/8, 7 years Auditing experience, 8 months within the Audit and Performance Branch.**

- ❖ Masters in Food Science and Nutrition, University NSW
- ❖ Bachelor Science in Food Science Technology, Thailand

Operational experience in the following areas:-

- ❖ Food Safety Authority, National Food Safety Auditor.
- ❖ National Quality Assurance Manager/Internal auditor Perfection Fresh Australia Pty Ltd.
- ❖ Technical Consultant/Internal Auditor, B&B Gourmet Food.
- ❖ Research and Development Management, Lowan Australia Pty Ltd.

**168. Was the Cessnock Gaol budget for the five years prior to 2007/08 either balanced or very nearly balanced?**

	Actual	Revised Budget	Budget	Difference
2002/2003	21,999,405	19,420,524	19,472,148	- 2,527,256.92
2003/2004	20,867,061	20,700,014	20,700,014	- 167,047.13
2004/2005	23,366,807	-	20,531,783	- 2,835,023.55
2005/2006	22,949,223	-	23,013,967	- 64,743.55
2006/2007	23,821,758	-	23,730,686	- 91,071.54
2007/2008	24,605,178	21,982,948	21,982,948	- 2,622,229.57

Cessnock Correctional Centre over-expended its budget in four out of the five years prior to 2007/08.

**169. Is overtime usage strictly governed by the protocols of the Operational Agreement? If so, how could overtime be a factor in the 2007/8 budget blowouts?**

Response to be provided.

**170. Due to the significance of the alleged budget blowout in 2007/8, why did the Department's auditors not perform a thorough audit of the budget in question?**

The Auditor General in the 2006 conducted a review into NSW Police and DCS in relation to sick leave. The recommendations from the review highlighted concerns over sick leave abuse and overtime expenditure in DCS and determined that the Way Forward reforms developed in 2004 being carefully rolled out would address these concerns. Any impact on correctional centre budgets can be directly attributed to the issues identified within this external review.

**171. Does the rank structure at Cessnock make the centre more costly to run than comparable privately run institutions?**

DCS does not have the required information.

**172. Was any consideration given to reducing the top heavy rank structure at Cessnock and other publicly run prisons to make them more competitive with privately run ones?**

The award negotiations for General Managers and Commissioned Officers was accompanied by an across the board reduction in positions.

**173. How does the amount of sick leave taken per officer at Parklea and Cessnock prisons compare with that taken at other Prisons, including Junee?**

<b>Year</b>	<b>Department Average</b>	<b>Cessnock Average</b>	<b>Parklea Average</b>
2008	12.33	13.81	11.88
2007	12.25	13.35	13.58
2006	11.69	14.5	11.89
2005	12.94	14.94	14.28
2004	12.65	14.01	14.99
2003	12.3	15.2	14.81

The average sick leave taken by DCS correctional officers including those at Parklea and Cessnock is 13.9 days per annum. The average taken at Junee is reported to be 5.6 days per annum.

**174. Was overtime at Cessnock and Parklea prisons within agreed levels as previously negotiated between the union and the Department**

No. Both centres expend well in excess of their overtime allocation.

**175. Are FACS leave and Carers Leave mainly covered by existing recreation and sick leave balances? Is staff entitled to use such forms of leave within the prescribed guidelines?**

In accordance with changes to the Crown Employees ( Public Service Conditions of Employment ) Award effective 13/11/08:

FACSLAVE:

- Staff are entitled to 2.5 working days during their first year of service;
- 2.5 days in the second year of service; and
- 1 day per year thereafter, less any period of short leave or FACS Leave already taken.
- The Award changes clarified the use of this leave for unplanned and emergency family responsibilities or other emergencies
- Following expiration of staff member's FACS leave entitlement then other leave can be used e.g. recreation

CARER'S LEAVE:

- When FACS leave is exhausted, an employee, with responsibility for the care of a sick family member, that is residing in the same household, who is ill, may apply to utilise their accrued sick leave for the period of care. Sick leave accrued over the previous three years of service maybe used for this purpose.

Recreation leave is used when the employee has no FACS or Sick leave available, subject to the employee meeting requirements.

**176. Does the Department sick leave policy apply to all uniformed staff throughout the Department or is there some cut off point based on rank?**

The Department's 'Managing Sick leave and other unplanned Absence Policy" applies to all DCS employees other than casual employees.

**177. Since the annualisation of their salaries, had the level of sick leave taken by executive officers gone up or down? How has this impacted on gaol sick leave averages?**

Response to be provided

**178. Is the Department fully aware of the suicide epidemic that affected Cessnock Gaol in the early part of the decade? If so, how does the Department intend to respond to the impacts on an already traumatised staff of privatising their workplace?**

The Department is aware that a number of staff with personal, non work related Issues, experienced tragic circumstances in the early part of the decade. The Department provided support to the staff at Cessnock and will continue to do so. It should be noted however that the local POVB delegate used these circumstances to ban case management citing this as the reason for some staff's personal problems. This action resulted in the Department providing

Cessnock with a visiting Psychologist each month to debrief staff who needed assistance or who felt that case management might be adding pressure to them. This service was virtually unused by staff.

DCS acknowledges that some staff are distressed at the contracting out of their workplace and will provide as much compassionate support as possible during this transitional phase including psychological counselling.

**179. What dollar value in savings does the Department believe will be made from the privatisation of Cessnock?**

It is estimated that savings in the order of \$15m per annum can be achieved through the contracting out of the operations of Cessnock, Parklea and Court Security and Escort. It is not appropriate to detail the estimates for each centre as this combined with the current cost of operations will provide information to the bidders which may inappropriately influence the price they tender.

**180. Is it permissible for Department Executives to take accumulated sick leave prior to retirement? If so, does this right extend to all other DCS staff?**

No, in accordance with the Department's sick leave policy (relating to frequent or long-term absences) arrangements must be made immediately to have an employee medically examined if:

- the employee's resumption of duty appears unlikely
- or
- the employee's absence will continue or is likely to continue for a period in excess of three months

**181. What is the cost per day of the extended chains of 'acting up' created in the Department by Executive Officers on long-term absence?**

Due to an IRC decision prompted by the POVB, whenever an executive officer is absent on either a daily or long term basis, their position must be backfilled and remunerated in accordance with the decision. The decision has given effect to POVB members being paid more for each shift than the substantive occupant. DCS believes this was not the intent of the IRC. Nevertheless this has caused enormous disharmony between the POVB and COVB and has resulted in the POVB having heated arguments amongst themselves to access these posts. The private provider will not be burdened with this arrangement. The Department is unable to provide the costing for this at this time.

**182. What is the total cost of overtime so created?**

Response to be provided.

**183. In the last five years how many retired middle and upper management personnel have been rehired by the Department as consultants? Please provide details of duration of engagement, purpose and costing for these consultants?**

Response to be provided.

**184. What duties have such consultants performed that could not be handled by existing staff?**

Response to be provided.

**185. After the elimination of up to 1000 front-line prison officers under the 'Way Forward', will the staffing profile at Head Office and Regional Offices shrink, grow or stay the same?**

The Department estimates that approximately 1000 staff may be affected by the implementation of 'way forward' strategies. However this figure does not only relate to frontline prison officers but all staff working in those areas. Review of staffing throughout the Department is an ongoing process and will influence head office and regional staffing numbers.

**186. Does the Department believe that staff morale has any influence on the efficiency with which staff performs their duties?**

Yes.

**187. Given the potentially disastrous impact of the 'Way Forward' reforms on the morale of front line prison officers, what warning indicators has the Department identified that would show that the changes were proceeding too far or too fast?**

The Department does not agree with the inference made in this question. Notwithstanding this, the Commissioner has on a number of occasions written to all staff, offering financial and other support services in conjunction with discussions about the 'way forward' and other organisational reforms.

**188. If the utilisation of casual staff is advocated by the Department to be the appropriate answer to reducing overtime why was this strategy not implemented at Cessnock and Parklea Gaols?**

Because they are to be contracted out and that will be a matter for the successful tenderer.

**189. Please provide a breakdown of all uniformed staff who do not work full time in gaols, periodic detention centres, courts or transport?**

Response to be provided.

**190. Please provide a breakdown of uniformed staff who do not work full time in gaols, pdc, courts or transport. Please provide a breakdown of their total yearly cost in salaries?**

Response to be provided

**191. Will the Department apply the same minimum essential requirements when recruiting casuals as it does when recruiting permanent employees?**

Yes.



**192. With the current negative publicity and the likelihood that word of mouth from existing prison officers has ceased to be positive is recruiting staff becoming more difficult?**

No.

**193. Are the Department's recruiting standards higher, lower, or about the same as those currently applying to private prison operators?**

Equivalent.

**194. In each of the last three financial years, how much has the Department allocated to the recruitment of suitable staff.**

Response to be provided

**195. Is this financial commitment matched by the efforts of private operators?**

The Department is not privy to this information.

**196. Is it correct that Junee Gaol was opened with predominantly normal-discipline, medium-security inmates?**

Yes.

**197. Is it also correct that today the medium security inmates are predominantly protections?**

No.

**198. Will the Cessnock Gaol minimum security section continue to house normal discipline inmates or will it be downgraded to lower risk protection inmates.**

No.

**199. If this occurs, what will be the impact on displaced normal discipline inmates from the Newcastle/Lower Hunter area and their families?**

The total capacity of Cessnock Correctional Centre will increase with the construction of the new section providing up to 250 additional beds.

**200. Since the introduction of Bail Video Link into the gaols, how many full-time positions and how many overtime-funded positions have been created to deliver this service?**

A review of BIMS (Business Integrated Management System) shows that 23.5 full time positions have been created and 6 overtime positions are utilised to deliver the Bail Video Link service in NSW correctional centres.

**201. In those gaols that have accepted additional inmates in the last five years, how many full-time positions and how many overtime-funded positions have been created to provide the necessary level of security?**

Response to be provided.

**202. How was the 209-day staffing roster formula devised? On what assumptions is it based?**

Please refer to the Departments formal submission to the Inquiry. The 209 formula is based on each officer working 209 shifts per 365 days. It takes into account 104 rest days, 10 sick days, 30 recreation leave days and 12 rostered days off.

**203. What is the average number of days actually worked per year by a corrective services officer when all forms of leave are accounted for?**

As not all staff take all of the available leave this is not possible to determine. The staffing formula is a guide only.

**204. If DCS implemented a roster system based on the historical average of actual days worked, how many additional full-time positions would be created?**

Not applicable to DCS.

**205. Would the introduction of such a roster significantly reduce overtime rates?**

Not applicable to DCS.

**206. Why does DCS not use a roster system based on the historical average**

DCS is not prepared to build a model based on unacceptable work practices.

**207. At the Inquiry's first public hearing the Commissioner stated that: *"In relation to contracting out of certain functions of the Court and Escort Division the following operations will not, and I stress not be contracted out – the Broken Hill Escort and Security, a Statewide Escort Co-ordination Section, High Risk and Extreme High Risk Escorts, and the Department will employ a senior officer at every 24 hour cell complex with the exception of Albury. This senior officer will direct and monitor operations at Wagga Wagga, Lismore, Dubbo, Port Macquarie, Newcastle, Wollongong, Campbelltown, Surry Hills, Parramatta, Penrith, Batemans Bay and Queanbeyan."* Is it the intention of DCs to contract our work performed by non-commissioned officers at these locations?**

Yes.

**208. Will the senior officer direct and monitor the work of private contractors at the locations mentioned?**

Yes.

**209. Is it correct that Police Officers have indicated their refusal to house private contractors within Police Stations.**

This question should be directed to the NSW Police.

50

**Appendix 4 of DCS’ submission to inquiry**

<b>JUNEE KEY PERFORMANCE INDICATORS</b>			
<b>ESCAPES</b>	Number of escapes		
	Number of absconds		
	Number of attempted escapes		
<b>DEATH IN CUSTODY</b>	Number of murders		
	Number of suicides		
	Number of other		
	Number on buddy system		
<b>SELF HARM</b>	Self harm Incidents		
<b>ASSAULTS /FIGHTS</b>	Number of assaults serious (requiring medical/hospital treatment )		
	Number of assaults minor (no apparent injury)		
	Number of fight incidents		
	Total inmates involved in fights		
<b>MISCONDUCT</b>	Number of outside workers convicted of introducing Contraband		
	No of other misconduct charges		
<b>SEGRO/ PROTECTION</b>	Number on Segregation		
	Number on SMAP		
	Number on Protection Requiring Limited association (PRLA)		
	Number on Protection Requiring Non Association (PRNA)		
<b>LOCKDOWNS</b>	Number of lockdowns		
	Total Number Inmates affected in locked down areas		
	Average hours out of cells per inmate in affected areas		
<b>TIME OUT OF CELLS</b>	Planned time out of cells a.) Secure (time out of cells for maximum / medium security inmates)		
	Planned time out of cells b) Open (time out of cells for minimum security inmates)		
	Actual time out of cells a) Secure (actual time for maximum/medium security inmates of cell)		
	Actual time out of cells b) Open (actual time for minimum security inmates of cell)		

	Average time per inmate (in hrs) for month		
<b>USE OF FORCE</b>	No. instances during month		
<b>INMATE POPULATION</b>	Total number as at end of month		
<b>DRUG INTERDICTION PROGRAM</b>	Number of inmates tested Random Target Administration		
	Number of inmates returning a positive result by type of test Random Target Administration		
	Number of inmates charged for returning a positive result indicating drug use or failing to supply		
<b>DRUG TRAFFICKING</b>	Number of inmates, visitors and staff reported to police for having illicit drugs, non prescribed medication or syringes		
	Number of inmates, visitors and staff convicted for possessing illicit drugs, non prescribed medication or syringes		
<b>METHADONE</b>	Average number of inmates on methadone for the month		
<b>VISITS</b>	Number of incidents resulting in visitors being restricted from visiting inmates.		
	Number of visitors placed on non-contact visits		
	Number of inmates placed on non-contact visits.		
<b>CASE MANAGEMENT</b>	Number of Case plans reviewed by Case Management Team		
	Number of inmates interviewed by Case Officers		
	Number of Case file audits completed		
<b>INMATE EMPLOYMENT</b>	Average % of inmates employed.		
	Average % of inmates employed in community		

	Total hours of unpaid community service work.		
	Number of inmates returned to unemployed		
<b>INMATE EDUCATION AND TRAINING</b>	Number of inmates enrolled in educational/training programs.		
	Number of inmates who completed educational/training Programs.		
	Number of inmates who failed to complete educational/training programs.		
	% of inmates enrolled in educational/training programs.		
	Number of ATSIC inmates enrolled in educational/training Programs.		
	Number of ATSIC inmates who completed educational/Training programs.		
	Number of ATSIC inmates who failed to complete educational/training programs		
	% of ATSIC inmates enrolled in educational/training programs		
	Number of inmates enrolled in development programs each month (including pre-release).		
	Number of inmates who completed developmental programs (including pre-release)		
	Number of inmates who failed to complete developmental programs (including pre-release)		
	Number of inmates who enrolled in Alcohol & other Drug/Health & HIV Promotion programs		
	Number of inmates who completed Alcohol & other Drug/Health & HIV Promotion programs		
	Number of inmates who failed to complete Alcohol & Other Drug/Health & HIV Promotion programs		
	Number of inmates enrolled in psychological programs.		
	Number of inmates who completed psychological programs.		
	Number of inmates who failed to complete psychological Programs.		
	% of inmate population involved in inmate programs (all programs).		

	Number of occasions of Service: a) AOD/HHP b) Psych Services c) Welfare Services		
	Pre-Release Programs (PRP) a) Number of inmates participating in pre-release programs.		
	b) Number of inmates eligible to participate in pre-release programs.		
	c) Number of inmates who breach the conditions of a pre-release program.		
	d) Number of inmates removed from pre-release programs.		
<b>ASSET MAINTENANCE PROGRAM</b>	Preventative maintenance plan List works completed or partially completed during month compared to actual plan		
	List outstanding works		
	List cost of works completed or partially completed for month		
<b>CORRECTIVE MAINTENANCE PLAN</b>	List works completed or partially completed during month compared to actual plan		
	List outstanding works		
	List cost of works completed or partially completed for month		
<b>MAJOR ASSET – MAINTENANCE AND REPLACEMENT PLAN</b>	List works completed or partially completed during month compared to actual plan		
	List outstanding works		
	List cost of works completed or partially completed for month		
<b>ASSET MANGEMENT</b>	List each item written off		
<b>COST OF IMPRISONMENT</b>	Cost per inmate per day		
	Total cost of escort and or guard duty for inmates requiring medical treatment not available at the Centre.		

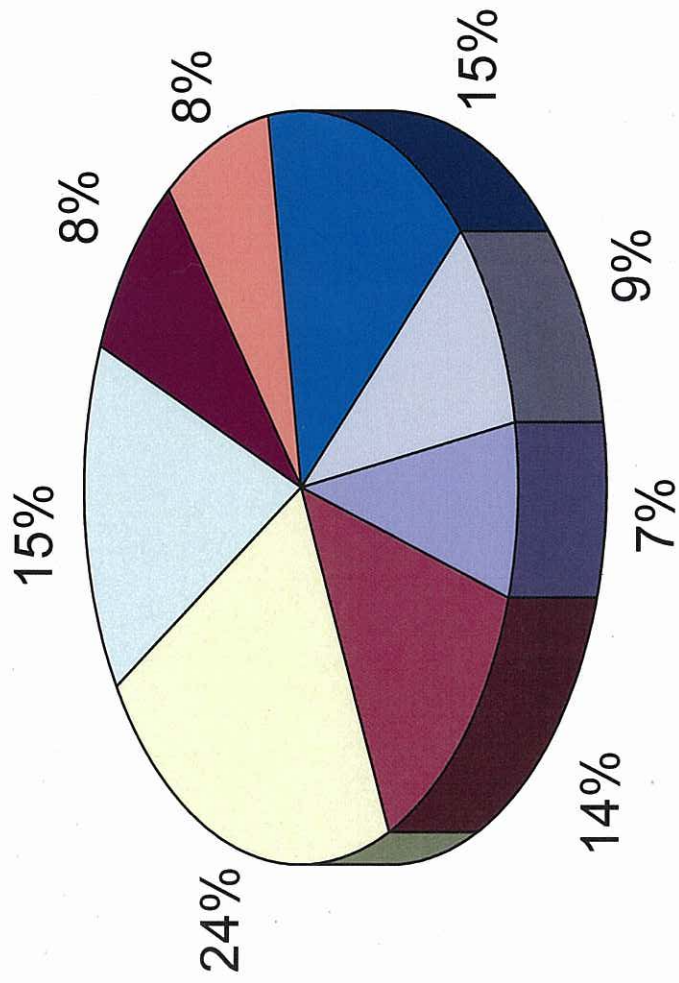
<b>INMATE PROPERTY</b>	Number of lost Property applications during the month.		
	% of applications resolved satisfactorily.		
	Estimated cost of missing property.		
	Total compensation payments paid during the month.		
<b>JUNEE ADVISORY COUNCIL</b>	Number of meetings held during month.		
	Number of meetings attended by General Manager during the month.		
	Attendance rate of community members (% of total possible).		
	List significant issues raised and action taken to address/resolve issue by local management.		
<b>COMMUNITY INVOLVEMENT STRATEGIES</b>	Number of Cultural Activities during month (eg. NAIDOC).		
	Number of special 'one off' events (i.e. charity runs, art shows, etc).		
<b>INMATE VISITORS</b>	Total number for month		
	% variation to annual rate		
	number of complaints for month		
	Number of compliments for month		
<b>COMMUNITY PROJECT</b>	List new community projects		
	Total number of inmate community hours worked for month.		
<b>STAFF TRAINING PROGRAMS</b>	Staff completing on the job training		
	Hours of on the job "in house" training provided to staff		
	Staff enrolled in external studies		
	Average hours per officer (per month) involved in training		
<b>OH&amp;S</b>	Number of accidents/incidents for month		
	Number of accidents/ investigations conducted during month		
	Hazards identified and correct actions taken		
	Number of staff assaulted during month		
<b>WORKERS COMPENSATION</b>	Claims lodged for month		
	Days lost - monthly		
	Staff off work or on a return to work program		
	Staff on return to work program		
	Staff visited at home		

<b>EQUITY AND PROBITY</b>	Ethical Behaviour complaints		
	Disciplinary actions investigated		
	Number of grievances received (other than ethical behaviour)		
	Staff trained this month (EEO training)		
<b>INDUSTRIAL RELATIONS</b>	Disputes /Meetings		
	Total days lost		
	Number of occasions and dates when the Correctional Centre was locked down or partially locked down due to Industrial meetings or disputes		
<b>STAFFING PROFILE</b>	Custodial Industries IDS Administration Health Food Services Self funded		
	<b>STAFF ATTRITION</b> Custodial Industrial IDS Admin Health		
	Staff deficiencies – number of occasions and dates when custodial staffing establishment fell below the approved number		
	Staff deficiencies – number of occasions and dates when staffing establishment for the delivery of correctional services and programs fell below the approved number		
	Staff deficiencies Number of occasions and dates when the correctional centre was locked down due to staff deficiencies		



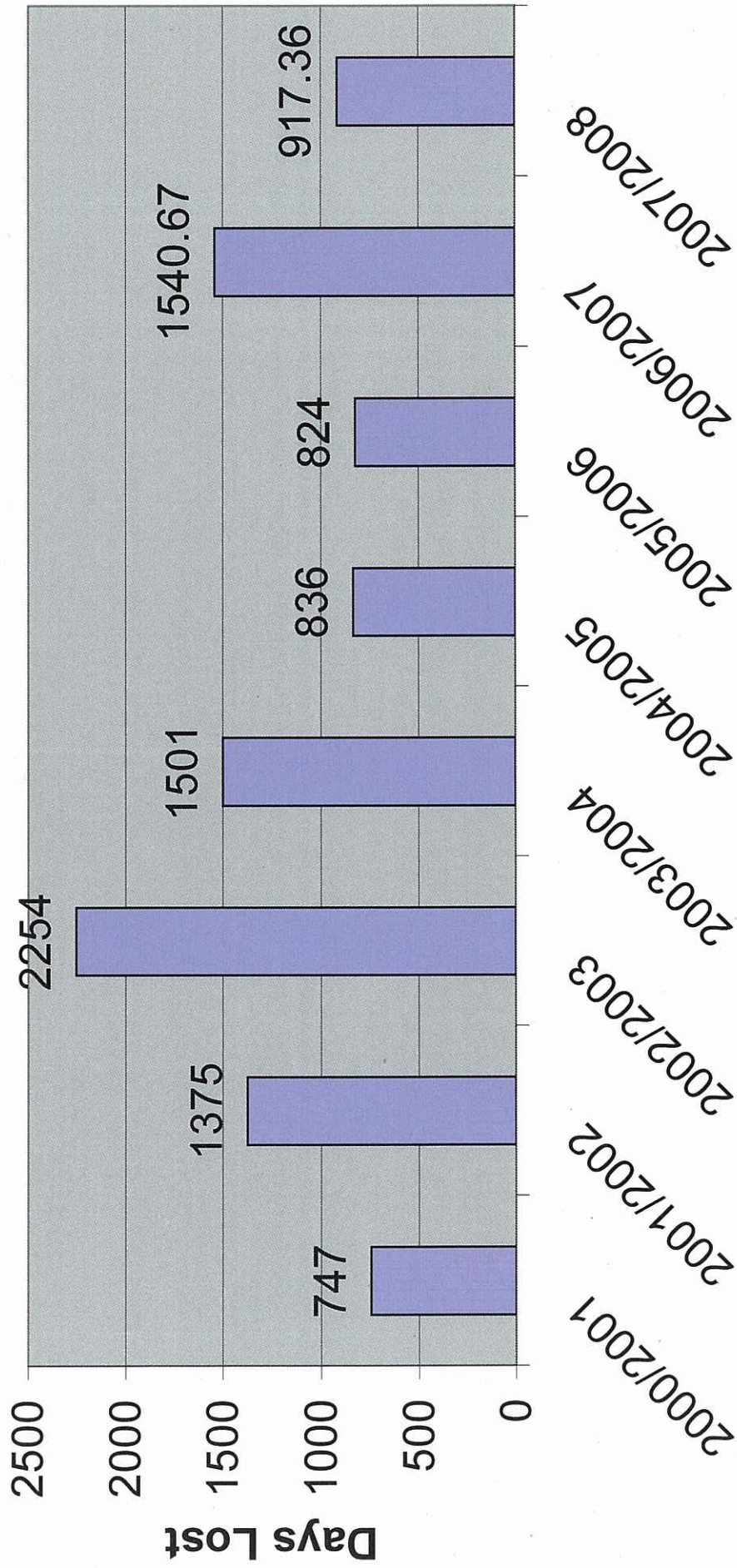
<b>SICK LEAVE</b>	Total days per month		
	Average days per officer – custodial		
	Average days per officer – non custodial		

# Working Days Lost Financial Years 2000/01 to 2007/08



- 2000/2001
- 2001/2002
- 2002/2003
- 2003/2004
- 2004/2005
- 2005/2006
- 2006/2007
- 2007/2008

# Working Days Lost Financial Years 2000/01 to 2007/08



## Summary of Industrial Action by Correctional Centre July 2002 - Feb 2009

CENTRE	NUMBER OF OFFICERS	HOURS LOST
MRRC	1588	7257.5
MSPC	1453	5131.993
Parramatta CC	188	4185.35
Unknown	550	3432.25
Goulburn CC	690	1839.1
John Morony CC MSPC (1234) MSPC (567) Special Purpose Centre Parklea CC	661	1491.99
Parklea CC	925	1434.56
Security/Escort		1320
Long Bay Hosp	284	1064.74
Silverwater Men's CC	236	756.42
Emu Plains CC	103	467.18
Silverwater Women's CC	166	459.18
Cessnock	173	408.34
Special Purpose Centre	168	365.699
Wellington CC	107	230
John Morony CC	196	220.73
Lithgow CC	143	209.68
Cooma CC	64	132.3
Grafton CC	95	111.77
Parramatta Court Complex	15	47.36
Wollongong Courts	11	34.73
Long Bay CC	108	33.95
Tamworth CC	36	31.185
Kirkconnell CC	3	21
Brewarrina CC	5	15.78
Mid-North Coast CC	89	12.761
AVETI	1	7
Mannus	1	7
St Heliers	1	7
MSPC A3, MSPC A1, Dillwynia CC, Kirkconnell CC, Mannus CC, Goulburn CC, Cessnock CC, Parklea CC & Long Bay Hospital	24	5.2
Kariong CC	4	4.21
Glen Innes CC	19	2.185
Ivanhoe	5	1.25
Dillwynia CC	1	1
MMTC/Hospital	6	0.5
4 centres (unknown)	378	
1 centre (unknown)	12	Unknown
1 centre (unknown)	Unknown	5 days
All	1784	12215.5
<b>TOTAL:</b>	<b>8497</b>	<b>30750.893</b>

## Summary of Industrial Action : July 2002 - Feb 2009

MONTH	CENTRE	NUMBER OF OFFICERS	WORKING HOURS LOST	REASON
Jul-02	Nil			
Aug-02	Goulburn	240	1268	Strike regarding staff safety issue
	MRRC	78	229	Stop work meeting Extra position in special management
	MSPC	38	57	Stop Work meeting regarding management issue
Sep-02	Nil			
Oct-02	Nil			
Nov-02	Mulawa	68	130.5	Stop Work meeting regarding management of inmates
Dec-02	All	1784	12215.5	Statewide Strike regarding the bailing of inmates charge with serious assaults on Prison Officers
	MSPC Areas 1-4	177	1151.5	Strike regarding the transfer of an officer
	MSPC Areas 5,6,7	17	64	Strike regarding the transfer of an officer
	MRRC	278	745	Strike regarding the transfer of an officer
	SPC	26	208	Strike regarding the transfer of an officer
Jan-03	Nil			
Feb-03	Parklea	165	755	Strike regarding staffing issues
Mar-03	Nil			
Apr-03	MRRC	221	1207.5	Strike regarding IDS staffing issues
May-03	Nil			
Jun-03	Nil			
Jul-03	Nil			
Aug-03	MMTC/Hospital	6	0.5	Stop Work Meeting
		12	0.5	Stop Work Meeting
	MRRC	69	2.5	Stop Work Meeting regarding a bomb threat
		538	3431.75	Strike regarding staffing numbers
Sep-03	Nil	Nil	Nil	
Oct-03	MSPC/Areas 5,6,7	15	7.5	Stop work meeting regarding knives within the centre.
Nov-03	Nil			
Dec-03	Nil			

<b>Jan-04</b>	Cooma	19	21.5	Stop Work Meeting re MRRC
	Emu Plains	66	350.5	Strike re MRRC
	Glen Innes	6	1	Stop Work Meeting re MRRC
	Ivanhoe	5	1.25	Stop Work Meeting re MRRC
	MRRC	535	3777	Strike re dismissed officer
	Lithgow	66	66	Stop Work Meeting/Strike re MRRC
	Parramatta	78	620.3	Strike re MRRC
	Security/Escort		1088	Strike re MRRC
	SPC	22	19.5	Stop Work Meeting re MRRC
<b>Feb-04</b>	MRRC	41	79.25	Stop Work Meeting-general issues
<b>Mar-04</b>	Nil			
<b>Apr-04</b>	Nil			
<b>May-04</b>	MRRC	229	975.75	Methadone Parade-admin/logistical
	MSPC	52	416	Staff shortages
	Cessnock	11	77	Teachers Fed - salary claim
	Emu Plains	1	3	Teachers Fed - salary claim
	Grafton	3	21	Teachers Fed - salary claim
	John Morony	3	21	Teachers Fed - salary claim
	Kirkconnell	2	14	Teachers Fed - salary claim
	Lithgow	3	21	Teachers Fed - salary claim
	LBH	4	28	Teachers Fed - salary claim
	MSPC	4	14	Teachers Fed - salary claim
	Mulawa	3	21	Teachers Fed - salary claim
	Parklea	1	7	Teachers Fed - salary claim
	Silverwater	1	7	Teachers Fed - salary claim
	SPC	1	7	Teachers Fed - salary claim
	AVETI	1	7	Teachers Fed - salary claim
<b>Jun-04</b>	MRRC	136	234.5	Methadone Parade-admin/logistical
				Absenteeism Policy
	Silverwater	67	335	Absenteeism Policy
	Cessnock	9	59.5	Teachers Fed - salary claim
	Grafton	2	14	Teachers Fed - salary claim

	Kirkconnell	1	7	Teachers Fed - salary claim
	Long Bay Hosp	3	21	Teachers Fed - salary claim
	Mannus	1	7	Teachers Fed - salary claim
	MRRC	1	7	Teachers Fed - salary claim
	MSPC	4	28	Teachers Fed - salary claim
	Mulawa	2	14	Teachers Fed - salary claim
	Parklea	2	14	Teachers Fed - salary claim
	Silverwater	3	21	Teachers Fed - salary claim
	SPC	2	14	Teachers Fed - salary claim
	St Heliers	1	7	Teachers Fed - salary claim
<b>Jul-04</b>	Nil			
<b>Aug-04</b>	Long Bay Hospital	47	35.25	Staffing Levels
	MSPC	60	36.5	Boomgate
	Silverwater	14	14	Staffing levels
	SPC	27	20.25	Staffing levels
<b>Sept-04</b>	Long Bay Hospital	91	766	Strike – staffing issues
	MSPC	91	174	Strike – closure of wings
	MSPC	220	1202.5	Strike – closure of wings
<b>Oct-04</b>	SPC	12	9	EAOD Policy
	Parklea	236	122.25	Strike – staffing issues
<b>Nov-04</b>	Lithgow	38	9	Unknown
	Silverwater	30	30	Unknown
	Tamworth	30	30	Unknown
<b>Dec-04</b>	Nil			
<b>Jan-05</b>	Nil			
<b>Feb-05</b>	Nil			
<b>Mar-05</b>	Nil			
<b>April-05</b>	Nil			
<b>May-05</b>	Cooma	13	9.75	Unknown
	MSPC	87	649.5	Strike – Staffing external perimeter patrol at Parklea CC
	Parramatta		3264	Strike – Staffing external perimeter patrol at Parklea CC
	CESU		232	Strike – Staffing external perimeter patrol at Parklea CC
	Silverwater	22	11	Stop work meeting
	Silverwater		100	Strike – Staffing external perimeter patrol at Parklea CC

<b>June-05</b>	Nil			
<b>Jul-05</b>	Unknown	Unknown	Unknown	Change in practice relating to inmate escorts – one CC involved.
<b>Aug-05</b>	Nil	Nil	Nil	
<b>Sep-05</b>	Nil	Nil	Nil	
<b>Oct-05</b>	Nil	Nil	Nil	
<b>Nov-05</b>	1 centre (unknown)	Unknown	5 days	Vote on PSA 'Industrial Package'
<b>Dec-05</b>	Nil			
<b>Jan-06</b>	Nil			
<b>Feb-06</b>	Nil			
<b>Mar-06</b>	Unknown	Unknown	Unknown	Industrial disputation over centralising of the rostering function from correctional centres to Head Office. Disputation occurred on March 14 <sup>th</sup> and 15 <sup>th</sup> . The Rostering Dispute was referred to the NSW IRC. Negotiations between the Department and the PSA were ongoing during March.
<b>Apr-06</b>	4 centres (unknown)	378		Centralising of rosters – action took place on the 4 <sup>th</sup> , 7 <sup>th</sup> and 9 <sup>th</sup> of April.
<b>May-06</b>	1 centre (unknown)	12	Unknown	Centralising of rosters
<b>Jun-06</b>	Nil			
<b>Jul-06</b>	Nil			
<b>Aug-06</b>	Nil			
<b>Sep-06</b>	Nil			
<b>Oct-06</b>	Nil			
<b>Nov-06</b>	John Morony CC MSPC (1234) MSPC (567) Special Purpose Centre Parklea CC	661	1491.99	Industrial Action following the suspension of 2 officers.
<b>Dec-06</b>	Nil			
<b>Jan-07</b>	Parklea CC	72	9.47	Staffing Issues
<b>Feb-07</b>	Glen Innes CC	13		Staffing Levels
	Tamworth CC	6	2.37	Non-filling of position
<b>Mar-07</b>	Nil			
<b>Apr-07</b>	Nil			



<b>May-07</b>	Mid-North Coast CC	44		Staffing Issue
	Long Bay CC	20	6.84	Emergency Response - Rostering/Processes
<b>Jun-07</b>	Nil			
<b>Jul-07</b>	Grafton Correctional Centre	49	65.99	Strike over a dispute concerning staff placement
<b>Aug-07</b>	Nil			
<b>Sep-07</b>	Nil			
<b>Oct-07</b>	Parklea Correctional Centre	104	13.68	Stop work meeting regarding a request for an officer to be removed whilst he was under investigation.
<b>Nov-07</b>	Nil			
<b>Dec-07</b>	Nil			
<b>Jan-08</b>	Parramatta Correctional Centre	40	80	Staffing - filling of a post
	Wellington Correctional Centre	50	50	Staff Security issue
<b>Feb-08</b>	Nil			
<b>Mar-08</b>	Nil			
<b>Apr-08</b>	MSPC A3, MSPC A1, Dilwynia CC, Kirkconnell CC, Mannus CC, Goulburn CC, Cessnock CC, Parklea CC & Long Bay Hospital	24	5.2	Teacher Transfers
<b>May-08</b>	Dillwynia CC	1	1	Teacher Transfers
	Long Bay Hospital	31	3.45	Staffing of Hospital Annex
	Long Bay Correctional Complex	88	33.95	Placement of Officer
<b>Jun-08</b>	Parklea CC	111	14.61	Stop Work meeting regarding an Officer reduced in rank
	MSPC	158	498.95	Strike regarding a number of issues including the upgrading of 5 senior officer positions, inmate numbers in gaols, staff access to computers and alleged lack of communication with

				staff and delegates.
	Silverwater CC	52	150.53	Strike regarding transfer of officer from base grade transfer list and resulting removal of labour in the Food Processing Unit
<b>Jul-08</b>	Nil			
<b>Aug-08</b>	Special Purpose Centre	34	6.809	Long Bay Complex issues including boom gate staffing.
	Long Bay Hospital	35	35	Complex staffing & safety issue
	MSPC 1 & 2	136	89.143	Staffing and safety issues
	Mid-North Coast CC	45	5.921	Staffing level issues
<b>Sep-08</b>	Special Purpose Centre	9	0.89	Department's decision to contract out management of the wards in Long Bay Hospital
	MSPC Area 3	6	0.59	
	MSPC Areas 1 & 2	38	3.75	
	John Morony CC	44	1.45	
<b>Oct-08</b>	Cooma CC	32	101.05	24 hour strike - Rally - Proposed privatisation of Cessnock & Parklea CC & other reforms
	Emu Plains CC	36	113.68	
	Goulburn CC	164	517.89	
	Kariong CC	4	4.21	
	Lithgow CC	36	113.68	
	Parramatta CC	70	221.05	
	Silverwater Women's CC	93	293.68	
	Silverwater Men's CC	27	85.26	
	Cessnock CC	80	252.63	
	Long Bay Hospital	55	173.68	
	MSPC Area 1-2	168	530.52	
	MSPC Area 3	61	192.63	
	Special Purpose Centre	25	78.94	
	Wellington CC	57	180	
	Wollongong Courts	11	34.73	
	Brewarrina CC	5	15.78	

	Parramatta Court Complex	15	47.36	
	John Morony CC	60	189.47	
	Parklea CC	147	464.21	
<b>Oct-08</b>	Long Bay Hospital	18	2.36	Stop work meeting to support rally - Proposed privatisation of Cessnock & Parklea CC & other reforms
	Special Purpose Centre	10	1.31	
	MSPC 1-2	100	13.15	
	MSPC 3	21	2.76	
	Grafton CC	41	10.78	
	John Morony CC	45	5.92	
<b>Nov-08</b>	Silverwater Men's CC	20	2.63	Changes to centre operations
<b>Dec-08</b>	Cessnock CC	73	19.21	Disputing work place reforms with the introduction of casuals, plus the privatisation of Cessnock & Parklea CC
	Goulburn CC	286	53.21	
	Parklea CC	87	34.34	
<b>Jan-09</b>	John Morony CC	44	2.89	Vacant position for Audio Visual Link (AVL). 2 officers assigned one on sick leave, remained vacant position. Only one short matter for the day, Deputy on duty decided to not man second post.

**Total:**

**9275 36251.393**

Date	Location	Details
5 to 6-Mar-09	Parklea Correctional Centre Silverwater Women's Correctional Centre Long Bay Correctional Complex Silverwater and Wollongong CESU	Bans on overtime in dispute of the Way Forward privatisation plans.
23-Jan-09	John Morony Correctional Centre	- Acting up bans at JMCC - Bans as a result of dispute re what has been the custom and practice for stripping of posts in certain circumstances, in particular, whether a post could be stripped for a period without overtime being offered to replace the officer concerned. - Went before the IRC which issued a Direction that bans be lifted.
30-Dec-09 <i>NB: Date matter was heard at IRC</i>	Goulburn Correctional Centre	19/12/08 – Goulburn CC lack of cooperation with casual correctional officers.  23/12/08 – DCS notified dispute re Goulburn POVB refusal to assist, train or supervise casual staff. PSA agreed to return to normal work arrangement until matter heard before Judge Marks on 06/01/09.  30/12/09 DCS refer matter back to IRC due to ongoing bans at Goulburn. IRC issued direction in conciliation to cease bans and cooperate with casual COs
21-Dec-08	St Helliers and Lithgow Correctional Centres	Bans on working on a post in a higher capacity. E-mail from POVB State Chairman calling on members in other Centres to invoke bans on higher capacity by refusing to act up in posts vacated due to commissioned officers assisting in Goulburn.
18-Nov-08 <i>NB: Date matter was heard at IRC</i>	Long Bay Correctional Centre	Dispute re Long Bay work bans (refusal to release inmates from their cells) due to health and safety concerns. Claim that the Correctional Officers should be paid during the industrial action on 9, 10 & 11 August.  Private conference, the PSA asked for time to consider the matter further.  Matter stood over and Notice of Discontinuance filed 09/02/09.
22-Jun-09	Silverwater Correctional Centre	Silverwater CC POVB took strike action on 22/06/08 due to a proposed placement of a Correctional Officer at that centre via activation of the base grade transfer list.  - State POVB called on other sub-branches to place a ban on working higher duties in COVB positions during the strike.  - Overseers working in the Food Processing Unit withdrew labour resulting in an interruption of the food production process which had OH&S implications.  - DCS listed the matter before the IRC  - Matter then referred to in IRC 1009 of 08 where it was noted that the parties were to discuss a protocol for food processing during industrial disputes.
30-May-08 to 6-June-08	Cessnock Correctional Centre	Ban - Case Management - Dispute regarding staff rostering issue
17 to 24-May-08	Cessnock Correctional Centre	Ban - Case Management - Dispute regarding staff rostering issue
02-Apr-08	Cessnock Correctional Centre	Ban - Refusing to responding to situations where bodily fluids are involved. Disputing contents of PPE pouch.
17-Jul-07	Home Detention	DCS notified of a dispute regarding bans placed on all work associated with the streamlining of Home Detention supervision  The matter was listed for compulsory conference on 16/07/07; however DCS filed a notice of discontinuance on the same day.
16-Mar-07 18-April-07	John Morony Correctional Centre	DCS filed a dispute due to a series of bans put on by the POVB in support of a claim for 14 additional positions.  - Recommendation from IRC that staffing levels are reviewed within approximately 2 weeks 16/03/07  - Inmate profile was agreed on 18/04/07 and interim arrangements were made with an ongoing committee established. A member of the POVB State Executive was to be a member of the negotiating team.

23-Aug-06 <i>NB: Date matter was heard at IRC</i>	General	DCS listed a dispute regarding COVB bans on case management. DCS did not consider it appropriate to pay overtime to Assistant Superintendents on annualised salaries when there have been no new additional duties.  - After hearing the matter, the IRC ordered a compulsory conference (13/09/06) with all affected parties to reach a final agreement.
21 to 28-Mar-06	Cessnock Correctional Centre	Ban - Case Management - Dispute regarding breach of Operational Agreement - Hospital Escorts overtime quota.
08-Mar-06	Cessnock Correctional Centre	Ban on duties relating to daily info sessions until negotiated with management.
28-Feb-06 to 7-Mar-06	Cessnock Correctional Centre	Ban - Case Management - Dispute regarding breach of Operational Agreement - Hospital Escorts overtime quota.
6 to 12-Feb-06	Cessnock Correctional Centre	Ban - Case Management - Dispute regarding breach of Operational Agreement - Hospital Escorts overtime quota.
26-Jul-05	Cessnock Correctional Centre	Ban - Case Management - reason unknown
2-Jun-06 <i>NB: Date matter was heard at IRC</i>	General	Bans on Higher Duties Allowance for POVB when acting in COVB positions due to the positions being under different Awards.
10-April-03 <i>NB: Date matter was heard at IRC</i>	MRRC	Withdrawal of labour (bans) regarding security concerns of non-custodial entering pods whilst custodial staff may be unaware of their presence.
8-Nov-02 <i>NB: Date matter was heard at IRC</i>	Probation and Parole Service	Bans regarding the deployment of LSI-R throughout Probation and Parole
18-April-02 <i>NB: Date matter was heard at IRC</i>	Surry Hills CESU	Bans on the use of TCSOs (i.e. using overtime rather than calling in a TCSO). Also issue surrounding staffing level ratio to inmates.
21-Mar-01 <i>NB: Date matter was heard at IRC</i>	Grafton Correctional Centre	Bans regarding the Detox Unit. IRC decision that they would not intervene given discussions recorded at the Commission.



Offender Programs Unit

# **ACCREDITATION CRITERIA**

## **SECTION A PROGRAM ACCREDITATION**

**NSW Department of Corrective Services  
Edition 2 – June 2005**

# PREAMBLE

This manual contains guidelines for offender group programs, which will enable program sponsors and program providers<sup>1</sup> to seek accreditation from the Departmental Program Accreditation Panel<sup>2</sup> (PAP) and the Site Accreditation Panel (SAP).

For the purpose of accreditation, an offender group program is defined as a structured intervention designed to change patterns of behaviour or thinking in such a way that they have the maximum impact in terms of reducing re-offending.

The program must be based in theory and address specific, identified criminogenic needs. It should be delivered, where appropriate and possible, in a group context utilising methods that have been proven to be effective with similar types of offenders, and should be delivered over an appropriate length and intensity.

Programs which have been accredited need to be re-submitted for an accreditation review no later than 18 months after the initial accreditation has been granted.

This manual has been developed in co-operation between the Strategy and Policy Unit (Offender Management), Corporate Planning and Development Unit, Inmate Services and Programs branches, Policy and Programs Unit (Probation and Parole Service), Corrective Services Industries and Women's Services Unit. It incorporates principles for program accreditation established by international research and other correctional jurisdictions.

The Department gratefully acknowledges the program accreditation initiatives by the UK Home Office, the Scottish Prison Service and the Canadian Department of Corrective Services. Their material has informed the Program Accreditation Manual devised for NSW.

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<sup>1</sup>See attached glossary for details of program sponsors and program providers

<sup>2</sup>For details of these panels, refer to attached glossary

## INTRODUCTION

The development and delivery of offender programs in NSW corrections have as their main aim the reduction of offending behaviour. Based on international experience, this accreditation manual provides clear guidelines to correctional and community program providers based on the “What Works” literature in relation to offender programs.

Over the last decade specific research has been undertaken internationally that indicates some offender programs work better than others in reducing subsequent re-offending.

Authors and researchers such as James McGuire, R. D Bonta, Paul Gendreau, Elizabeth Fabiano, Frank Porporino, and Fredrick Losel have contributed to a body of work that provides a solid basis to plan, develop and deliver offender programs.

There is general agreement that successful offender programs have some of the following characteristics:

*Risk/needs matching* - there is a matching between the risk of re-offending and the level and intensity of program intervention. That is, if the offender is assessed as being at high risk of re-offending, and then he/she should receive a higher level of program intervention than offenders who are low risk.

*Criminogenic needs* - programs should address the factors that contribute to re-offending (and are able to be changed) rather than other non-specific factors. For example, programs that specifically address impulsive violent behaviour rather than self esteem address factors that contribute to offending behaviour.

- *Responsivity* - programs targeting specific behaviours should match the learning styles of the participants. For example, most offenders respond best to active, participatory methods of learning rather than classic classroom based lecturing, or vague non-directional experiential group work.
- *Treatment modality* - broad based review of research about a particular issue (meta analysis) indicates that programs that are skills oriented designed to teach offenders skills in problem



solving, social interaction or other types of coping skills and use cognitive behavioural methods, are more likely to be successful.

- *Program integrity* - effective programs contain strategies to ensure that programs are delivered as designed. This should include adequate staff training and supervision, and effective monitoring and evaluation to ensure that program delivery accords with the theoretical model on which the intervention is based.

There are programs and activities provided to offenders (eg health promotion and structured leisure activities) in custodial and community settings that do not have as their main aim the reduction in offending behaviour. This manual is not relevant to these programs.

There is an acknowledgment that the patterns of offending are different for men and women. Research into offending behaviour of women is limited in comparison with that of male offenders. Recent international studies have shown that women and men share many of the factors linked to re-offending although their significance may differ. These findings have programming implications.

While the departmental accreditation guidelines do not call for gender-specific evidence in program design, it is expected that program sponsors provide examples of how the offence related program is of benefit to either male or female offenders and are modified to enhance responsivity.

# **PROGRAM DESIGN ACCREDITATION**

This section of the manual identifies the core requirements in the design of programs submitted for accreditation. It gives examples of how to demonstrate that the requirements are fulfilled and it summarises how the submitted program will be appraised.

The given examples are not exhaustive and are intended to be a guide only.

It is deliberate that the core requirements are articulated in broad terms as to allow for flexibility and creativity in program design and in presentation of supporting evidence in the accreditation submission.

All core requirements must be addressed

# **Program Design Criteria**

- 1 Explicit Model of Change**
- 2 Program Intervention Methods and Responsivity Issues**
- 3 Program Facilitators' Skills and Qualifications**
- 4 Participant Selection and Assessment**
- 5 Program Length, Frequency, Intensity and Environment**
- 6 Program Integrity**
- 7 Monitoring and Evaluation**
- 8 Program Review and Refinement**

**Responsibility for assessing the submitted program for accreditation lies with the Program Accreditation Panel. Responsibility for fulfilling the criteria outlined in this section lies with the program sponsors.**

## Criterion 1

## Explicit Model of Change

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*The program is based on an explicit model of change which has been published in professional journals and addresses offender-specific issues*

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The theoretical rationale underpinning the intervention must be made explicit. The program must be derived from empirical research which clearly demonstrates that it produces meaningful positive changes in offending or offending-related behaviour.

The program documentation must indicate which of the following criminogenic needs are being targeted for change:

- anti-social attitudes and beliefs
- poor self control
- identification with criminal models
- weak ties to pro-social models
- impulsivity
- difficulties with self-management such as poor decision-making skills
- attitude to employment
- educational completion
- lack of certain interpersonal skills
- heavy or problematic drug or alcohol use

### **EXAMPLES**

- If you are designing an AOD program for example, one way of showing that it is based on an accepted and proven model of change is to relate the design to the Procheska and DiClemente stages of change; you should also show how this model is to be implemented.
- If you are designing a program based on the research by Bonta, McGuire and Andrews, for example, you must show how their theories are translated into practice within your program design.

## **APPRAISAL**

**The accreditation panel will gauge whether the program has a sound theoretical base, which can be supported by research data, and that adequate consideration has been given to targeting criminogenic need.**

## Criterion 2

## Program Intervention Methods and Responsivity Issues

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*The program employs appropriate intervention methods and aims to maximise responsivity*

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The program must demonstrate that the proposed intervention methods are appropriate and effective in addressing identified criminogenic needs taking into account the various characteristics of responsivity.

Generally, the modes of intervention are behaviourally based, including cognitive-behavioural, social learning, modelling and reinforcement of anti-criminal behaviour, graduated practice of new skills, role playing, providing resources and concrete verbal suggestions (giving reasons and prompting).

### EXAMPLES

- If you are designing a program for young adult offenders who may have been disenchanted with class-room based learning, you may propose an action learning style (as opposed to a didactic style)
- If you are developing a program for offenders with learning difficulties, your design should indicate how the program pace may be slowed and/or modules frequently repeated to maximise the benefits for participants.

### APPRAISAL

**The accreditation panel will look for appropriate methods showing a suitable integration of intervention and the relevant responsivity factors.**

## Criterion 3

## Program Facilitators' Skills and Qualifications

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*The program design includes details of qualifications required by program facilitators.*

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### EXAMPLES

In order for your program design to work most effectively you might want to stipulate that it must be delivered

- by a clinical psychologist or trained generalist counsellor
- by a facilitator who has a particular certificate (eg Cert IV) in alcohol and other drugs
- by a facilitator who has experience in working with groups of challenging clients in a community setting

If you are designing a program, which is to be delivered in a correctional centre, you might want to specify that the program facilitator must have the skills to work in a co-facilitating role with a correctional officer.

### APPRAISAL

**The accreditation panel will look for evidence that resource allocation ensures the most effective use of staff skills without compromising the integrity of the program.**

**A list of core competencies for delivering the specific program submitted for accreditation will be considered crucial for the application.**

## **Criterion 4            Participant Selection and Assessments**

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***Program participant selection is based on standardised assessments***

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Selection criteria for program participation must be consistent with the identified criminogenic needs, the level of risk of re-offending and the level of risk of harm / dangerousness to ensure that only those offenders who fall within the correct risk profile are allowed to enter the program.

The selection process allows the prioritisation of program participants when there is excess demand for places. It also provides an opportunity for offenders to gain an understanding about what is involved in participation in the program

### **EXAMPLES**

Your program design should make it clear that participant selection is based on a standardised process. For example, you could link the selection to

- the LSI-R and/or other risk assessment instruments used by the Department
- explicit criteria which indicate the type of criminogenic need which will be assigned priority

Your program design should include explicit criteria of suitability and unsuitability of participants

### **APPRAISAL**

**The accreditation panel will look for evidence that systematic methods are employed in the selection of program participants and that these are documented and used in standard ways.**



## **Criterion 5                      Program Length, Frequency, Intensity and Environment**

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***The program is of sufficient length, frequency and intensity to have an impact and take into account the different settings***

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In order to have an effect on offending behaviour, exposure to program material must be of an appropriate duration. Identified level of criminogenic needs and responsivity issues of participants determine program duration and / or frequency.

Individual programs are part of a range of interventions that reinforce each other in addressing offending behaviour, and should be designed in such a manner that changes in behaviour and attitude resulting from the program can be sustained.

### **EXAMPLES**

- If you are designing a program, which is to run over a longer period of time, you should identify specific modules and also demonstrate the compounding effect achieved by sequencing the modules in a specific order.
- If you are designing a program for medium risk offenders in a correctional centre, you should specify a particular number of program hours over a particular number of months.
- Your program design may suggest how it or individual modules fit with other related modules / programs and may suggest links to specific maintenance programs.
- If you are designing a program, which is to be offered in a correctional centre as well as in the community, you should suggest appropriate support and supervision methods for both environments to ensure that program participants can apply skills learnt in the program.

## **APPRAISAL**

**The accreditation panel will examine the link between proposed program length and frequency and level of identified criminogenic needs of suggested program targets. Consideration must be given to whether the program is delivered in a custodial setting or in the community or in both.**

**If a relatively short program is appraised, the panel will also consider evidence that shows whether other related programs complement it.**

***The program contains evidence that a process is in place to ensure program integrity***

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To ensure program integrity, clear instructions must be given to facilitators about how to implement individual programs including adherence to the instructions in this manual.

The program integrity checklist ensures that standards are adhered to and provides for timely and accurate reports to the Department.

The program integrity checklist can specify a range of clearly defined activities, which the program facilitator has to carry out for each session of the program.

### **EXAMPLES**

- The program integrity checklist, which is an integral part of your program design, should indicate the type of facility and equipment requirement for the effective implementation of the program.
- Your program design should include, for example, instructions to the program facilitator such as
  - accurate recording of participant engagement
  - debriefing requirements
  - specific issues affecting individual participants
- You should specify a minimum and maximum group size for which your program design is most appropriate and effective.

### **APPRAISAL**

**The accreditation panel will check for evidence that a coherent process has been designed to ensure that program integrity is maintained. It will also ascertain that the minimum and maximum group size has been specified.**

## Criterion 7

## Monitoring and Evaluation

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### *Arrangements are in place for monitoring and evaluation*

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The program design must include a proposal about how the program is to be evaluated.

Information must be collected and monitored on a systematic and regular basis and in a manner, which is accessible to an overall program evaluation.

The type of information needed for evaluation must be defined and a methodology for data collection should be stipulated.

#### **EXAMPLES**

- One way of providing evidence that the design supports program review and evaluation is to include and identify
  - all questionnaires (such as pre- and post program testing protocols) which are used
  - all requirements for keeping applications, waiting lists and attendance registers
  - how problems encountered during program implementation are to be dealt with and how these solutions are recorded.
- Another way of showing commitment to review and evaluation in the program design is to include suggestions as to what data collection methods should be used, for example, Excel spreadsheets, Access database, and/or SPSS.

#### **APPRAISAL**

**The accreditation panel will look for evidence that the relevant indicators for program monitoring have been identified so that an effective evaluation can be carried out.**

## Criterion 8

## Program Review and Refinement

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*There is a commitment to quality improvement with regard to program review and refinement*

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Programs should be reviewed periodically and the program design must provide clear guidance for this. If and when information emerges which indicates a need to make adjustments to the program, evidence should be available to show that such action has been taken. This could happen at any stage.

The program indicates what strategies are in place to monitor program delivery and other key processes.

### EXAMPLES

- Irrespective of which group of offenders a program is to cater for, all your program designs must identify a review process for potential improvement.
- The program design could include suggestions on how the program can be adjusted taking into consideration its location such as a Correctional Centre or a Community Offender Services District Office.
- Instead of including suggestions for adjustments at the outset, the program design could propose the implementation of a pilot after which a review will determine appropriate adjustments.

### APPRAISAL

**The accreditation panel will judge the adequacy of arrangements to correct deficiencies in the program and to introduce changes and improvements.**



Offender Programs Unit

# **ACCREDITATION STRATEGIC FRAMEWORK**

**NSW Department of Corrective Services**

**First Published April 2003**

**This version June 2005**

# 1. RATIONALE

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One of the major priorities of the NSW Department of Corrective Services stated in the Corporate Plan (2001-2004) is “to achieve a reduction in re-offending”. As well, both sentencing courts and the Parole Board have legislative requirements to consider in their decisions an offender’s prospects for rehabilitation.

To achieve this objective and to provide information and programs to support sentencing and release decisions, the Department will ensure that programs designed to address risk factors associated with criminal behaviour (criminogenic needs) are subject to a rigorous and standardised accreditation process. The purpose of this new initiative is to support the delivery of effective, well-designed and well-targeted interventions, which are based on research evidence.

The Department’s programs will target factors that are most likely to have an impact on recidivism. The needs of offenders, as assessed by staff, and the knowledge available from national and international research, will be the decisive factors determining the implementation of such programs. This will enable the Department to respond pro-actively to genuine criminogenic needs and ensure that it can plan to achieve real reductions in recidivism.

Within this Program Accreditation Strategic Framework (the Framework), the Department is committed to the statewide implementation and support of a limited number of programs that specifically address major criminogenic needs. Furthermore, it is crucial that the range of programs provided target the major criminogenic needs consistently throughout the length of sentence.

Programs submitted for accreditation must indicate whether they are to be implemented in the community, in custody or in the community with offenders who have completed part of their sentence in custody. Irrespective of whether programs have been developed to be delivered in a specific setting, their design must provide evidence that the proposed intervention can be sustained and/or built upon in another setting. Such a Throughcare approach to program development and implementation is vital if offenders are to utilise the accredited programs productively.

The Department gratefully acknowledges the program accreditation initiatives by the UK Home Office, the Scottish Prison Service and the Canadian Department of Corrective Services. Their material has informed the Program Accreditation Manual devised for NSW.

## 2 PRINCIPLES OF ACCREDITATION

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All programs implemented across the NSW correctional system with the explicit intent to reduce recidivism by addressing specific criminogenic needs, must be accredited.

To ensure that the principles of program accreditation can be applied in practice, the Department has developed a Program Accreditation Manual for program designers as well as the management teams of correctional centres and district offices.

Accreditation ensures that programs

- address criminogenic needs
- are matched to the level of risk of re-offending
- use good and robust research evidence
- apply effective methods
- help offenders engage with education and treatment
- emphasise skills based methods
- offer training in appropriate skills
- apply the right method and intensity of intervention

Special consideration must be given to gender-related issues in program design and implementation and to cultural matters particularly in relation to Aboriginal offenders.

In accrediting programs, attention must be paid to offenders with specific needs in relation to intellectual and physical disabilities. Programs submitted for accreditation should either

- demonstrate that they are designed for offenders with these needs, or should
- indicate how programs designed for offenders in general can be implemented in a manner which does not exclude participation of offenders with learning or physical disabilities.

Accreditation ensures support for the programs by requiring that

- environmental factors identified as conducive to positive outcomes are provided
- clear documentation is made available
- individual interventions are integrated with an overall supervision package determined in the case plan
- the right offenders are selected for participation

In addition to the requirement that all accredited programs must have an inbuilt evaluation and monitoring component, the Department will conduct an overall evaluation of program accreditation within the first two years of its implementation.



### 3 STAKEHOLDERS

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The program accreditation process has a number of stakeholders external to the Department of Corrective Services. They include the Parole Board, Serious Offenders Review Council, Sentencing Courts, Justice Health, Mental Health Review Tribunal, the Office of Drug Policy and the Bureau of Crime Statistics and Research.

Other Government Departments such as the Department of Immigration and Multicultural Affairs, the Department of Community Services, NSW Health and the Attorney General require reliable knowledge about the program interventions available within corrective services.

NSW Treasury is also a major Stakeholder and through program accreditation the Department is able to assign resources according to identified priorities, measure efficacy of interventions and prove cost efficiency.

### 4 IMPLEMENTATION PLAN

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To enable the smooth transition to program accreditation, the Department will introduce the accreditation process gradually.

Six existing offence-specific programs have been identified for pilot accreditation. This provides an opportunity to trial the guidelines in the accreditation manual.

The following programs are considered as a priority:

- Think First
- Sober Driving Program
- Relapse Prevention (AOD)
- AOD Program – community
- PEP
- AOD Orientation

The Department does not expect that all Correctional Centres, irrespective of their security classification, will achieve site accreditation for the whole range of available and accredited offence-specific programs. The same is true for Community Offender Services District Offices.

It is anticipated that in the first instance some accredited programs will be provided in less than ideal circumstances but the Department will develop strategies to improve environmental conditions to enhance the effective implementation of program accreditation.

## **4.1 Organisational Structure**

Two panels – one for program accreditation and one for site accreditation - comprising department-internal and external members will be established to ensure that the accreditation criteria are followed. Both panels include representatives from the Offender Management and Community Offender Services Divisions as well as experts from non-government program providers and from academic and research communities. The selection panels are appointed by the Commissioner on the advice from the Senior Assistant Commissioner Community Offender Services and the Assistant Commissioner Offender Management.

### **4.1.1 Program Accreditation Panel**

Members of the program accreditation panel will be selected for their expertise in program design and program facilitation. They will be knowledgeable of the criminogenic needs accredited programs must address and of the specific challenges in program implementation in criminal justice settings, ie, correctional centres and in the community. The panel members will have relevant experience and knowledge in programming with regard to alcohol and other drug use related to criminal offending and cognitive behavioural treatment practices within a Throughcare context.

### **4.1.2 Site Accreditation Panel**

Members of the site accreditation panel will be selected for their knowledge and experience in administering, managing and facilitating programs in a criminal justice environment. Members of the site accreditation panel will assess the physical environment within which an accredited program is to be implemented and be mindful of the most appropriate sentence stage for program participants to attend specific program interventions.

## **4.2 Role of Managers of Inmate Services and Programs, District Managers and Governors**

As far as the implementation of accredited programs is concerned, the role of Correctional Centre General Managers, Managers of Offender Services and Programs and District Managers in Community Offender Services District Offices is crucial.

It is anticipated that General Managers of any Correctional Centre offering accredited programs will sign an agreement specifying the type of programs to be provided, the category of inmates assessed for participation and the resources allocated for the financial year.

Managers of Offender Services and Programs are responsible for the implementation of the programs identified in the agreement.

Community Offender Services District Managers will provide a program plan to their respective regional Executive Directors and will sign an agreement that the nominated programs will be implemented and adequately resourced.

The Offender Programs Unit will monitor the agreements.

## **5 RESOURCE IMPLICATIONS**

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The Department will develop a plan to address site issues which might inhibit the effective implementation of accredited offence-specific programs in correctional centres as well as in community settings. A need analysis at all program locations will be conducted and a plan developed for any necessary minor capital works projects.

The Offender Programs Unit will be the point of contact for all inquiries and provide assistance in all aspects related to the implementation of program accreditation.

In addition, a staff development plan will be formulated with an emphasis on training issues related to program accreditation.

Table showing Employment Profile of Individual Correctional Centres

CORRECTIONAL CENTRE	COMBINED TOTAL	
	Profile	Actual

**NORTH WEST**

Brewarrina	54	25
Broken Hill	89	101
Cessnock	336	295
Glen Innes	150	139
Grafton	197	174
Ivanhoe	45	48
JMCC1	200	124
MNCCC	389	345
Oberon	114	111
St Heliers	258	222
Tamworth	46	41
Wellington	470	484
<b>REGION TOTAL</b>	2348	2110

Berrima	64	65
Dillwynia	150	120
Emu Plains	147	114
Parklea	371	314
<b>REGION TOTAL</b>	732	613

LBH1	16	5
MRRC	305	271
MSPC	584	503
Parramatta	189	104
Silverwater Womens	125	117
Silverwater Mens	100	101
<b>REGION TOTAL</b>	1319	1101

**SECURITY & INVESTIGATIONS**

Dawn De Loas	37	37
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Kariong Juvenile Justice	8	8
SPC	48	40
<b>REGION TOTAL</b>	93	85

### **SOUTH WEST**

Bathurst	298	241
Cooma	130	120
Goulburn	307	249
Kirkconnell	169	176
Lithgow	260	221
Mannus	156	133
<b>REGION TOTAL</b>	1320	1140

### **PRIVATE SECTOR**

Junee		379	250
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<b>TOTAL</b>	<b>5812</b>	<b>5049</b>
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Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sept 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Mar 10
			CALM	CALM	CALM			CALM	CALM	CALM	
			Think First	Think First	Think First			Think First	Think First	Think First	
Imp. Dep.	Imp. Dep.					Imp. Dep.	Imp. Dep.				
SMART	SMART	SMART	SMART	SMART	SMART	SMART	SMART	SMART	SMART	SMART	SMART
	Best Bet	Best Bet						Best Bet	Best Bet		
Smart Rec	Smart Rec	Smart Rec	Smart Rec	Smart Rec	Smart Rec	Smart Rec	Smart Rec	Smart Rec	Smart Rec	Smart Rec	Smart Rec
Harm	Harm	Harm	Harm	Harm	Harm	Harm	Harm	Harm	Harm	Harm	Harm
Seasons	Seasons				Seasons	Seasons			Seasons	Seasons	
AA	AA	AA	AA	AA	AA	AA	AA	AA	AA	AA	AA
NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
	R&R	R&R	R&R	R&R	R&R	R&R	R&R	R&R	R&R	R&R	
			Hey Dad	Hey Dad		Hey Dad	Hey Dad		Hey Dad	Hey Dad	
			SOP	SOP	SOP			SOP	SOP	SOP	
SDS	SDS	SDS			SDS	SDS	SDS				
	NEXUS		NEXUS		NEXUS		NEXUS		NEXUS		NEXUS
VOTP	VOTP	VOTP	VOTP	VOTP	VOTP	VOTP	VOTP	VOTP	VOTP	VOTP	VOTP

**Attachment 4: Timetable for programs at June April 09 to March 10**



# **COMPENDIUM**

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**OF CORRECTIONAL PROGRAMS  
IN NEW SOUTH WALES**

**Fifth Edition – March 2008**

# INTRODUCTION

This fifth edition of the Compendium of *Correctional Programs in New South Wales* is provided to assist staff of the Department. It is a record of all programs (Accredited & Approved) which are the only ones endorsed by the Department to be implemented. It has been developed to assist in planning an offender's appropriate program participation in conjunction with their identified risk/need of re-offending.

It is available in its updated form on the intranet which makes it easily accessible throughout the Department and saves on production and delivery costs.

Being an electronic document also means that the Compendium can be updated regularly as programs come on line or are removed from use as the status of programs change through the Accreditation process.

Programs in the Compendium are now grouped in *Sections* according to their subject matter, and within each Section are listed alphabetically. Each program also includes the name of the Program Coordinator with an email link for further enquiries. Locations where the Programs have been identified are based on the data collected from the O S & P database between July 2007 and March 2008.

We hope that the Compendium will become an increasingly useful document for staff throughout the Department and we would appreciate your feedback. You can do this by contacting any of the Program Coordinators listed, or me:

Zoe de Crespigny  
A/Director, Offender Programs  
Henry Deane Building, Sydney

Telephone 02 8346 1002  
Facsimile 02 8346 1022  
Email [zoe.decrespigny@dcs.nsw.gov.au](mailto:zoe.decrespigny@dcs.nsw.gov.au)



<b>Alcoholics Anonymous (AA Meetings) (in Alcohol, Drugs &amp; Addictions &amp; Programs for Women).</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 02 8346 1047
<b>CALM – Controlling Anger &amp; Learning to Manage It (in Aggression &amp; Violence).</b>	Tara Rouse <a href="mailto:Tara.Rouse@dcs.nsw.gov.au">Tara.Rouse@dcs.nsw.gov.au</a> 02 8346 1106
<b>Domestic Abuse Program (in Aggression &amp; Violence).</b>	Andre VanAltena <a href="mailto:Andre.VanAltena@dcs.nsw.gov.au">Andre.VanAltena@dcs.nsw.gov.au</a> 02 8346 1723
<b>Domestic Abuse Program for Women – Out of the Dark (in Women’s Programs).</b>	Tara Rouse <a href="mailto:Tara.Rouse@dcs.nsw.gov.au">Tara.Rouse@dcs.nsw.gov.au</a> 02 8346 1106
<b>Drug and Alcohol Addiction Program (DAAP) (in Alcohol, Drugs &amp; Addictions).</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 02 8346 1047
<b>Drugs: The Impact of Dependence (in Alcohol, Drugs &amp; Addiction, Readiness &amp; Programs for Women).</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 02 8346 1047
<b>Getting SMART (in Alcohol, Drugs and Addiction &amp; Programs for Women).</b>	Lesley Sampson <a href="mailto:Lesley.Sampson@dcs.nsw.gov.au">Lesley.Sampson@dcs.nsw.gov.au</a> 02 8346 1241
<b>Harm Reduction Peer Supporter Program (in Harm Reduction and Programs for Women).</b>	Robyn Boyton <a href="mailto:Robyn.Boyton@dcs.nsw.gov.au">Robyn.Boyton@dcs.nsw.gov.au</a> 02 8346 1012
<b>Harm Reduction Health Survival Program (HSP) (in Harm Reduction &amp; Programs for Women).</b>	Robyn Boyton <a href="mailto:Robyn.Boyton@dcs.nsw.gov.au">Robyn.Boyton@dcs.nsw.gov.au</a> 02 8346 1012
<b>Hey Dad! – A Parenting Program for Indigenous Men (in Aboriginal Programs).</b>	Zoe de Crespigny <a href="mailto:Zoe.DeCrespigny@dcs.nsw.gov.au">Zoe.DeCrespigny@dcs.nsw.gov.au</a> 02 8346 1002
<b>Hey Dad! – A Parenting Program for Men (in Community Engagement).</b>	Zoe de Crespigny <a href="mailto:Zoe.DeCrespigny@dcs.nsw.gov.au">Zoe.DeCrespigny@dcs.nsw.gov.au</a> 02 8346 1002
<b>H.O.P.E. (Heroin Overdose Prevention Program) (in Harm Reduction and Programs for Women).</b>	Robyn Boyton <a href="mailto:Robyn.Boyton@dcs.nsw.gov.au">Robyn.Boyton@dcs.nsw.gov.au</a> 8346 1012
<b>Kariong Social Interaction Program (in Aggression &amp; Violence).</b>	Colleen Henry <a href="mailto:Colleen.Henry@dcs.nsw.gov.au">Colleen.Henry@dcs.nsw.gov.au</a> 02 8346 1457
<b>Life Management – A Cognitive Skills Program (in Cognitive Skills and Programs for Women).</b>	Colleen Henry <a href="mailto:Colleen.Henry@dcs.nsw.gov.au">Colleen.Henry@dcs.nsw.gov.au</a> 02 8346 1457

<b>Managing Emotions – (in Readiness and Programs for Women).</b>	Colleen Henry <a href="mailto:Colleen.Henry@dcs.nsw.gov.au">Colleen.Henry@dcs.nsw.gov.au</a> 02 8346 1457
<b>Mothering at a Distance – (in Programs for Women).</b>	Zoe de Crespigny <a href="mailto:Zoe.DeCrespigny@dcs.nsw.gov.au">Zoe.DeCrespigny@dcs.nsw.gov.au</a> 02 8346 1002
<b>Narcotics Anonymous (NA Meetings) (in Alcohol, Drugs &amp; Addiction Programs and Programs for Women).</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 02 8346 1047
<b>Nexus – Planning Your Release – (in Community Engagement and Programs for Women).</b>	Robyn Boyton <a href="mailto:Robyn.Boyton@dcs.nsw.gov.au">Robyn.Boyton@dcs.nsw.gov.au</a> 02 8346 1012
<b>PATHWAYS – Criminal Conduct &amp; Substance Abuse Treatment (Milkman &amp; Wanberg) (in Alcohol, Drugs &amp; Addictions &amp; Programs for Women).</b>	Tara Rouse <a href="mailto:Tara.Rouse@dcs.nsw.gov.au">Tara.Rouse@dcs.nsw.gov.au</a> 02 8346 1106
<b>Pathways to Employment, Education &amp; Training (PEET) (in Community Engagement).*</b>	Rosemary Caruana <a href="mailto:Rosemary.CARUANA@dcs.nsw.gov.au">Rosemary.CARUANA@dcs.nsw.gov.au</a> 02 8346 1057
<b>Personal Effectiveness Program (PEP) (in Readiness and Programs for Women).</b>	Colleen Henry <a href="mailto:Colleen.Henry@dcs.nsw.gov.au">Colleen.Henry@dcs.nsw.gov.au</a> 02 8346 1457
<b>Relapse Prevention Program (RPP) (in Alcohol, Drugs &amp; Addictions and Programs for Women).</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 02 8346 1047
<b>Responsibilities and Rights – A Program Designed to Address Debt – (in Community Engagements and Programs for Women).</b>	Colleen Henry <a href="mailto:Colleen.Henry@dcs.nsw.gov.au">Colleen.Henry@dcs.nsw.gov.au</a> 02 8346 1457
<b>Seasons For Growth – Readiness Program addressing Grief &amp; Loss (in Readiness and Programs for Women).</b>	Zoe de Crespigny <a href="mailto:Zoe.DeCrespigny@dcs.nsw.gov.au">Zoe.DeCrespigny@dcs.nsw.gov.au</a> 02 8346 1002
<b>Sex Offender Program (CUBIT).</b>	Jayson Ware <a href="mailto:Jayson.Ware@dcs.nsw.gov.au">Jayson.Ware@dcs.nsw.gov.au</a> 0418 243 904
<b>Sex Offender Program CORE (CUBIT OUTREACH).</b>	Jayson Ware <a href="mailto:Jayson.Ware@dcs.nsw.gov.au">Jayson.Ware@dcs.nsw.gov.au</a> 0418 243 904
<b>Sex Offender Program – Maintenance Program.</b>	Jayson Ware <a href="mailto:Jayson.Ware@dcs.nsw.gov.au">Jayson.Ware@dcs.nsw.gov.au</a> 0418 243 904
<b>Sex Offender Program –Understanding Sexual Offending (USO)</b>	Jayson Ware <a href="mailto:Jayson.Ware@dcs.nsw.gov.au">Jayson.Ware@dcs.nsw.gov.au</a> 0418 243 904

<b>Sex Offender Program – Preparatory Program</b>	Jayson Ware <a href="mailto:Jayson.Ware@dcs.nsw.gov.au">Jayson.Ware@dcs.nsw.gov.au</a> 0418 243 904
<b>SMART Recovery Groups (in Alcohol, Drugs and Addictions &amp; Programs for Women).</b>	Lesley Sampson 02 8346 1241 <a href="mailto:Lesley.Sampson@dcs.nsw.gov.au">Lesley.Sampson@dcs.nsw.gov.au</a>
<b>Sober Drivers – R.T.A. – M.A.A. (in Alcohol, Drugs &amp; Addiction Programs).*</b>	Rosemary Caruana <a href="mailto:Rosemary.CARUANA@dcs.nsw.gov.au">Rosemary.CARUANA@dcs.nsw.gov.au</a> 02 8346 1057
<b>The Best Bet ....Is The One You Don't Have (in alcohol, Drugs and Addictions and Programs for Women).</b>	Tara Rouse <a href="mailto:Tara.Rouse@dcs.nsw.gov.au">Tara.Rouse@dcs.nsw.gov.au</a> 02 8346 1106
<b>The POISE Program (Personal Ownership, Identity and Self Empowerment) (in Programs for Women and Composite Programs).</b>	Annie Lucas <a href="mailto:Annie.Lucas@dcs.nsw.gov.au">Annie.Lucas@dcs.nsw.gov.au</a> 02 47350200
<b>The “R” Program – Victim Empathy Program run by Enough is Enough victim support group.</b>	Robyn Boyton <a href="mailto:Robyn.Boyton@dcs.nsw.gov.au">Robyn.Boyton@dcs.nsw.gov.au</a> 02 8346 1012
<b>Think and Link (in Community Engagement and Programs for Women).</b>	Zoe de Crespigny <a href="mailto:Zoe.DeCrespigny@dcs.nsw.gov.au">Zoe.DeCrespigny@dcs.nsw.gov.au</a> 02 8346 1002
<b>Think First – Cognitive Skills Programs (in Cognitive Skills and Programs for Women).</b>	Lucia Boccolini <a href="mailto:Lucia.Boccolini@dcs.nsw.gov.au">Lucia.Boccolini@dcs.nsw.gov.au</a> 02 8346 1170
<b>Violent Offenders Therapeutic Program (VOTP) – High Risk</b>	Hans Ellfeldt <a href="mailto:Hans.Ellfeldt@dcs.nsw.gov.au">Hans.Ellfeldt@dcs.nsw.gov.au</a> 0401 148 660
<b>Violent Offenders Therapeutic Program (VOTP) Maintenance</b>	Hans Ellfeldt <a href="mailto:Hans.Ellfeldt@dcs.nsw.gov.au">Hans.Ellfeldt@dcs.nsw.gov.au</a> 0401 148 660
<b>Violent Offenders Therapeutic Program (VOTP) – Moderate</b>	Hans Ellfeldt <a href="mailto:Hans.Ellfeldt@dcs.nsw.gov.au">Hans.Ellfeldt@dcs.nsw.gov.au</a> 0401 148 660

\* Denotes programs conducted by the Community Offender Services Support Group.

# INDEX

## Introduction

	<b>SECTION</b>	<b>Pages</b>
Section 1	Aboriginal Programs	7 - 9
Section 2	Aggression and Violence	10 -17
Section 3	Alcohol, Drugs and Addictions	18 - 29
Section 4	Cognitive Skills	30 - 33
Section 5	Community Engagement	34 - 40
Section 6	Harm Reduction	41 - 45
Section 7	Readiness	46 - 52
Section 8	Sexual Offending	53 - 59
Section 9	Programs for Women Offenders	60 - 86
Section 10	Composite Programs	87 - 88

# COMPENDIUM

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## OF CORRECTIONAL PROGRAMS IN NEW SOUTH WALES

### **Section 1 – Programs for Aboriginal Offenders**

# **Hey Dad! – A Parenting Program for Indigenous Men**

<b>Hey Dad - for Indigenous Dads, Uncles &amp; Pops</b>	
<b>Program Philosophy:</b>	Provides opportunities for Aboriginal & TSI men who are separated from their children to gain a greater understanding of the importance of their role as a father/carer and facilitates the development of a worthwhile and enriching relationship with their children. The program is strengths based, and uses shared group experience as a powerful learning tool.
<b>Location Within CC's:</b>	Parklea.
<b>Risk Of Reoffending:</b>	Addresses inter-generational cycle of criminal behaviour. <b>Family/Marital</b> and <b>Pro-social Associate</b> domains from the LSIR.
<b>Status:</b>	Piloting in Corrections
<b>Duration:</b>	8 sessions once weekly with 10 to 12 participants. Workshop or weekend program can be run in the community over an eight hour period.
<b>Theoretical Orientation:</b>	The program is based on a constructive and behavioural approach supported by current research.
<b>Program Modality:</b>	Group work strategies based on maximum variety and engagement of participants. Add a break & meal into the middle of the session where possible. Yarning the issue is a section of this program which requires additional time allocation.
<b>Program Contents:</b>	The program builds on their knowledge of parenting skills including, "Being a dad today, Understanding our kids, Yarning, Keeping our kids safe & coaching our kids" It explores participant's experiences of being fathered and a carer in a culturally sensitive way.
<b>Admission Criteria:</b>	Any Aboriginal TSI offender who has children or who is a primary care giver who could benefit from attending this program. Excluding sex offenders
<b>Program Facilitators:</b>	Accredited by Centacare Broken Bay only. Experience in Group facilitation, Group process work. Qualifications in Adult Ed, social sciences or similar and skills in co facilitation.
<b>Offender Program Unit Coordinator:</b>	<i>Lynne Slocomb, Centacare</i> c/o Zoe de Crespigny Ph:8346 1002 Zoe.DeCrespigny@dcs.nsw.gov.au

# COMPENDIUM

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## OF CORRECTIONAL PROGRAMS IN NEW SOUTH WALES

### **Section 2**

## **Programs Related to Aggression and Violence**



CALM – Controlling Anger and Learning to Manage It

Domestic Abuse Program

Kariong Social Interaction Program

Violent Offender Treatment Program (VOTP) – High Risk

Violent Offender Treatment Program (VOTP) – Maintenance

Violent Offender Treatment Program (VOTP) – Moderate

**CALM**  
**(Controlling Anger & Learning to Manage It)**

<b>Program Philosophy:</b>	Based on the principle that the way that we think, affects the way we feel and behave. The program aims to encourage participants to develop the basic thinking skills to help them deal effectively with situations that may trigger emotional arousal, particularly those that can lead to violence, such as anger and jealousy.
<b>Location Within CC's:</b>	Cooma, St Heliers, Goulburn & Cessnock.
<b>Risk Of Reoffending:</b>	Adult males with a Moderate to High risk/need. Adult males with a history of loss of emotional control.
<b>Status:</b>	Submitted for accreditation
<b>Duration:</b>	Approximately 24 sessions (not including pre & post test sessions), each session 2 hrs long x 3 times per week for approximately 9 weeks.
<b>Theoretical Orientation:</b>	Rational Emotive Therapy, Cognitive Behavioural Therapy & Stress Inoculation Training.
<b>Program Modality:</b>	Pro-social modelling, direct and indirect learning, group work, individual exercises, discussions, role plays, social skills. Use of DVD, overhead projector, audio tape and assignments.
<b>Program Contents:</b>	Identify and manage arousal, recognise and remedy cognitive and perceptual distortions, learn and develop assertive communication skills, identify and control other emotions such as depression and jealousy, anticipate and prepare for relapse.
<b>Admission Criteria:</b>	History of loss of control, past/current use of anger or aggression/violent offending. High risk ranking on LSI-R. VRS, Psychometric tests, cognitive ability, literacy levels and readiness.
<b>Program Facilitators:</b>	OS&P staff trained in or with experience in CBT, group work skills and been certified in CALM Manual Training
<b>Offender Programs Unit Coordinator</b>	Tara Rouse <a href="mailto:Tara.Rouse@dcs.nsw.gov.au">Tara.Rouse@dcs.nsw.gov.au</a> 02 83461106

## Domestic Abuse Program

<b>Program Philosophy:</b>	Cognitive behavioural program that explores links between behaviours, thoughts and feelings in relation to DV. Uses offence mapping and identification of patterns of abuse. Identify and work with the distortions in thinking that lead to abuse. Recognition of responsibility for abusive/violent behaviour.
<b>Location Within CC'S:</b>	Silverwater CC. & Broken Hill
<b>Risk Of Re-Offending:</b>	Utilising LSIR & Pre & Post Instruments: Locus of Control: Barrett Impulsivity Scale: Social Problem Solving Inventory Revised
<b>Status:</b>	
<b>Duration:</b>	20 Sessions of 2 hours duration divided into 5 Modules
<b>Theoretical orientation:</b>	Cognitive Behavioural Approach. Restraint Theory leading to model of accepting responsibility.
<b>Program Modality:</b>	Group format. Resources: homework booklets, Facilitator's manual, audio/visual equipment, posters
<b>Program Contents:</b>	Module 1 – Identifying Abuse Module 2 – Managing Moods, Beliefs & Attitudes. Module 3 – Offence Mapping Module 4 – Victim Impact Module 5 – Sexual Respect, Relationship skills and Safety Strategies
<b>Admission Criteria:</b>	Patterns or history of domestic abuse. Identified history of family or domestic abuse.
<b>Program Facilitators:</b>	Trained OS&P, Psychologists, P&P Staff
<b>Offender Program Unit Coordinator:</b>	Andre VanAltena <a href="mailto:Andre.vanaltena@dcs.nsw.gov.au">Andre.vanaltena@dcs.nsw.gov.au</a> 02 8346 1723

## Kariong Social Interaction Program (KSIP)

<b>Program Philosophy:</b>	This program aims to address the high level of violence amongst juvenile offenders at Kariong through comprehensive and streamlined social skills training. It could also be used elsewhere for young offenders
<b>Location:</b>	Kariong Correctional Centre
<b>Risk Of Reoffending:</b>	Medium to high risk as identified on the LSI-R in the Aggression and Violence domain. Further pre & post assessment identifies individual targets and their progression.
<b>Status:</b>	Pilot
<b>Duration:</b>	52 hours over 13 weeks (2 x 2 hourly sessions written in 1/2 hour blocks)
<b>Theoretical orientation:</b>	Psycho-educational
<b>Program Modality:</b>	Groupwork, worksheets, roleplay, homework assignments such as practising new skills outside the classroom
<b>Program Contents:</b>	Social skills training, problem-solving, moral dilemmas, stress management, aggression management
<b>Admission Criteria:</b>	Psychometric testing to be carried out by the psychologist
<b>Program Facilitators:</b>	Psychologist & OS&P, AEVTI or a correctional officer as co- facilitator. Group work skills, trained in this program
<b>Offender Program Unit Coordinator:</b>	Colleen Henry - <a href="mailto:Colleen.Henry@dcs.nsw.gov.au">Colleen.Henry@dcs.nsw.gov.au</a> 02 8346 1457

<p><b>Violent Offenders Therapeutic Program (VOTP)</b>  <b>High Risk</b></p>
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<b>Program Philosophy:</b>	The VOTP has been designed to reduce the harm of violence to people in the community and correctional system through a high integrity, therapeutic and educational program for violent offenders. This is done by addressing criminogenic needs, providing effective pre & post assessment, treatment and Throughcare and modelling pro social behaviour.
<b>Location Within CC's:</b>	MSPC, Lithgow
<b>Risk Of Re-Offending:</b>	Adult males assessed with a Moderate to High & High risk/need of re-offending.
<b>Status:</b>	Registered for Accreditation
<b>Duration:</b>	Approximately of 9 month duration with 3 sessions per week. Each session runs for 2 hours.
<b>Theoretical Orientation:</b>	Based on cognitive-behavioural, social learning principles and therapeutic process work.
<b>Program Modality:</b>	Direct instruction, pro-social modelling, role-play, group discussion, sub-group work, assignments, whiteboard
<b>Program Contents:</b>	Motivation enhancement, life patterns, disclosure, aggression management, non-criminal thinking, victim empathy, offence cycle and relapse prevention
<b>Admission Criteria:</b>	Conviction/history of violent offending. Moderate to High & High risk rating on the LSI-R, PCL-R/PCL-SV, Psychometric tests, cognitive ability, literacy levels and readiness
<b>Program Facilitators:</b>	Psychologists who are fully registered and either trained in or have experience running group work skills, Trained in this program and have ongoing supervision.

<b>Offender Program Unit Coordinator</b>	Hans Ellfeld <a href="mailto:Hans.Ellfeld@dcs.nsw.gov.au">Hans.Ellfeld@dcs.nsw.gov.au</a> 0401 148 660
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<b>Violent Offenders Therapeutic Program (VOTP) Maintenance</b>	
<b>Program Philosophy:</b>	The VOTP has been designated to reduce the harm of violence to people in the community and correctional system through a high intensity, therapeutic and educational program for violent offenders. This is done by addressing criminogenic needs, providing effective assessment and Throughcare and modelling non-violent behaviour
<b>Location Within CC's:</b>	MSPC 3, Silverwater, JMCC 1, Bathurst (Videolink), Junee (Videolink) St Heliers (phone).
<b>Risk Of Re-offending:</b>	Any offender who has completed the VOTP is eligible. These are high and moderate risk offenders
<b>Status:</b>	Registered for Accreditation
<b>Duration:</b>	The groups are open ended and offenders attend every fortnight or three weeks as arranged with treatment staff and Parole Officers.
<b>Theoretical Orientation:</b>	Based on cognitive behavioural, social learning principles and adult education principles. A focus on relapse prevention.
<b>Program Modality:</b>	Group work concentrating on the Relapse Plan and other treatment targets developed in the VOTP. Individual sessions if required. Video-linked facilities used in country centres.
<b>Program Contents:</b>	Relapse issues. Therapeutic process working on treatment targets. Integration into the community in terms of housing, employment, family & relationships.
<b>Admission Criteria:</b>	Offenders who have completed the VOTP.
<b>Program Facilitators:</b>	Psychologists who are fully registered and OS&P staff including P&P Officers who have group work skills either by training or experience in running groups and have knowledge & experience of VOTP and training in this program and ongoing supervision.
<b>Offender Program Unit Coordinator:</b>	Hans Ellfeldt <a href="mailto:Hans.Ellfeldt@dcs.nsw.com.au">Hans.Ellfeldt@dcs.nsw.com.au</a> 0401 148 660

<p><b>Violent Offenders Therapeutic Program (VOTP)</b> <b>Moderate</b></p>
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<b>Program Philosophy:</b>	The VOTP has been designed to reduce the harm of violence to people in the community and correctional system through a high integrity, therapeutic and educational program for violent offenders. This is done by addressing criminogenic needs, providing effective assessment, treatment and Throughcare and modelling non-violent behaviour.
<b>Location Within CC's:</b>	Kirkconnell
<b>Risk Of Re-Offending</b>	Adult males assessed with a Moderate risk/need of re-offending.
<b>Status:</b>	Submitted for Accreditation
<b>Duration:</b>	3 sessions per week. Each session runs for 2 hours.
<b>Theoretical Orientation:</b>	Based on cognitive-behavioural, social learning principles and Therapeutic process work.
<b>Program Modality:</b>	Direct instruction, motivation enhancement, pro-social modelling, role-play, group discussion, sub-group work, assignments, whiteboard
<b>Program Contents:</b>	Treatment Induction, life patterns, disclosure, non-criminal thinking, victim empathy, offence cycle and relapse prevention
<b>Admission Criteria:</b>	Conviction/history of violent offending. Moderate risk rating on the LSI-R, PCL-R/PCL-SV, Psychometric tests, cognitive ability, literacy levels and readiness
<b>Program Facilitators:</b>	Psychologists who are fully registered and either trained in or have experience running group work skills. Knowledge of the VOTP and training in this program and ongoing supervision.
<b>Offender Program Unit Coordinator:</b>	Hans Ellfeldt <a href="mailto:Hans.Ellfeldt@dca.nsw.com.au">Hans.Ellfeldt@dca.nsw.com.au</a> 0401 148 660

# COMPENDIUM

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## OF CORRECTIONAL PROGRAMS IN NEW SOUTH WALES

### **Section 3**

## **Alcohol, Drugs & Addictions**



Alcoholics Anonymous (AA Meetings)

Drug & Alcohol Addiction (DAAP)

Drugs: The Impact of Dependence (*a readiness program*)

Getting S.M.A.R.T.

Narcotics Anonymous (NA Meetings)

PATHWAYS -Criminal Conduct & Substance Abuse Treatment  
(Milkman & Wanberg)

Relapse Prevention (RPP)

SMART Recovery Maintenance Groups

Sober Driver (COS)

The Best Bet ... Is The One You Don't Have

## Alcoholics Anonymous (AA Meetings)

<b>Program Philosophy:</b>	The Alcoholics Anonymous (AA) philosophy is an abstinence-based program providing peer support for persons desiring to maintain abstinence one day at a time by implementing a 12 step program.
<b>Location Within CC's:</b>	Silverwater, Mannus, Cooma, MSPC, Goulburn, Parramatta, Cessnock, Tamworth, Glen Innes, Dillwynia, Goulburn, Parklea & Bathurst
<b>Risk Of Re-Offending:</b>	Helpful for those who recognise that alcoholism plays a significant role in their offending behaviour and wish to remain abstinent
<b>Status:</b>	External Program
<b>Duration:</b>	Meetings run continuously on a weekly basis as a peer support and maintenance group.
<b>Theoretical Orientation:</b>	Program based on a medical/disease model. Addiction is portrayed as an incurable disease where participants are encouraged to maintain complete abstinence, while working their way through the 12 steps of recovery
<b>Program Modality:</b>	Meetings. Peer support. A Chairperson directs the meeting.
<b>Program Content:</b>	
<b>Admission Criteria:</b>	Self selection, an acknowledged problem with alcohol and a desire to stop drinking.
<b>Program Facilitators:</b>	Typically, AA representatives from the community will chair the meetings within each Centre

<b>Offender Program Unit Coordinator:</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 02 8346 1047
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## Drug and Alcohol Addiction Program (DAAP)

<b>Program Philosophy:</b>	A program designed to change drug and alcohol dependent behaviour. Must be followed by Relapse Prevention program
<b>Location Within CC's:</b>	Dillwynia, Goulburn, JMCC 1, MNCCC, MRRC, MSPC, Oberon & Parklea.
<b>Risk Of Re-Offending:</b>	Medium to High Risk (LSI-R). History of substance tolerance and withdrawal and relapse.
<b>Status:</b>	Submitted for Accreditation
<b>Duration:</b>	Pre-program interview (1hr) 8 x 2 hr sessions Post-program interview (1hr)
<b>Theoretical Orientation:</b>	Cognitive behavioural. Cycle of Change.
<b>Program Modality:</b>	Closed group. DVD Player
<b>Program Contents:</b>	Structured program with specific objectives for each session addressing with offenders issues of denial/resistance in relation to drug taking. Identification of high risk drug taking situations. District Offices must additionally have the Relapse Prevention program available for participants.
<b>Admission Criteria:</b>	Male or female offenders. Drug and/or alcohol dependent within the last three months. Current offence or history of drug related offending acquisitive offences.
<b>Program Facilitators:</b>	<b>Two facilitators</b> with group work skill and who have completed training in Drug and Alcohol Addiction/Relapse Prevention facilitation training.
<b>Offender Program Unit Coordinator:</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 02 8346 1047

## DRUGS: The Impact of Dependence

<b>Program Philosophy:</b>	Aims to provide information, confrontation, and motivation to persons with addictions and substance abuse related issues. An excellent AOD readiness program to act as a precursor for Getting SMART.
<b>Location Within CC's:</b>	Bathurst, CDTCC, Dillwynia, MSPC & Parklea.
<b>Risk Of Re-Offending</b>	Designed to introduce to a pathway medium to high risk offenders with drug related offences.
<b>Status:</b>	To be released in April 2008
<b>Duration:</b>	8-10 sessions - 2 times per week. Each session lasts 1 ½ hours.
<b>Theoretical Orientation:</b>	Program is based on Moral Reconciliation Theory, a form of Cognitive Behavioural therapy. Focuses on making the Offender aware of the impact that their behaviour has on themselves, their significant others, and the society that surrounds them.
<b>Program Modality:</b>	PowerPoint presentation and Group work. Facilitators at each centre will be provided with a data projector and PowerPoint presentation. The program comes complete with 6 DVD documentaries, and several CD's.
<b>Program Contents:</b>	Program contents are specifically focussed on the impact of AOD addiction.
<b>Admission Criteria:</b>	Must have substance abuse related behaviour.
<b>Program Facilitators:</b>	All OS&P staff can be trained to run this program however it is usually run by AOD counsellors and psychologists. All facilitators must receive training. Training can take place at each Centre by a member from the OPU.
<b>Offender Program Unit Coordinator:</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 8346 1047

## Getting (Self Management And Recovery Training) SMART

<b>Program Philosophy:</b>	Aims to provide education of CBT tools and techniques to offenders prior to entering SMART Recovery maintenance.
<b>Location Within CC's:</b>	Cooma, EPCC, Goulburn, Glen Innes, Grafton, JMCC 1, Kariong, Kirkconnell, Lithgow, St Heliers, MNCCC, MRRC, MSPC, Silverwater (Mens), Parklea, Parramatta, Silverwater (Womans) Tamworth, Wellington, Berrima, Cessnock, Brewarrina, Bathurst, CDTCC.
<b>Risk Of Re-Offending:</b>	Designed for Offenders with medium to high risk factors, having drug related offences.
<b>Status:</b>	Submitted for Accreditation
<b>Duration:</b>	12 sessions. Each session is divided into 4 segments. Each session 90 minutes.
<b>Theoretical Orientation:</b>	Program is based on Cognitive Behavioural theory, also containing an educational component for skill acquisition.
<b>Program Modality:</b>	Group work. Participants are provided with Getting SMART participant workbooks.
<b>Program Contents:</b>	Program contents are specifically focussed on self management and addiction recovery. Aimed at all types of addictive behaviour and thought patterns, ranging from AOD abuse to gambling, or overeating.
<b>Admission Criteria:</b>	Must have substance abuse or other addiction related issues.
<b>Program Facilitators:</b>	All OS&P staff can be trained to run this program however it is usually run by AOD counsellors. All facilitators must receive training. Training can take place in field locations by a member from the Offender Programs Unit.
<b>Offender Program Unit Coordinator:</b>	Lesley Sampson <a href="mailto:Lesley.Sampson@dcs.nsw.gov.au">Lesley.Sampson@dcs.nsw.gov.au</a> 02 8346 1241

## Narcotics Anonymous (NA)

<b>Program Philosophy:</b>	The Narcotic Anonymous (NA) philosophy is an abstinence-based program providing peer support for persons desiring to maintain abstinence one day at a time by implementing a 12 Step Program.
<b>Location Within CC's:</b>	CDTCC, Cessnock, JMCC 1, MRRC, Parklea, Silverwater (Mens)
<b>Risk Of Re-offending:</b>	Offenders with a history of illicit/problematic drug use.
<b>Status:</b>	External program.
<b>Duration:</b>	Ongoing, weekly.
<b>Theoretical Orientation:</b>	Self-help group.
<b>Program Modality:</b>	Meetings. Peer support. A Chairperson directs the meeting
<b>Program Contents:</b>	Discussion. Information sharing.
<b>Admission Criteria:</b>	Self selection. Acknowledged problem with drug usage and a desire to stop using.
<b>Program Facilitators:</b>	Typically, NA representatives from the community will chair meetings within each Centre.
<b>Offender Program Unit Coordinator:</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 02 8346 1047

**PATHWAYS - Criminal Conduct & Substance Abuse  
Treatment (Milkman & Wanberg)**

<b>Program Philosophy:</b>	High-intensity addiction based program addressing the need for change. Strongly links criminal conduct and AOD use. Builds knowledge and skills to take responsibility for behaviour. High intensity program which is three-phased – Challenge to Change – Commitment to Change - Taking Ownership of Change.
<b>Location Within CC's:</b>	
<b>Risk Of Re-Offending:</b>	Medium to High risk offenders as determined by LSI-R with issues of addiction.
<b>Status:</b>	Submitted for Accreditation
<b>Duration:</b>	<b>Adolescent Program = Total 64+ hours</b> Phase 1 – 10 x 2hr. Sessions Phase 2 – 10 x 2hr. Sessions Phase 3 – 12 x 2hr. Sessions
	<b>Adult Program = Total 100 hours</b> Phase 1 – 20 x 2hr. Sessions Phase 2 – 22 x 2hr. Sessions Phase 3 – 8 x 2hr. Sessions
<b>Theoretical Orientation:</b>	Cognitive Behavioural Approach. Skills Acquisition – Community, Self-Control and Self Management. Rational Emotive Behavioural Therapy.
<b>Program Modality:</b>	Group work. Workbook. Exercises. Role Play.
<b>Program Contents:</b>	Issues of addiction particularly AOD misuse. Addresses criminal thinking and behaviour and relapse prevention
<b>Admission Criteria:</b>	LSI-R referrals and Court Referrals
<b>Program Facilitators:</b>	OS&P with experience in groupwork, CBT and MI. Specifically trained in this program
<b>Offender Program Unit Coordinator:</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 02 8346 1047

## Relapse Prevention (RPP)

<b>Program Philosophy:</b>	A program for male and female offenders designed to follow DAAP and maintain drug free behaviour by assisting offenders to develop adaptive coping skills in high-risk drug taking situations.
<b>Location Within CC's</b>	MRRC, Long Bay Hospital, Goulburn, JMCC 1, MSPC, Glen Innes
<b>Risk Of Re-Offending</b>	Medium to High Risk (LSI-R). History of substance tolerance and withdrawal and relapse.
<b>Status:</b>	Submitted for Accreditation
<b>Duration:</b>	12 x 2 hr sessions.
<b>Theoretical Orientation:</b>	Cognitive behavioural. Cycle of Change
<b>Program Modality:</b>	Closed group. DVD.
<b>Program Contents:</b>	This Program follows the Drug & Alcohol Addictions Program and formulates an individual Relapse Prevention Program. This is a structured program with specific activities to identify high risk situations. Development of strategies to avoid high risk situations and maintain abstinence.
<b>Admission Criteria:</b>	Offenders who may have completed Drug and Alcohol Addiction program.
<b>Program Facilitators:</b>	<b>Two facilitators</b> with group work skill and who have completed training in Drug and Alcohol Addiction/Relapse Prevention facilitation training.
<b>Offender Program Unit Coordinator:</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.com.au">Geoffrey.Wilkinson@dcs.nsw.com.au</a> 02 8346 1047



## SMART Recovery Maintenance Groups

<b>Program Philosophy:</b>	Aims to provide ongoing group meetings to reinforce and support relapse prevention in addictions and substance abuse related issues.
<b>Location Within CC's:</b>	Bathurst, CDTCC, Cooma, EPCC, Kirkconnell, Mannus, MRRC, MSPC, Parramatta, Silverwater (Mens)
<b>Risk Of Re-Offending:</b>	Can be used with all offenders with issues of addiction and used as maintenance follow up in addition to other interventions in a pathway for medium high to high risk offenders.
<b>Status:</b>	Submitted for Accreditation
<b>Duration:</b>	Program runs continuously on a weekly or twice basis as a peer support and maintenance group. (Similar to an AA meeting but CBT based). Each meeting lasts 1 ½ hours (depending on group size).
<b>Theoretical Orientation:</b>	Program is based on Cognitive Behavioural theory, also containing an educational component for skill acquisition.
<b>Program Modality:</b>	Group work. Participants are also provided with SMART Recovery resource and reference books that can be used in group or outside.
<b>Program Contents:</b>	Program contents are specifically focussed on addiction. Aimed at targeting all types of addictions, ranging from AOD abuse to gambling, or overeating.
<b>Admission Criteria:</b>	Must have substance abuse or other addiction related issues. Must have completed the Getting SMART program prior to entering this maintenance group.
<b>Program Facilitators:</b>	All OS&P staff can be trained to run this program however it is usually run by AOD counsellors. All facilitators must receive training. Training can take place at each Centre by a member from the Offender Programs Unit.
<b>Offender Program Unit Coordinator:</b>	Lesley Sampson <a href="mailto:Lesley.Sampson@dcs.nsw.gov.au">Lesley.Sampson@dcs.nsw.gov.au</a> 8346 1241

## Sober Driver – R.T.A. – M.A.A.

<b>Program Philosophy:</b>	A program to address drink driving. This program does not address alcohol dependence or alcohol abuse.
<b>Location:</b>	Various P&P Offices
<b>Risk Of Re-Offending:</b>	Offenders with two or more drink driving convictions within the past five years.
<b>Status:</b>	Submitted for Accreditation. COPYRIGHT RTA
<b>Duration:</b>	<ol style="list-style-type: none"> <li>1. <u>Standard Version:</u> Pre-program interview (1hr) 9 x 2 hour sessions Post-program interview(1 hr)</li> <li>2. <u>Alternative Condensed Version for rural/remote communities:</u> Pre-program interview (1 hr) 3 x 6 hr sessions Post-program interview(1hr)</li> </ol>
<b>Theoretical Orientation:</b>	Cognitive Behavioural. Educational
<b>Program Modality:</b>	Closed group. DVD
<b>Program Contents:</b>	Structured program with specific objectives for each session. Focus on drinking and not driving or driving and not drinking. Develop strategies to avoid drinking and driving.
<b>Admission Criteria:</b>	Offenders with two or more drink driving offences within the past five years. Male and female
<b>Program Facilitators:</b>	2 facilitators who have completed PPS Group Work Facilitation and Training and Sober Driver facilitation training and OIMS Programs and Services screens administration training. External facilitators must have completed Sober Driver facilitation training and must be qualified adult educators/trainers.
<b>Director, Program Development &amp; Implementation. COS</b>	Rosemary Caruana <a href="mailto:Rosemary.CARUANA@dcs.nsw.gov.au">Rosemary.CARUANA@dcs.nsw.gov.au</a> 02 8346 1057

## The Best Bet –Is The One You Don't Have

<b>Program Philosophy:</b>	This program aims to assist persons with gambling problems attain an awareness of problem gambling, triggers, coping strategies and safety plans.
<b>Location Within CC's:</b>	Bathurst, Berrima, CDTCC, Dillwynia, Goulburn, Glen Innes, Grafton, Kirkconnell, Lithgow, Oberon, Parklea, Parramatta.
<b>Risk Of Re- Offending:</b>	Medium to high risk
<b>Status:</b>	Registered for Accreditation
<b>Duration:</b>	10 x 2 hr sessions.
<b>Theoretical Orientation:</b>	Program is based on Cognitive Behavioural theory, also containing an adult educational component for skill acquisition.
<b>Program Modality:</b>	Group work. Facilitators require an overhead projector. The program allows for the use of videos and guest speakers. Participants will require pen and paper.
<b>Program Contents:</b>	Program contents are specifically focussed on addressing problem gambling. It covers: emotional awareness, the stages of change, high risk management, impact on others, links to crime and relapse prevention.
<b>Admission Criteria:</b>	Must have a Gambling problem, and an identifiable link between gambling habits and crime.
<b>Program Facilitators:</b>	All OS&P staff can be trained to run this program. Facilitators must receive training. Training can take place at each Centre by a member from the Program Development Unit.
<b>Offender Program Unit Coordinator</b>	Tara Rouse <a href="mailto:Tara.Rouse@dcs.nsw.gov.au">Tara.Rouse@dcs.nsw.gov.au</a> 02 8346 1106

# COMPENDIUM

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## OF CORRECTIONAL PROGRAMS IN NEW SOUTH WALES

### **Section 4**

## **Programs for Cognitive Skills**

Life Management

Think First

## Life Management

<b>Program Philosophy:</b>	Life Management is a Cognitive Behavioural Therapy program designed to address a range of offending behaviours. This is done via psycho-educational, cognitive restructuring & behaviour modification in a structured form to resolve deeper level problems, address family of origin issues & construct a dynamic relapse prevention plan.
<b>Location Within CC's:</b>	Berrima, CDTCC, Cessnock, Dillwynia, Long Bay Hospital, St Heliers, MNCCC
<b>Risk Of Re-Offending:</b>	Adult offenders with moderate and moderate to high risk/need.
<b>Status:</b>	Registered for Accreditation
<b>Duration:</b>	Approx. 8 weekly 2.5 hour sessions. 15 x 1 hour follow up sessions weekly.
<b>Theoretical Orientation:</b>	Cognitive Behaviour Therapy, educational, skill acquisition & experiential.
<b>Program Modality:</b>	Group work, discussions, workbooks, OHP & whiteboard.
<b>Program Contents:</b>	Emotional regulation & control, communication skills, conflict resolution skills, decision making skills, control impulsivity, taking personal responsibility, establish and maintain healthy boundaries & relationship skills.
<b>Admission Criteria:</b>	Moderate and moderate/high risk/need rating on LSI-R.
<b>Program Facilitators:</b>	Group work skills, Motivational Interactions, CBT training. Training in facilitate this program. Co facilitation not required.
<b>Offender Program Unit Coordinator:</b>	Colleen Henry <a href="mailto:Colleen.Henry@dcs.nsw.gov.au">Colleen.Henry@dcs.nsw.gov.au</a> 02 8346 1457

## Think First

<b>Program Philosophy:</b>	The overall objective of the Think First Program is to help individuals acquire, develop and apply a series of social problem solving and associated skills that will enable them to manage difficulties in their lives and to avoid future re-offending.
<b>Location Within CC's:</b>	Lithgow, MNCCC, Junee, Goulburn, Wellington.
<b>Risk Of Re-Offending:</b>	Based on the LSI-R Moderate to Mod/High risk.
<b>Status:</b>	Accredited
<b>Duration:</b>	<p><i>Pre-group:</i> Up to four sessions: 1 group based testing session &amp; up to 3 individual sessions.</p> <p><i>Group program:</i> A series of 22 group sessions (P&amp;P) &amp; 30 for CC (2hrs each)</p> <p><i>Post-group:</i> Up to 6 follow-up sessions (4 on completion; two 3 months later)</p>
<b>Theoretical Orientation:</b>	Cognitive Behavioural Program, psycho-educational.
<b>Program Modality:</b>	Group work, role play, active learning, role modelling. Resources: workbooks, homework sheets, video and audio equipment.
<b>Program Contents:</b>	Problem-solving Self-management Social interaction training Values education
<b>Admission Criteria:</b>	Mod to Mod/high risk based on LSI-R. More than 6months remaining of sentence Motivated/ready Sex and DV offenders excluded at this time
<b>Program Facilitators:</b>	Trained Psychologist, OS&P, Probation and Parole and selected Custodial Staff.
<b>Offender Program Unit Coordinators:</b>	Lucia Boccolini <a href="mailto:Lucia.Boccolini@dcs.nsw.gov.au">Lucia.Boccolini@dcs.nsw.gov.au</a> 02 8345 1170

# COMPENDIUM

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## OF CORRECTIONAL PROGRAMS IN NEW SOUTH WALES

### **Section 5**

## **Programs for Community Engagement**



Hey Dad!

Nexus

PEET

Responsibilities & Rights

Think & Link

## Hey Dad!

<b>Program Philosophy:</b>	Provides opportunity for fathers/carers who are separated from their children a greater understanding of their role and an opportunity develop an enriched relationship with the children. It is a strength based program giving insight and support for male offenders who are parents or primary carers.
<b>Location Within CC's:</b>	Silverwater (Mens), Cessnock, MSPC, Parklea.
<b>Risk Of Re-Offending:</b>	Any offender who are fathers or carers of children
<b>Status:</b>	Hey Dad for Separated Fathers: External Program provided by Centacare submitted. Hey Dad for Fathers in Prison: Under negotiation with OPU
<b>Duration:</b>	24 sessions divided into 8 x 3 hours
<b>Theoretical Orientation:</b>	Education, Skills acquisition, Behavioural.
<b>Program Modality:</b>	Group work, Video, Handouts
<b>Program Contents:</b>	The Role of Fathers. Understanding Children as they Grow. Relationships & Children. Communication. Dealing With Strong Emotions. New Directions in Discipline. Self Esteem. Stress Management in Parenting
<b>Admission Criteria:</b>	Self Referral & referral from CMT Parents or grandparents who have responsibility for children. Any offences in relation to sexual misconduct or child protection issues Excluded
<b>Program Facilitators:</b>	Welfare & OS&P staff with groupwork skills that have been trained in program delivery.
<b>Offender Program Unit Coordinator:</b>	Zoe de Crespigny <a href="mailto:Zoe.DeCrespigny@dcs.nsw.gov.au">Zoe.DeCrespigny@dcs.nsw.gov.au</a> 02 8346 1002

## NEXUS – Pre Release Program

<b>Program Philosophy:</b>	Program to facilitate staff assisting offenders to prepare for release using the Exit Checklist.
<b>Location Within CC's:</b>	Berrima, Brewarrina, Cooma, Manna, MSPC, Parklea.
<b>Risk Of Re-Offending:</b>	All custodial offenders.
<b>Status:</b>	Submitted for Approval
<b>Duration:</b>	Introduction + 5 sessions and variable 1 on 1 work.
<b>Theoretical Orientation:</b>	Educational. Skills acquisition. Information.
<b>Program Modality:</b>	5 sessions of adult education, experiential, group work with role plays. OHP, video player. Whiteboard/markers, Planning your Release booklets Exit Checklist for participants.
<b>Program Contents:</b>	Transition information e.g: Centerlink, housing, debt, health education, harm reduction etc.
<b>Admission Criteria:</b>	All offenders in custody six months prior to release.
<b>Program Facilitators:</b>	OS&P and education staff with group work skills.
<b>Offender Program Unit Coordinator:</b>	Robyn Boyton Robyn.Boyton@dcs.nsw.com.au 02 8346 1012

## Pathways to Employment, Education & Training (PEET)

<b>Program Philosophy:</b>	A COS, Probation and Parole Service/TAFE partnership providing skills and confidence to either enter the workforce or enter the adult education system, including prosocial/recreational courses/activities.
<b>Location:</b>	Various P&P Offices
<b>Risk Of Re-Offending:</b>	Medium to High (LSI-R) where the criminogenic needs include education/employment
<b>Status:</b>	Not yet submitted
<b>Duration:</b>	9 x 4 hour sessions
<b>Theoretical Orientation:</b>	Information and Education
<b>Program Modality:</b>	Open group.
<b>Program Contents:</b>	Offenders become TAFE students for the duration of the PEET program. The program begins at the District Office and progresses to the local TAFE. Can be modified to suit local needs
<b>Admission Criteria:</b>	Male & female offenders who need employment/training
<b>Program Facilitators:</b>	1 PPO co-facilitator (TAFE provides facilitator) who must have completed PPS Work Group Facilitation Training. Completed PEET training day. Completed OIMS Program and Services screens administration training.
<b>Director, Program Development &amp; Implementation. COS</b>	Rosemary Caruana <a href="mailto:Rosemary.CARUANA@dcs.nsw.gov.au">Rosemary.CARUANA@dcs.nsw.gov.au</a> 02 8346 1057

## Responsibilities & Rights

<b>Program Philosophy:</b>	The aim of the program is to educate offenders about agencies available in the community who can assist them to address the debt issues that they have brought into custody with them. It is also to notify agencies of the offenders' whereabouts and to negotiate debt repayments. Thirdly, to make offenders aware of their rights when dealing with financial institutions, government and non-government agencies in an effort to prevent further incurring of debt upon release
<b>Location Within CC's:</b>	Parklea, Silverwater (Mens), CDTCC, JMCC 1.
<b>Risk Of Re-Offending:</b>	All offenders particularly with a rating of 0-2 in S.21 of the LSI-R
<b>Status:</b>	Registration for Accreditation is pending
<b>Duration:</b>	To be determined by each Centre depending upon requirements of the individual offenders
<b>Theoretical Orientation:</b>	Education, behavioural and skills acquisition
<b>Program Modality:</b>	Groupwork. Information sharing. CD-ROM. Package of Agencies' pamphlets, locations and list of services.
<b>Program Contents:</b>	Agency services. Agency philosophies. Legal rights and assistance when dealing with government and non-government agencies
<b>Admission Criteria:</b>	Self referral, Case Management and/or LSI-R
<b>Program Facilitators:</b>	OS&P staff or COS staff with groupwork skills. Trained and accredited.
<b>Offender Program Unit Coordinator:</b>	Colleen Henry <a href="mailto:Colleen.Henry@dcs.nsw.gov.au">Colleen.Henry@dcs.nsw.gov.au</a> 02 8346 1457

## Think & Link

<b>Program Philosophy:</b>	A program designed to assist existing lower risk offenders to understand the reason for their contact with the criminal justice system and to link themselves to mainstream resources to address their issues.
<b>Location:</b>	All P&P Offices
<b>Risk Of Re-Offending:</b>	Low & Medium (LSI-R) and an option to early termination for lower risk offenders.
<b>Status:</b>	Not yet Submitted
<b>Duration:</b>	3 x 2 hour sessions. Can be modified for local use.
<b>Theoretical Orientation:</b>	Education. Information
<b>Program Modality:</b>	Closed group.
<b>Program Contents:</b>	Sessions have the specific objective of assisting the offender to link up with appropriate community resources.
<b>Admission Criteria:</b>	Male or Female. Low and Medium - Low risk offenders
<b>Program Facilitators:</b>	One facilitator who must have completed PPS Group Workshop.

<b>Manager of Offender Programs Unit:</b>	Zoe de Crespigny <a href="mailto:Zoe.DeCrespigny@dcs.nsw.gov.au">Zoe.DeCrespigny@dcs.nsw.gov.au</a> 02 8346 1002
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# COMPENDIUM

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## OF CORRECTIONAL PROGRAMS IN NEW SOUTH WALES

### **Section 6**

## **Harm Reduction Programs**

Harm Reduction Health Survival Tips

Harm Reduction Peer Supporter Program

H.O.P.E. (Heroin Overdose Prevention Education)



## Harm Reduction Health Survival Program (HSP)

<b>Program Philosophy:</b>	The HST aims to reduce the incidence of Hepatitis & HIV transmission within the prison environment and to reduce the risk of Blood-Borne Communicable Diseases (BBCD) transmission to the general community through the provision of factual information
<b>Location Within CC's:</b>	Brewarrina, Broken Hill, Bathurst, Cessnock, Cooma, Goulburn, Glen Innes, Grafton, JMCC 1, MRRC, MSPC, Oberon, Parklea, Parramatta, Silverwater (Mens), Tamworth, Wellington
<b>Risk Of Re-Offending:</b>	All offenders are at risk in a shared environment, particularly those with a history of IDU.
<b>Status:</b>	Registered for approval
<b>Duration:</b>	1 x 2.5 hours
<b>Theoretical Orientation:</b>	Harm Reduction. Peer Support.
<b>Program Modality:</b>	Education & Health Promotion. Group work. Whiteboard & markers, an OHP, current copies of the Hep C Review, Hep C Hotline cards and resources available from the Hepatitis C Council of NSW
<b>Program Contents:</b>	Harm reduction strategies. Health oriented. Education about the Hepatitis environment & other BBCD's.
<b>Admission Criteria:</b>	All offenders through the Induction & Reception process.
<b>Program Facilitators:</b>	OS&P staff with trained Peer Supporters (optional)
<b>Offender Program Unit Coordinator:</b>	Robyn Boyton <a href="mailto:Robyn.Boyton@dcs.nsw.gov.au">Robyn.Boyton@dcs.nsw.gov.au</a> 02 8346 1012

## Harm Reduction Peer Supporter Program

<b>Program Philosophy:</b>	To establish a group of offenders with credibility in every Correctional Centre in NSW who have been trained in Blood Borne Communicable Diseases prevention education and support strategies. Offender training will then be used to support other offenders who are displaying risk taking behaviours (Peer Support)
<b>Location Within CC's:</b>	Cessnock, Cooma, Grafton
<b>Risk Of Reoffending:</b>	All offenders.
<b>Status:</b>	Registered for approval.
<b>Duration:</b>	Pre Meeting plus 8 sessions
<b>Theoretical orientation:</b>	Harm Reduction & Peer Support
<b>Program Modality:</b>	8 Sessions of adult education, experiential, groupwork with role plays. Overhead projector, whiteboard/markers, participants pens
<b>Program Contents:</b>	Health education. Harm reduction principals. Peer Support strategies, Supportive communication styles
<b>Admission Criteria:</b>	Nominated or apply to OS&P staff. Selection must be approved by MOSP and approved by Manager of Security. Offender must volunteer and be prepared to abide by the 'participants contract'.
<b>Program Facilitators:</b>	OS&P staff with groupwork skills. Accreditation to facilitate this program.
<b>Offender Program Unit Coordinator:</b>	Robyn Boyton <a href="mailto:Robyn.Boyton@dcs.nsw.gov.au">Robyn.Boyton@dcs.nsw.gov.au</a> 02 8346 1012

## H.O.P.E (Heroin Overdose Prevention Education)

<b>Program Philosophy:</b>	The HOPE program aims to equip participants with the skills and knowledge necessary to avoid, recognise, and respond to heroin overdose. .
<b>Location Within CC's:</b>	Cooma.
<b>Risk Of Re-Offending:</b>	The unnatural death rate of ex-prisoners is ten times that found in the general population. Risk is the greatest during the weeks following release.
<b>Status:</b>	External program - Pilot
<b>Duration:</b>	Drug & Alcohol Session (3hrs) First Aid Session (3hrs) Total hours – 6
<b>Theoretical Orientation:</b>	HOPE is a drug and alcohol educational program with Red Cross accredited skills acquisition in expired air resuscitation (EAR) and cardio pulmonary resuscitation (CPR).
<b>Program Modality:</b>	HOPE is offered in a workshop format. Requires an OHP, CPR & EAR dummies and space for active program. HOPE is available in Vietnamese & Arabic.
<b>Program Contents:</b>	<b>Drug and Alcohol Session</b> Substances and their effects The classification of drugs by their effects. Risk factors for overdose or emergencies. Recognising an overdose (signs and symptoms) Harm reduction strategies. <b>First Aid Session.</b> What is first aid? How to deal with emergency services. Emergency action principles. Altered States of Consciousness.
<b>Admission Criteria:</b>	Pre-release referrals from AOD Workers based on past drug use and LSIR risk.
<b>Program Facilitators:</b>	Australian Red Cross facilitators will train Centre to deliver the Workshop. All facilitators must hold minimal certificate IV in workplace training & assessment and meet annual ARC re-accreditation requirements.
<b>Offender Program Unit Coordinator:</b>	Robyn Boyton <a href="mailto:Robyn.Boyton@dcs.nsw.gov.au">Robyn.Boyton@dcs.nsw.gov.au</a> 02 8346 1012

# COMPENDIUM

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## OF CORRECTIONAL PROGRAMS IN NEW SOUTH WALES

### Section 7

## Readiness Program

#### **WHAT IS A READINESS PROGRAM?**

Readiness programs are structured and are generally psycho-educational in design. The goal of a readiness program is to assist participants to develop self understanding, increase motivation to change and increase their ability to recognise and regulate their emotions. They aim to assist participants to gain skills, knowledge and understanding to improve their effectiveness.

In addition, readiness programs are used as preparation for entry to other programs outlined in the Compendium which are designed to address criminogenic needs, such as CALM, Think First etc.

Drugs: The Impact of Dependence

Managing Emotions

Personal Effectiveness Program (PEP)

“R” Program

Seasons For Growth

## DRUGS: The Impact of Dependence

<b>Program Philosophy:</b>	Aims to provide information, confrontation, and motivation to persons with addictions and substance abuse related issues. An excellent AOD readiness program to act as a precursor for Getting SMART.
<b>Location Within CC's:</b>	Bathurst, CDTCC, Dillwynia, MSPC & Parklea.
<b>Risk Of Re-Offending</b>	Designed to introduce to a pathway medium to high risk offenders with drug related offences.
<b>Status:</b>	To be released in April 2008
<b>Duration:</b>	8-10 sessions - 2 times per week. Each session lasts 1 ½ hours.
<b>Theoretical Orientation:</b>	Program is based on Moral Reconciliation Theory, a form of Cognitive Behavioural therapy. Focuses on making the Offender aware of the impact that their behaviour has on themselves, their significant others, and the society that surrounds them.
<b>Program Modality:</b>	PowerPoint presentation and Group work. Facilitators at each centre will be provided with a data projector and PowerPoint presentation. The program comes complete with 6 DVD documentaries, and several CD's.
<b>Program Contents:</b>	Program contents are specifically focussed on the impact of AOD addiction.
<b>Admission Criteria:</b>	Must have substance abuse related behaviour.
<b>Program Facilitators:</b>	All OS&P staff can be trained to run this program however it is usually run by AOD counsellors and psychologists. All facilitators must receive training. Training can take place at each Centre by a member from the OPU.
<b>Offender Program Unit Coordinator:</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 8346 1047

## Managing Emotions: Emotional Recognition and Regulation (Male & Female versions)

<b>Program Philosophy:</b>	The program goal is to assist participants to develop self understanding, increase motivation to change and increase their ability to recognise and regulate their emotions.
<b>Location Within CC's:</b>	MSPC, Mannus, Lithgow, Glen Innes.
<b>Risk Of Re-Offending:</b>	Adult offenders who require emotional and behavioural regulation.
<b>Status:</b>	Currently being updated - due for completion in July 2008.
<b>Duration:</b>	12 sessions x 2 hours
<b>Theoretical Orientation:</b>	Cognitive Behavioural Therapy, adult learning theory, psycho-educational, skills acquisition, experiential
<b>Program Modality:</b>	Group work, discussions, assignments, workbooks. Whiteboard, handouts, video
<b>Program Contents:</b>	The program is divided into three sections – Who am I? Emotional regulation through knowledge and understanding of a variety of personal emotional states and reactions such as anger, sadness, fear and worry.
<b>Admission Criteria:</b>	Any male or female offender requiring emotional and behavioural regulation skills.
<b>Program Facilitators:</b>	OS&P staff with group facilitation skills and experience and training in the program. Co-facilitation required.
<b>Offender Program Unit Coordinator:</b>	Colleen Henry Colleen.Henry@dcs.nsw.gov.au 02 8346 1457

## Personal Effectiveness Program (PEP)

<b>Program Philosophy:</b>	This is a structured, personal psycho educational development program which aims to assist participants in gaining skills, knowledge and understanding to improve their effectiveness. It is also used as a preparation program for entry to offence related programs.
<b>Location Within CC's:</b>	Goulburn, Kirkconnell, Wellington, Oberon, EPCC, Cessnock, Broken Hill
<b>Risk Of Re-Offending:</b>	All offenders who require offender related programs. The program can be used for any offender population that require skills development
<b>Status:</b>	Registered for approval
<b>Duration:</b>	4 modules of 10 sessions each 2.5 hours in duration. The modules can be used individually or as a 4 module total program dependent upon risk/level of the target population.
<b>Theoretical Orientation:</b>	Cognitive Behavioural, Experiential group work, Social and Adult Learning Principles, Skills Acquisition.
<b>Program Modality:</b>	Group work, role play, reflective processing, quick picks, assignments, limited information sharing, whiteboard, overheads.
<b>Program Contents:</b>	The four modules: Communication, Mental Fitness, Working in Groups & Self & Others
<b>Admission Criteria:</b>	Offenders preparing to participate in offence related programs and who require skills acquisition as per the modules/programs.
<b>Program Facilitators:</b>	Staff with group skills and experience, knowledge of adult learning principles and training in program delivery
<b>Offender Program Unit Coordinator:</b>	Colleen Henry Colleen.Henry@dcs.nsw.gov.au 02 8346 1457



## “R” Program (Formerly Enough is Enough)

<b>Program Philosophy:</b>	Specifically designed for offenders to create an awareness of victim’s issues and their relationship with offenders and to offer information on a range of subjects that can be of assistance for those prepared to address their current situation.
<b>Location Within CC’s:</b>	Cessnock
<b>Risk Of Re-Offending:</b>	Offenders convicted of violent crimes.
<b>Status:</b>	Submitted for accreditation. External program.
<b>Duration:</b>	3 sessions of 1 hours duration
<b>Theoretical Orientation:</b>	Educational
<b>Program Modality:</b>	Group work, information sharing
<b>Program Contents:</b>	Victims’ issues, broader impact of crime, principles of cooperative justice, conferencing, personal goals and individual responsibility
<b>Admission Criteria:</b>	Offenders who have a history of violent crimes. Self selection.
<b>Program Facilitators:</b>	Ken Marslew (Enough is Enough Foundation).
<b>Offender Program Unit Coordinator:</b>	Robyn Boyton <a href="mailto:Robyn.Boyton@dcs.nsw.gov.au">Robyn.Boyton@dcs.nsw.gov.au</a> 02 8346 1012

## Seasons For Growth

<b>Program Philosophy:</b>	Using the four seasons to illustrate a cyclical approach it teaches participants the process needed to make a healthy adjustment to any significant loss which occurs in their lives.
<b>Location Within CC's:</b>	Berrima
<b>Risk Of Re-Offending:</b>	Acceptable for all suitable offenders.
<b>Status:</b>	Pilot
<b>Duration:</b>	Component 1, 1.5 hours, Component 2, 2.5 hours, Component 3, 4 x 2 hours.
<b>Theoretical Orientation:</b>	Readiness program, theoretical basis Cognitive Behavioural Theory, Pro Social Modelling Theory. Psycho-educational
<b>Program Modality:</b>	Group work and support. Workbooks used. Information sharing. Educational
<b>Program Contents:</b>	The program is based on the understanding that grief involves the need to accept the reality of loss, experience the pain of grief, learn to adjust to changed circumstances and to reinvest their emotional energy
<b>Admission Criteria:</b>	Referral for all offenders who appear to have grief or loss issues to Component 2. For inclusion in Component 3 Companion and participant must sign consent form.
<b>Program Facilitators:</b>	OS&P staff and P&P officers trained in the program delivery by The Good Grief Organisation
<b>Offender Program Unit Coordinator:</b>	Zoe. de Crespigny <a href="mailto:Zoe.DeCrespigny@dcs.nsw.gov.au">Zoe.DeCrespigny@dcs.nsw.gov.au</a> 02 8346 1002

# COMPENDIUM

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## OF CORRECTIONAL PROGRAMS IN NEW SOUTH WALES

### **Section 8**

### **Sexual Offending**

Sex Offender Programs - Custody Based Intensive Treatment –  
(CUBIT)

Sex Offenders Programs - CORE (CUBIT OUTREACH)

Sex Offender Programs – Maintenance Program

Sex Offenders Programs –Understanding Sexual Offending (USO)

Sex Offenders Programs –Preparatory Program -

<p><b>Sex Offender Programs</b>  <b>Custody-Based Intensive Treatment (CUBIT)</b></p>
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<b>Program Philosophy:</b>	CUBIT is a prison based residential therapy program. The setting is designed to help participants work intensively on changing the thinking, attitudes and feelings which led to their offending behaviour. This is termed a “therapeutic environment”. The CUBIT program consists of process groups that address fundamental treatment issues of men who commit sexual offences. The program is run in a rolling group format, which means that when a participant leaves treatment, another replaces him. In addition, educational programs to promote improved general life skills are offered. Individuals accepted into the program can expect to remain in CUBIT for approximately 6-10 months.
<b>Location Within CC’s:</b>	MSPC, Kirkconnell, Goulburn
<b>Risk of Re-Offending:</b>	High, moderate
<b>Status:</b>	Accredited
<b>Duration:</b>	Open, rolling groups - individualised time frame. 3 process groups per week 1 adjunct group a week.
<b>Theoretical Orientation:</b>	Cognitive Behavioural Therapy.
<b>Program Modality:</b>	Therapeutic. Information sharing. Skills acquisition. Homework.
<b>Program Content:</b>	Disclosure. Life history. Offence pathways. Victim empathy / harm. Self-esteem. Social skills. Coping and mood management. Sexual interests. Self-management plans. Offence related issues (e.g. communication, relationships, anger management).
<b>Admission Criteria:</b>	Male sexual offenders against adults / children Current or historical offences Willingness to participate Psychometric assessment Literacy level assessed.
<b>Service Delivery Mode:</b>	Group
<b>Program Facilitators:</b>	Psychologists, OS&P staff. Custodial staff.
<b>Offender Programs Unit Coordinator</b>	Jayson Ware <a href="mailto:Jayson.Ware@dcs.nsw.gov.au">Jayson.Ware@dcs.nsw.gov.au</a> 02 9219 8104

## Sex Offender Programs: CORE (CUBIT Outreach)

<b>Program Philosophy:</b>	<p>CORE is a prison based non-residential therapy program for men who have sexually abused adults or children. The program is designed to help offenders work on changing the thinking, attitudes and feelings which led to their offending behaviour. CORE is an extension of CUBIT. The program targets the main issues common to sexual offenders. As with CUBIT, during the program participants are expected to take responsibility for their offending behaviour; examine victim issues; identify their offence cycle and develop a detailed self-management plan.</p> <p>As a non-residential program, men attending CORE continue with their regular institutional activities such as work duties, education etc.</p>
<b>Location Within CC's:</b>	Kirkconnell, MSPC
<b>Risk of Re-Offending:</b>	Low - Moderate / Custody
<b>Status:</b>	Accredited
<b>Duration:</b>	6 – 8 months, 2 groups a week
<b>Theoretical Orientation:</b>	Cognitive Behavioural Therapy
<b>Program Modality:</b>	Therapeutic information sharing Skills acquisition. Homework.
<b>Program Content:</b>	Disclosure. Life History. Victim empathy Cognitive distortions. Psychological patterns (emotions, relationships, coping and assertiveness). Offence cycle. Self-management plans.
<b>Admission Criteria:</b>	Male sexual offenders against adults / children. Current or historical offences. Willingness to participate. Psychometric assessment. Literacy level assessed.
<b>Service Delivery Mode:</b>	Group
<b>Program Facilitators:</b>	Psychologists

<b>Offender Programs Unit Coordinator:</b>	<p>Jayson Ware  <a href="mailto:Jayson.Ware@dcs.nsw.gov.au">Jayson.Ware@dcs.nsw.gov.au</a>            02 9219 8104</p>
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## Sex Offender Programs: Maintenance Program

<b>Program Philosophy:</b>	<p>The Maintenance Program is an integral part of sex offender treatment and management and has been developed for sexual offenders who have successfully completed sexual offender treatment programs appropriate to their risk and associated criminogenic needs. The program is run in a group format and involves relatively unstructured sessions which focus on</p> <ul style="list-style-type: none"> <li>• reinforcing the gains made in more intensive treatment programs</li> <li>• goal setting and</li> <li>• assisting offenders with specific risk-management issues relevant to their release into the community.</li> </ul> <p>While participating in the Maintenance Program participants will be assisted with the development of their Maintenance and Support Team (MAST).</p>
<b>Location Within CC's:</b>	Kirkconnell, MSPC
<b>Risk of Re-Offending:</b>	High, moderate, low / Custody
<b>Status:</b>	Accredited
<b>Duration:</b>	Open ended - one group a week
<b>Theoretical Orientation:</b>	Cognitive Behavioural Therapy
<b>Program Modality:</b>	Therapeutic. Information sharing. Skills acquisition. Homework.
<b>Program Content:</b>	Maintenance of treatment gains, specific to each participant. Review self-management plans. Developing MAST
<b>Admission Criteria:</b>	Male sexual offenders against adults / children. Current or historical offence Completion of treatment program Behavioural stability Willingness to participate.
<b>Service Delivery Mode:</b>	Group work
<b>Program Facilitator:</b>	Psychologists
<b>Offender Programs Unit Coordinator:</b>	Jayson Ware <a href="mailto:Jayson.Ware@dcs.nsw.gov.au">Jayson.Ware@dcs.nsw.gov.au</a> 02 9219 8104

**Sex Offenders Programs:  
Understanding Sexual Offending (USO)**

<b>Program Philosophy:</b>	This is a psycho-educational program which is preparation for treatment (it is not a pre-requisite for referral to CUBIT/CORE). The program has a motivational component to encourage offenders to enter treatment. The objectives of USO are: <ul style="list-style-type: none"> <li>• to expose participants to information that challenges offence supportive beliefs and attitudes</li> <li>• to dispel myths related to sexual aggression</li> <li>• to challenge denial and minimisation</li> <li>• to argue for a position of acceptance of responsibility in terms of participants' sexually aggressive behaviour.</li> <li>• to increase participants' readiness to participate in treatment.</li> </ul>
<b>Location Within CC's:</b>	MSPC
<b>Risk of Re-Offending:</b>	High, moderate, low / Custody
<b>Status:</b>	Accredited
<b>Duration:</b>	8 weeks (x 1 group session a week)
<b>Theoretical Orientation:</b>	Cognitive Behavioural Therapy. Motivational
<b>Program Modality:</b>	Education. Information sharing. Video Participant handouts.
<b>Program Content:</b>	What is sexually abusive behaviour? Denial and cognitive distortions. Victim empathy. Myths and facts. Feelings, thoughts and behaviours. Sexuality and relationships. DCS Sex Offender Programs.
<b>Admission Criteria</b>	Male sexual offenders against adults / children. Current or historical offences. Willingness to participate.
<b>Service Delivery Mode:</b>	Group work
<b>Program Facilitator:</b>	Program staff.
<b>Offender Programs Unit Coordinator:</b>	Jayson Ware <a href="mailto:Jayson.Ware@dcs.nsw.gov.au">Jayson.Ware@dcs.nsw.gov.au</a> 02 9219 8104



## Sex Offenders Programs: Preparatory Program

<b>Program Philosophy:</b>	This is primarily a motivational program (it is not a pre-requisite for referral to CUBIT/CORE). The objectives are: <ul style="list-style-type: none"> <li>• To provide a supportive and positive environment to talk about their sexual offending.</li> <li>• To familiarise participants with the treatment process.</li> <li>• To increase participants' readiness and motivation to participate in treatment.</li> </ul>
<b>Location Within CC's:</b>	MSPC, Kirkconnell, Goulburn
<b>Risk of Re-Offending:</b>	High, moderate, low / Custody
<b>Status:</b>	Accredited
<b>Duration:</b>	14 sessions (1 group session a week)
<b>Theoretical Orientation:</b>	Cognitive Behavioural Therapy. Motivational
<b>Program Modality:</b>	Education. Information sharing.
<b>Program Content:</b>	Disclosure. Life History. Self-esteem. Coping. Victim Empathy. Interpersonal Skills. Healthy Sexuality.
<b>Admission Criteria:</b>	Male sexual offenders against adults / children. Current or historical offences. Willingness to participate.
<b>Service Delivery Mode:</b>	Group Work
<b>Program Facilitator:</b>	Psychologists

<b>Offender Programs Unit Coordinator:</b>	Jayson Ware <a href="mailto:Jayson.Ware@dcs.nsw.gov.au">Jayson.Ware@dcs.nsw.gov.au</a> 02 9219 8104
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# COMPENDIUM

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## OF CORRECTIONAL PROGRAMS IN NEW SOUTH WALES

### **Section 9**

## **Programs For Women Offenders**

Alcoholics Anonymous

Domestic Violence Women's Program - Out of the Dark

Drug and Alcohol Addiction Program (DAAP)

DRUGS – The Impact of Dependence

Getting SMART

Health Survival Program (HSP)

Harm Reduction Peer Supporter Program

H.O.P.E. (Heroin Overdose Prevention Program)

Life Management

Managing Emotions – Women's Version

Mothering at a Distance

Narcotic Anonymous

NEXUS

PATHWAYS – Criminal Conduct & Substance Abuse Program  
(Milkman & Wanberg)

Pathways to Employment, Education & Training (PEET)

Personal Effectiveness Program (PEP)

Relapse Prevention Program (RPP)

Responsibilities & Rights – A Program Designed to Address Debt

Seasons For Growth

SMART Recovery Maintenance Groups

The Best Bet ... Is The One You Don't Have

The P.O.I.S.E Program (Personal Ownership, Identity and Self Empowerment)

Think First

Think & Link

## Alcoholics Anonymous (AA Meetings)

<b>Program Philosophy:</b>	The Alcoholics Anonymous (AA) philosophy is an abstinence-based program providing peer support for persons desiring to maintain abstinence one day at a time by implementing a 12 step program.
<b>Location Within CC's:</b>	Silverwater, Mannus, Cooma, MSPC, Goulburn, Parramatta, Cessnock, Tamworth, Glen Innes, Dillwynia, Goulburn, Parklea & Bathurst
<b>Risk Of Re-Offending:</b>	Helpful for those who recognise that alcoholism plays a significant role in their offending behaviour and wish to remain abstinent
<b>Status:</b>	External Program
<b>Duration:</b>	Meetings run continuously on a weekly basis as a peer support and maintenance group.
<b>Theoretical Orientation:</b>	Program based on a medical/disease model. Addiction is portrayed as an incurable disease where participants are encouraged to maintain complete abstinence, while working their way through the 12 steps of recovery
<b>Program Modality:</b>	Meetings. Peer support. A Chairperson directs the meeting.
<b>Program Content:</b>	
<b>Admission Criteria:</b>	Self selection, an acknowledged problem with alcohol and a desire to stop drinking.
<b>Program Facilitators:</b>	Typically, AA representatives from the community will chair the meetings within each Centre

<b>Offender Program Unit Coordinator:</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 02 8346 1047
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## Domestic Abuse Women's Program – Out of the Dark

<b>Program Philosophy:</b>	The program goal is to help participants identify issues in relation to family violence and its impact on their lives.
<b>Location:</b>	All Women's Centres
<b>Risk Of Re-Offending:</b>	Identified by staff and LSI-R assessment to allocate participants to groups of different risk/need levels. History of abuse/violence from spouse, de-facto, same sex relationship or parents.
<b>Status:</b>	Registered for approval
<b>Duration:</b>	6 x 2.5 hour sessions conducted weekly
<b>Theoretical Orientation:</b>	Psycho-educational, skill acquisition, pro-social interventions and narrative methods.
<b>Program Modality:</b>	Groupwork, discussions, video assignments workbooks. Overhead projector, whiteboard.
<b>Program Contents:</b>	Communication skills, relationship skills, identification of perpetrator & victim type of violence, cycle of abuse & effect of abuse on family. Escape from violence plan & referral.
<b>Admission Criteria:</b>	Any female offender with a background of abuse or family violence is eligible.
<b>Program Facilitators:</b>	Groupwork skills, Motivational Interaction. Experience working with women. Accreditation required to facilitate this program. Co facilitator preferable.

<b>Offender Program Unit Coordinator:</b>	Tara Rouse <a href="mailto:Tara.Rouse@dcs.nsw.com.au">Tara.Rouse@dcs.nsw.com.au</a> 02 8346 1106
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## Drug and Alcohol Addiction Program (DAAP)

<b>Program Philosophy:</b>	A program designed to change drug and alcohol dependent behaviour. Must be followed by Relapse Prevention program
<b>Location Within CC's:</b>	Dillwynia, Goulburn, JMCC 1, MNCCC, MSPC, Oberon & Parklea.
<b>Risk Of Re-Offending:</b>	Medium to High Risk (LSI-R). History of substance tolerance and withdrawal and relapse.
<b>Status:</b>	Submitted for Accreditation
<b>Duration:</b>	Pre-program interview (1hr) 8 x 2 hr sessions Post-program interview (1hr)
<b>Theoretical Orientation:</b>	Cognitive behavioural. Cycle of Change.
<b>Program Modality:</b>	Closed group. DVD Player
<b>Program Contents:</b>	Structured program with specific objectives for each session addressing with offenders issues of denial/resistance in relation to drug taking. Identification of high risk drug taking situations. District Offices must additionally have the Relapse Prevention program available for participants.
<b>Admission Criteria:</b>	Male or female offenders. Drug and/or alcohol dependent within the last three months. Current offence or history of drug related offending acquisitive offences.
<b>Program Facilitators:</b>	<b>Two facilitators</b> with group work skill and who have completed training in Drug and Alcohol Addiction/Relapse Prevention facilitation training.
<b>Offender Program Unit Coordinator:</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 02 8346 1047

## DRUGS: The Impact of Dependence

<b>Program Philosophy:</b>	Aims to provide information, confrontation, and motivation to persons with addictions and substance abuse related issues. An excellent AOD readiness program to act as a precursor for Getting SMART.
<b>Location Within CC's:</b>	Bathurst, CDTCC, Dillwynia, MSPC & Parklea.
<b>Risk Of Re-Offending</b>	Designed to introduce to a pathway medium to high risk offenders with drug related offences.
<b>Status:</b>	To be released in April 2008
<b>Duration:</b>	8-10 sessions - 2 times per week. Each session lasts 1 ½ hours.
<b>Theoretical Orientation:</b>	Program is based on Moral Reconciliation Theory, a form of Cognitive Behavioural therapy. Focuses on making the Offender aware of the impact that their behaviour has on themselves, their significant others, and the society that surrounds them.
<b>Program Modality:</b>	PowerPoint presentation and Group work. Facilitators at each centre will be provided with a data projector and PowerPoint presentation. The program comes complete with 6 DVD documentaries, and several CD's.
<b>Program Contents:</b>	Program contents are specifically focussed on the impact of AOD addiction.
<b>Admission Criteria:</b>	Must have substance abuse related behaviour.
<b>Program Facilitators:</b>	All OS&P staff can be trained to run this program however it is usually run by AOD counsellors and psychologists. All facilitators must receive training. Training can take place at each Centre by a member from the OPU.
<b>Offender Program Unit Coordinator:</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 8346 1047



## Getting (Self Management And Recovery Training) SMART

<b>Program Philosophy:</b>	Aims to provide education of CBT tools and techniques to offenders prior to entering SMART Recovery maintenance.
<b>Location Within CC's:</b>	Cooma, EPCC, Goulburn, Glen Innes, Grafton, JMCC 1, Kariong, Kirkconnell, Lithgow, St Heliers, MNCCC, MRRC, MSPC, Silverwater (Mens), Parklea, Parramatta, Silverwater (Womans) Tamworth, Wellington, Berrima, Cessnock, Brewarrina, Bathurst, CDTCC.
<b>Risk Of Re-Offending:</b>	Designed for Offenders with medium to high risk factors, having drug related offences.
<b>Status:</b>	Submitted for Accreditation
<b>Duration:</b>	12 sessions. Each session is divided into 4 segments. Each session 90 minutes.
<b>Theoretical Orientation:</b>	Program is based on Cognitive Behavioural theory, also containing an educational component for skill acquisition.
<b>Program Modality:</b>	Group work. Participants are provided with Getting SMART participant workbooks.
<b>Program Contents:</b>	Program contents are specifically focussed on self management and addiction recovery. Aimed at all types of addictive behaviour and thought patterns, ranging from AOD abuse to gambling, or overeating.
<b>Admission Criteria:</b>	Must have substance abuse or other addiction related issues.
<b>Program Facilitators:</b>	All OS&P staff can be trained to run this program however it is usually run by AOD counsellors. All facilitators must receive training. Training can take place in field locations by a member from the Offender Programs Unit.
<b>Offender Program Unit Coordinator:</b>	Lesley Sampson <a href="mailto:Lesley.Sampson@dcs.nsw.gov.au">Lesley.Sampson@dcs.nsw.gov.au</a> 02 8346 1241

## Harm Reduction Health Survival Program (HSP)

<b>Program Philosophy:</b>	The HST aims to reduce the incidence of Hepatitis & HIV transmission within the prison environment and to reduce the risk of Blood-Borne Communicable Diseases (BBCD) transmission to the general community through the provision of factual information
<b>Location Within CC's:</b>	Brewarrina, Broken Hill, Bathurst, Cessnock, Cooma, Goulburn, Glen Innes, Grafton, JMCC 1, MRRC, MSPC, Oberon, Parklea, Parramatta, Silverwater (Mens), Tamworth, Wellington
<b>Risk Of Re-Offending:</b>	All offenders are at risk in a shared environment, particularly those with a history of IDU.
<b>Status:</b>	Registered for approval
<b>Duration:</b>	1 x 2.5 hours
<b>Theoretical Orientation:</b>	Harm Reduction. Peer Support.
<b>Program Modality:</b>	Education & Health Promotion. Group work. Whiteboard & markers, an OHP, current copies of the Hep C Review, Hep C Hotline cards and resources available from the Hepatitis C Council of NSW
<b>Program Contents:</b>	Harm reduction strategies. Health oriented. Education about the Hepatitis environment & other BBCD's.
<b>Admission Criteria:</b>	All offenders through the Induction & Reception process.
<b>Program Facilitators:</b>	OS&P staff with trained Peer Supporters (optional)

<b>Offender Program Unit Coordinator:</b>	Robyn Boyton <a href="mailto:Robyn.Boyton@dcs.nsw.gov.au">Robyn.Boyton@dcs.nsw.gov.au</a> 02 8346 1012
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## Harm Reduction Peer Supporter Program

<b>Program Philosophy:</b>	To establish a group of offenders with credibility in every Correctional Centre in NSW who have been trained in Blood Borne Communicable Diseases prevention education and support strategies. Offender training will then be used to support other offenders who are displaying risk taking behaviours (Peer Support)
<b>Location Within CC's:</b>	Cessnock, Cooma, Grafton
<b>Risk Of Reoffending:</b>	All offenders.
<b>Status:</b>	Registered for approval.
<b>Duration:</b>	Pre Meeting plus 8 sessions
<b>Theoretical orientation:</b>	Harm Reduction & Peer Support
<b>Program Modality:</b>	8 Sessions of adult education, experiential, groupwork with role plays. Overhead projector, whiteboard/markers, participants pens
<b>Program Contents:</b>	Health education. Harm reduction principals. Peer Support strategies, Supportive communication styles
<b>Admission Criteria:</b>	Nominated or apply to OS&P staff. Selection must be approved by MOSP and approved by Manager of Security. Offender must volunteer and be prepared to abide by the 'participants contract'.
<b>Program Facilitators:</b>	OS&P staff with groupwork skills. Accreditation to facilitate this program.
<b>Offender Program Unit Coordinator:</b>	Robyn Boyton <a href="mailto:Robyn.Boyton@dcs.nsw.gov.au">Robyn.Boyton@dcs.nsw.gov.au</a> 02 8346 1012

## H.O.P.E (Heroin Overdose Prevention Education)

<b>Program Philosophy:</b>	The HOPE program aims to equip participants with the skills and knowledge necessary to avoid, recognise, and respond to heroin overdose. .
<b>Location Within CC's:</b>	Cooma.
<b>Risk Of Re-Offending:</b>	The unnatural death rate of ex-prisoners is ten times that found in the general population. Risk is the greatest during the weeks following release.
<b>Status:</b>	External program – Pilot
<b>Duration:</b>	Drug & Alcohol Session (3hrs) First Aid Session (3hrs) Total hours – 6
<b>Theoretical Orientation:</b>	HOPE is a drug and alcohol educational program with Red Cross accredited skills acquisition in expired air resuscitation (EAR) and cardio pulmonary resuscitation (CPR).
<b>Program Modality:</b>	HOPE is offered in a workshop format. Requires an OHP, CPR & EAR dummies and space for active program. HOPE is available in Vietnamese & Arabic.
<b>Program Contents:</b>	<b>Drug and Alcohol Session</b> Substances and their effects The classification of drugs by their effects. Risk factors for overdose or emergencies. Recognising an overdose (signs and symptoms) Harm reduction strategies. <b>First Aid Session.</b> What is first aid? How to deal with emergency services. Emergency action principles. Altered States of Consciousness.
<b>Admission Criteria:</b>	Pre-release referrals from AOD Workers based on past drug use and LSIR risk.
<b>Program Facilitators:</b>	Australian Red Cross facilitators will train Centre to deliver the Workshop. All facilitators must hold minimal certificate IV in workplace training & assessment and meet annual ARC re-accreditation requirements.
<b>Offender Program Unit Coordinator:</b>	Robyn Boyton <a href="mailto:Robyn.Boyton@dcs.nsw.gov.au">Robyn.Boyton@dcs.nsw.gov.au</a> 02 8346 1012

## Life Management

<b>Program Philosophy:</b>	Life Management is a Cognitive Behavioural Therapy program designed to address a range of offending behaviours. This is done via psycho-educational, cognitive restructuring & behaviour modification in a structured form to resolve deeper level problems, address family of origin issues & construct a dynamic relapse prevention plan.
<b>Location:</b>	Berrima & Dillwynia.
<b>Risk Of Re-Offending:</b>	Adult offenders with moderate & moderate to high risk/need.
<b>Status:</b>	Registered for Accreditation.
<b>Duration:</b>	Approx 8 weekly 2.5 hour sessions. 15 x 1 hour follow up sessions weekly.
<b>Theoretical Orientation:</b>	Cognitive Behavioural Therapy, educational, skill acquisition & experiential.
<b>Program Modality:</b>	Group work, discussions, workbooks, OHP & whiteboard.
<b>Program Contents:</b>	Emotional regulation & control, communication skills, conflict resolution skills, decision making skills, control impulsivity, taking personal responsibility, establish and maintain healthy boundaries & relationship skills.
<b>Admission Criteria:</b>	Moderate & moderate to high risk/need rating on LSI-R.
<b>Program Facilitators:</b>	Group work skills, Motivational Interactions, CBT/REBT training. Accreditation required to facilitate this program. Co facilitation not required.
<b>Offender Program Unit Coordinator:</b>	Colleen Henry Colleen.Henry@dcs.nsw.gov.au 02 8346 1457

## Managing Emotions (Women's Version): Emotional Recognition and Regulation

<b>Program Philosophy:</b>	The program goal is to assist participants to develop self understanding, increase motivation to change and increase their ability to recognise and regulate their emotions.
<b>Location:</b>	Training to be conducted at Dillwynia for Emu Plains, Dillwynia and Berrima staff
<b>Risk Of Re-Offending:</b>	Women offenders who require emotional and behavioural regulation, identified by staff and accepted for entry via pre-group assessments.
<b>Status:</b>	Being rewritten. Due for completion July 2008
<b>Duration:</b>	12 sessions x 2 hours
<b>Theoretical Orientation:</b>	Cognitive Behavioural Therapy, adult learning theory, psycho-educational, skills acquisition, experiential
<b>Program Modality:</b>	Group work, discussions, assignments, workbooks. Whiteboard, handouts, video
<b>Program Contents:</b>	The program focuses on emotional regulation through knowledge and understanding of a variety of personal emotional states and reactions such as anger, sadness, fear and worry.
<b>Admission Criteria:</b>	Any offender requiring emotional and behavioural regulation skills, those not yet ready to enter identified more intensive programs
<b>Program Facilitators:</b>	OS&P, group skills and experience and training in the program. Co-facilitation required.
<b>Offender Program Unit Coordinator:</b>	Colleen Henry Colleen.Henry@dcs.nsw.gov.au 02 8346 1457

## Mothering At A Distance

<b>Program Philosophy:</b>	The Project aims to reduce the impact of enforced separations on the mother/child relationship by using the available visiting time to support the mother to enhance the often fragile relationship with the young child.
<b>Location:</b>	Dillwynia, Emu Plains, Mulawa & Berrima
<b>Risk Of Re-Offending:</b>	Women with responsibility for the care of children 0-5 years of age.
<b>Status:</b>	Submitted for Accreditation
<b>Duration:</b>	10 weeks. Playgroup, Program Sessions, Mother's Group.
<b>Theoretical Orientation:</b>	Child Mental Health. Social and Behavioural Problems, Development and Learning Difficulties and impacting on Intergenerational Cycle of Crime
<b>Program Modality:</b>	Supported playgroup, Mother's Group, Skills practice, Group size 10 – 15 children with their mothers/caregivers. Video Camera. DVD player.
<b>Program Contents:</b>	Enhance the mother and infant relationship. Increase maternal sensitivity and reduce trauma during separation caused by incarceration.
<b>Admission Criteria:</b>	Mothers/caregivers who have significant parenting responsibility once released who have children aged 0 – 5 years of age.
<b>Program Facilitators:</b>	Tresillian staff will provide training to specifically selected OS&P staff.
<b>Offender Program Unit Coordinator:</b>	Zoe de Crespigny <a href="mailto:Zoe.DeCrespigny@dcw.nw.gov.au">Zoe.DeCrespigny@dcw.nw.gov.au</a> 028346 1002

## Narcotics Anonymous (NA)

<b>Program Philosophy:</b>	The Narcotic Anonymous (NA) philosophy is an abstinence-based program providing peer support for persons desiring to maintain abstinence one day at a time by implementing a 12 Step Program.
<b>Location Within CC's:</b>	CDTCC, Cessnock, JMCC 1, MRRC, Parklea, Silverwater (Mens)
<b>Risk Of Re-offending:</b>	Offenders with a history of illicit/problematic drug use.
<b>Status:</b>	External program.
<b>Duration:</b>	Ongoing, weekly.
<b>Theoretical Orientation:</b>	Self-help group.
<b>Program Modality:</b>	Meetings. Peer support. A Chairperson directs the meeting
<b>Program Contents:</b>	Discussion. Information sharing.
<b>Admission Criteria:</b>	Self selection. Acknowledged problem with drug usage and a desire to stop using.
<b>Program Facilitators:</b>	Typically, NA representatives from the community will chair meetings within each Centre.
<b>Offender Program Unit Coordinator:</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.gov.au">Geoffrey.Wilkinson@dcs.nsw.gov.au</a> 02 8346 1047



## NEXUS – Pre Release Program

<b>Program Philosophy:</b>	Program to facilitate staff assisting offenders to prepare for release using the Exit Checklist.
<b>Location Within CC's:</b>	Berrima, Brewarrina, Cooma, Manna, MSPC, Parklea.
<b>Risk Of Re-Offending:</b>	All custodial offenders.
<b>Status:</b>	Submitted for Approval
<b>Duration:</b>	Introduction + 5 sessions and variable 1 on 1 work.
<b>Theoretical Orientation:</b>	Educational. Skills acquisition. Information.
<b>Program Modality:</b>	5 sessions of adult education, experiential, group work with role plays. OHP, video player. Whiteboard/markers, Planning your Release booklets Exit Checklist for participants.
<b>Program Contents:</b>	Transition information e.g: Centerlink, housing, debt, health education, harm reduction etc.
<b>Admission Criteria:</b>	All offenders in custody six months prior to release.
<b>Program Facilitators:</b>	OS&P and education staff with group work skills.
<b>Offender Program Unit Coordinator:</b>	Robyn Boyton Robyn.Boyton@dcs.nsw.com.au 02 8346 1012

**PATHWAYS - Criminal Conduct & Substance Abuse  
Treatment (Milkman & Wanberg)**

<b>Program Philosophy:</b>	High-intensity addiction based program addressing the need for change. Strongly links criminal conduct and AOD use. Builds knowledge and skills to take responsibility for behaviour. High intensity program which is three-phased – Challenge to Change – Commitment to Change - Taking Ownership of Change.
<b>Location Within CC's:</b>	
<b>Risk Of Re-Offending:</b>	Medium to High risk offenders as determined by LSI-R with issues of addiction.
<b>Status:</b>	Submitted for Accreditation
<b>Duration:</b>	<b>Adolescent Program = Total 64+ hours</b> Phase 1 – 10 x 2hr. Sessions Phase 2 – 10 x 2hr. Sessions Phase 3 – 12 x 2hr. Sessions
	<b>Adult Program = Total 100 hours</b> Phase 1 – 20 x 2hr. Sessions Phase 2 – 22 x 2hr. Sessions Phase 3 – 8 x 2hr. Sessions
<b>Theoretical Orientation:</b>	Cognitive Behavioural Approach. Skills Acquisition – Community, Self-Control and Self Management. Rational Emotive Behavioural Therapy.
<b>Program Modality:</b>	Group work. Workbook. Exercises. Role Play.
<b>Program Contents:</b>	Issues of addiction particularly AOD misuse. Addresses criminal thinking and behaviour and relapse prevention
<b>Admission Criteria:</b>	LSI-R referrals and Court Referrals
<b>Program Facilitators:</b>	OS&P with experience in groupwork, CBT and MI. Specifically trained in this program

<b>Offender Program Unit Coordinator:</b>	Tara Rouse <a href="mailto:Tara.Rouse@dcs.nsw.com.au">Tara.Rouse@dcs.nsw.com.au</a> 02 8346 1106
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## Pathways to Employment, Education & Training (PEET)

<b>Program Philosophy:</b>	A Community Offender Services, Probation and Parole Service/TAFE partnership providing skills and confidence to either enter the workforce or enter the adult education system, including pro-social/recreational courses/activities.
<b>Location:</b>	Various Probation & Parole Offices
<b>Risk Of Re-Offending:</b>	Medium to High (LSI-R) where the criminogenic needs include education/employment
<b>Status:</b>	Not yet submitted
<b>Duration:</b>	9 x 4 hour sessions
<b>Theoretical Orientation:</b>	Information and Education
<b>Program Modality:</b>	Open group.
<b>Program Contents:</b>	Offenders become TAFE students for the duration of the PEET program. The program begins at the District Office and progresses to the local TAFE. Can be modified to suit local needs
<b>Admission Criteria:</b>	Male & female offenders who need employment/training
<b>Program Facilitators:</b>	1 Probation & Parole Officer co-facilitator (TAFE provides facilitator) who must have completed Probation and Parole Service Work Group Facilitation Training. Completed PEET training day. Completed OIMS Program and Services screens administration training.
<b>Director, Program Development &amp; Implementation. COS</b>	Rosemary Caruana <a href="mailto:Rosemary.CARUANA@dcs.nsw.gov.au">Rosemary.CARUANA@dcs.nsw.gov.au</a> 02 8346 1057

## Personal Effectiveness Program (PEP)

<b>Program Philosophy:</b>	This is a structured, personal psycho educational development program which aims to assist participants in gaining skills, knowledge and understanding to improve their effectiveness. It is also used as a preparation program for entry to offence related programs.
<b>Location Within CC's:</b>	Goulburn, Kirkconnell, Wellington, Oberon, EPCC, Cessnock, Broken Hill
<b>Risk Of Re-Offending:</b>	All offenders who require offender related programs. The program can be used for any offender population that require skills development
<b>Status:</b>	Registered for approval
<b>Duration:</b>	4 modules of 10 sessions each 2.5 hours in duration. The modules can be used individually or as a 4 module total program dependent upon risk/level of the target population.
<b>Theoretical Orientation:</b>	Cognitive Behavioural, Experiential group work, Social and Adult Learning Principles, Skills Acquisition.
<b>Program Modality:</b>	Group work, role play, reflective processing, quick picks, assignments, limited information sharing, whiteboard, overheads.
<b>Program Contents:</b>	The four modules: Communication, Mental Fitness, Working in Groups & Self & Others
<b>Admission Criteria:</b>	Offenders preparing to participate in offence related programs and who require skills acquisition as per the modules/programs.
<b>Program Facilitators:</b>	Staff with group skills and experience, knowledge of adult learning principles and training in program delivery
<b>Offender Program Unit Coordinator:</b>	Colleen Henry Colleen.Henry@dcs.nsw.gov.au 02 8346 1457

## Relapse Prevention (RPP)

<b>Program Philosophy:</b>	A program for male and female offenders designed to follow DAAP and maintain drug free behaviour by assisting offenders to develop adaptive coping skills in high-risk drug taking situations.
<b>Location Within CC's</b>	MRRC, Long Bay Hospital, Goulburn, JMCC 1, MSPC, Glen Innes
<b>Risk Of Re-Offending</b>	Medium to High Risk (LSI-R). History of substance tolerance and withdrawal and relapse.
<b>Status:</b>	Submitted for Accreditation
<b>Duration:</b>	12 x 2 hr sessions.
<b>Theoretical Orientation:</b>	Cognitive behavioural. Cycle of Change
<b>Program Modality:</b>	Closed group. DVD.
<b>Program Contents:</b>	This Program follows the Drug & Alcohol Addictions Program and formulates an individual Relapse Prevention Program. This is a structured program with specific activities to identify high risk situations. Development of strategies to avoid high risk situations and maintain abstinence.
<b>Admission Criteria:</b>	Offenders who may have completed Drug and Alcohol Addiction program.
<b>Program Facilitators:</b>	<b>Two facilitators</b> with group work skill and who have completed training in Drug and Alcohol Addiction/Relapse Prevention facilitation training.
<b>Offender Program Unit Coordinator:</b>	Geoff Wilkinson <a href="mailto:Geoffrey.Wilkinson@dcs.nsw.com.au">Geoffrey.Wilkinson@dcs.nsw.com.au</a> 02 8346 1047

## Responsibilities & Rights

<b>Program Philosophy:</b>	The aim of the program is to educate offenders about agencies available in the community who can assist them to address the debt issues that they have brought into custody with them. It is also to notify agencies of the offenders' whereabouts and to negotiate debt repayments. Thirdly, to make offenders aware of their rights when dealing with financial institutions, government and non-government agencies in an effort to prevent further incurring of debt upon release
<b>Location Within CC's:</b>	Parklea, Silverwater (Mens), CDTCC, JMCC 1.
<b>Risk Of Re-Offending:</b>	All offenders particularly with a rating of 0-2 in S.21 of the LSI-R
<b>Status:</b>	Registration for Accreditation is pending
<b>Duration:</b>	To be determined by each Centre depending upon requirements of the individual offenders
<b>Theoretical Orientation:</b>	Education, behavioural and skills acquisition
<b>Program Modality:</b>	Groupwork. Information sharing. CD-ROM. Package of Agencies' pamphlets, locations and list of services.
<b>Program Contents:</b>	Agency services. Agency philosophies. Legal rights and assistance when dealing with government and non-government agencies
<b>Admission Criteria:</b>	Self referral, Case Management and/or LSI-R
<b>Program Facilitators:</b>	OS&P staff or COS staff with groupwork skills. Trained and accredited.
<b>Offender Program Unit Coordinator:</b>	Colleen Henry <a href="mailto:Colleen.Henry@dcs.nsw.gov.au">Colleen.Henry@dcs.nsw.gov.au</a> 02 8346 1457

## Seasons For Growth

<b>Program Philosophy:</b>	Using the four seasons to illustrate a cyclical approach it teaches participants the process needed to make a healthy adjustment to any significant loss which occurs in their lives.
<b>Location:</b>	Women's Centres, CDTCC, Yetta Dhinnikal, Broken Hill, COS Offices at Dubbo, Bourke, and in the Western Region.
<b>Risk Of Re-Offending:</b>	Acceptable for all suitable offenders.
<b>Status:</b>	Pilot
<b>Duration:</b>	Component 1, 1.5 hours, Component 2, 2.5 hours, Component 3, 4 x 2 hours.
<b>Theoretical Orientation:</b>	Readiness program, theoretical basis Cognitive Behavioural Theory, Pro Social Modelling Theory. Psycho-educational
<b>Program Modality:</b>	Group work and support. Workbooks used. Information sharing. Educational
<b>Program Contents:</b>	The program is based on the understanding that grief involves the need to accept the reality of loss, experience the pain of grief, learn to adjust to changed circumstances and to reinvest their emotional energy
<b>Admission Criteria:</b>	Referral for all offenders who appear to have grief or loss issues to Component 2. For inclusion in Component 3 Companion and participant must sign consent form.
<b>Program Facilitators:</b>	OS&P staff and P&P officers trained in the program delivery by The Good Grief Organisation
<b>Offender Program Unit Coordinator:</b>	Zoe. de Crespigny <a href="mailto:Zoe.DeCrespigny@dcs.nsw.gov.au">Zoe.DeCrespigny@dcs.nsw.gov.au</a> 02 8346 1002

## SMART Recovery Maintenance Groups

<b>Program Philosophy:</b>	Aims to provide ongoing group meetings to reinforce and support relapse prevention in addictions and substance abuse related issues.
<b>Location Within CC's:</b>	Bathurst, CDTCC, Cooma, EPCC, Kirkconnell, Mannus, MRRC, MSPC, Parramatta, Silverwater (Mens)
<b>Risk Of Re-Offending:</b>	Can be used with all offenders with issues of addiction and used as maintenance follow up in addition to other interventions in a pathway for medium high to high risk offenders.
<b>Status:</b>	Submitted for Accreditation
<b>Duration:</b>	Program runs continuously on a weekly or twice basis as a peer support and maintenance group. (Similar to an AA meeting but CBT based). Each meeting lasts 1 ½ hours (depending on group size).
<b>Theoretical Orientation:</b>	Program is based on Cognitive Behavioural theory, also containing an educational component for skill acquisition.
<b>Program Modality:</b>	Group work. Participants are also provided with SMART Recovery resource and reference books that can be used in group or outside.
<b>Program Contents:</b>	Program contents are specifically focussed on addiction. Aimed at targeting all types of addictions, ranging from AOD abuse to gambling, or overeating.
<b>Admission Criteria:</b>	Must have substance abuse or other addiction related issues. Must have completed the Getting SMART program prior to entering this maintenance group.
<b>Program Facilitators:</b>	All OS&P staff can be trained to run this program however it is usually run by AOD counsellors. All facilitators must receive training. Training can take place at each Centre by a member from the Offender Programs Unit.
<b>Offender Program Unit Coordinator:</b>	Lesley Sampson <a href="mailto:Lesley.Sampson@dcs.nsw.gov.au">Lesley.Sampson@dcs.nsw.gov.au</a> 8346 1241



## The Best Bet –Is The One You Don't Have

<b>Program Philosophy:</b>	This program aims to assist persons with gambling problems attain an awareness of problem gambling, triggers, coping strategies and safety plans.
<b>Location Within CC's:</b>	Bathurst, Berrima, CDTCC, Dillwynia, Goulburn, Glen Innes, Grafton, Kirkconnell, Lithgow, Oberon, Parklea, Parramatta.
<b>Risk Of Re- Offending:</b>	Medium to high risk
<b>Status:</b>	Registered for Accreditation
<b>Duration:</b>	10 x 2 hr sessions.
<b>Theoretical Orientation:</b>	Program is based on Cognitive Behavioural theory, also containing an adult educational component for skill acquisition.
<b>Program Modality:</b>	Group work. Facilitators require an overhead projector. The program allows for the use of videos and guest speakers. Participants will require pen and paper.
<b>Program Contents:</b>	Program contents are specifically focussed on addressing problem gambling. It covers: emotional awareness, the stages of change, high risk management, impact on others, links to crime and relapse prevention.
<b>Admission Criteria:</b>	Must have a Gambling problem, and an identifiable link between gambling habits and crime.
<b>Program Facilitators:</b>	All OS&P staff can be trained to run this program. Facilitators must receive training. Training can take place at each Centre by a member from the Program Development Unit.
<b>Offender Program Unit Coordinator</b>	Tara Rouse <a href="mailto:Tara.Rouse@dcs.nsw.gov.au">Tara.Rouse@dcs.nsw.gov.au</a> 02 8346 1106

**THE POISE PROGRAM –  
(Personal Ownership Identity and Self Empowerment)**

<b>Program Philosophy:</b>	Addiction based program structured specifically for Women Offenders. The program aim is to address AOD issues, addictive behaviour, the AOD and recidivism cycle and general lifestyle skills. Program utilises Criminal Conduct and Substance Abuse Treatment program within programming structure.
<b>Location:</b>	Emu Plains Correctional Centre
<b>Risk Of Re-Offending:</b>	Offenders must have a proven rehabilitation need, with current offence related to AOD use, and/or positive urine diagnosis during their sentence.
<b>Status:</b>	
<b>Duration:</b>	12 weeks -5 days per week, 1 to 2 sessions per day, of 3 hour duration.
<b>Theoretical Orientation:</b>	Cognitive behavioural approach, self management, educational, social and adult learning principles, experimental.
<b>Program Modality:</b>	Residential Accommodation based program, with all participants housed together within the compound Groupwork, role play, exercises, Workbook, (Criminal conduct and Substance Abuse Treatment Workbook), journaling, demonstration, whiteboard, video, DVD
<b>Program Contents:</b>	Issues of addiction, relapse prevention, health education, communication skills, life skills
<b>Admission Criteria:</b>	Female offenders, AOD history, no further court, accessed by Case Management team, part of Case Plan, placement to EPCC
<b>Program Facilitators:</b>	OS&P with group work skills and experience. AOD training/experience, assessed by Program Facilitator.
<b>Offender Program Unit Coordinator:</b>	Annie Lucas <a href="mailto:Annie.Lucas@dcs.nsw.gov.au">Annie.Lucas@dcs.nsw.gov.au</a> 02 47350200

## Think First

<b>Program Philosophy:</b>	The overall objective of the Think First Program is to help individuals acquire, develop and apply a series of social problem solving and associated skills that will enable them to manage difficulties in their lives and to avoid future re-offending.
<b>Location Within CC's:</b>	Lithgow, MNCCC, Junee, Goulburn, Wellington.
<b>Risk Of Re-Offending:</b>	Based on the LSI-R Moderate to Mod/High risk.
<b>Status:</b>	Accredited
<b>Duration:</b>	<p><i>Pre-group:</i> Up to four sessions: 1 group based testing session &amp; up to 3 individual sessions.</p> <p><i>Group program:</i> A series of 22 group sessions (P&amp;P) &amp; 30 for CC (2hrs each)</p> <p><i>Post-group:</i> Up to 6 follow-up sessions (4 on completion; two 3 months later)</p>
<b>Theoretical Orientation:</b>	Cognitive Behavioural Program, psycho-educational.
<b>Program Modality:</b>	Group work, role play, active learning, role modelling. Resources: workbooks, homework sheets, video and audio equipment.
<b>Program Contents:</b>	Problem-solving Self-management Social interaction training Values education
<b>Admission Criteria:</b>	Mod to Mod/high risk based on LSI-R. More than 6months remaining of sentence Motivated/ready Sex and DV offenders excluded at this time
<b>Program Facilitators:</b>	Trained Psychologist, OS&P, Probation and Parole and selected Custodial Staff.
<b>Offender Program Unit Coordinators:</b>	Lucia Boccolini <a href="mailto:Lucia.Boccolini@dcs.nsw.gov.au">Lucia.Boccolini@dcs.nsw.gov.au</a> 02 8345 1170

## Think & Link

<b>Program Philosophy:</b>	A program designed to assist existing lower risk offenders to understand the reason for their contact with the criminal justice system and to link themselves to mainstream resources to address their issues.
<b>Location:</b>	All Probation & Parole Offices
<b>Risk Of Re-Offending:</b>	Low & Medium (LSI-R) and an option to early termination for lower risk offenders.
<b>Status:</b>	Not yet Submitted
<b>Duration:</b>	3 x 2 hour sessions. Can be modified for local use.
<b>Theoretical Orientation:</b>	Education. Information
<b>Program Modality:</b>	Closed group.
<b>Program Contents:</b>	Sessions have the specific objective of assisting the offender to link up with appropriate community resources.
<b>Admission Criteria:</b>	Male or Female. Low and Medium - Low risk offenders
<b>Program Facilitators:</b>	One facilitator who must have completed Probation & Parole Service Group Workshop.
<b>Manager of Offender Programs Unit:</b>	Zoe de Crespigny <a href="mailto:Zoe.DeCrespigny@dcs.nsw.gov.au">Zoe.DeCrespigny@dcs.nsw.gov.au</a> 02 8346 1002

# COMPENDIUM

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## OF CORRECTIONAL PROGRAMS IN NEW SOUTH WALES

### **Section 10**

### **Composite Programs**

**THE POISE PROGRAM –  
(Personal Ownership Identity and Self Empowerment)**

<b>Program Philosophy:</b>	Addiction based program structured specifically for Women Offenders. The program aim is to address AOD issues, addictive behaviour, the AOD and recidivism cycle and general lifestyle skills. Program utilises Criminal Conduct and Substance Abuse Treatment program within programming structure.
<b>Location:</b>	Emu Plains Correctional Centre
<b>Risk Of Re-Offending:</b>	Offenders must have a proven rehabilitation need, with current offence related to AOD use, and/or positive urine diagnosis during their sentence.
<b>Status:</b>	
<b>Duration:</b>	12 weeks -5 days per week, 1 to 2 sessions per day, of 3 hour duration.
<b>Theoretical Orientation:</b>	Cognitive behavioural approach, self management, educational, social and adult learning principles, experimental.
<b>Program Modality:</b>	Residential Accommodation based program, with all participants housed together within the compound Groupwork, role play, exercises, Workbook, (Criminal conduct and Substance Abuse Treatment Workbook), journaling, demonstration, whiteboard, video, DVD
<b>Program Contents:</b>	Issues of addiction, relapse prevention, health education, communication skills, life skills
<b>Admission Criteria:</b>	Female offenders, AOD history, no further court, accessed by Case Management team, part of Case Plan, placement to EPCC
<b>Program Facilitators:</b>	OS&P with group work skills and experience. AOD training/experience, assessed by Program Facilitator.
<b>Offender Program Unit Coordinator:</b>	Annie Lucas <a href="mailto:Annie.Lucas@dcs.nsw.gov.au">Annie.Lucas@dcs.nsw.gov.au</a> 02 47350200



## Performance Linked Fee matrix

KEY PERFORMANCE INDICATOR	Base level Performance	Best Practice	% Fee	Result	VALIDATION METHODS AND/OR RECORDS REQUIRED
<b>OFFENDER MANAGEMENT AND OPERATIONS</b>					<b>%</b>
Services and programs must be reported in the appropriate data system (currently the OS&P Reporting system)	100%	100%	(5%)		A monthly report detailing all services and programs interventions logged onto the OS&P reporting system (group and 1-1) will be forwarded from OS&P head office to Junee. This report will also provide details of offender participation against risk and needs.
Percentage of inmates assessed as having AOD issues offered individual or group treatment intervention (only inmates with six months or more remaining to serve on reception at Junee).	100%	100%	(2.5%)		On reception, Reception Screening staff must check whether inmate has current LSI-R. If inmate has an LSI-R (less than 2 years old) with a high to medium risk for the AOD domain, they should be referred to the AOD counsellor. If no current LSI-R, then Reception Screening staff need to assess and, if necessary, make referral to AOD counsellor.
Percentage of inmates assessed as having AOD issues, who have a LSI-R (< 2years old) and are assessed as high to medium risk, with a score of 9-5 on the AOD needs domain, are receiving intervention (inmates with six months or more remaining to serve on reception at Junee).	Group: 15% * 1-1: 30% (130 individual offenders)	Group: 20% * 1-1: 40% (160 individual offenders)	(2.5%)		The Case Files for a random selection of inmates who meet the criteria will be reviewed to establish whether intervention program/treatment has commenced.
	*approx 60 per week individuals out of a catchment of 390	*approx 80 per week individuals out of a catchment of 390			



<p><b>All criminogenic program interventions should target offenders who are medium to high risk of reoffending and where the specific domains within the risk assessment indicate medium to high needs.</b></p> <p><b>Note: Program and service interventions should proportionally reflect the centre state in terms of the defined target groups of ATSI, young adult offenders, CALD and disabilities</b></p>	<p>85% of participants in criminogenic programs are high to medium risk</p>	<p>95% of participants in criminogenic programs are high to medium risk</p>	<p>(2.5%)</p>		<p>'Program interventions' relates to the Offender Programs Unit accredited and approved program suite, outlined in the OPU Compendium. These fall into the following categories: Aboriginal Programs, Aggression and Violence, Alcohol, Drugs &amp; Addictions, Cognitive Skills, Community Engagement, Harm Reduction, Readiness and Sexual Offending. The suite of program offered at Junee should reflect these areas with approximately half of the total number of programs delivered being AOD</p> <p>Information on the proportions of ATSI, YAO and CALD offenders currently at Junee will be made available by OS&amp;P on a regular basis (at least every two months)</p>
<p><b>On arrival at Junee, inmates should be assessed for literacy intervention using the Basic Skills assessment (group format) developed by AEVTI.</b></p>	<p>Assessments completed: 100 per month Basic literacy/ESL enrolments: 120</p>	<p>Assessments completed: 150 per month Basic literacy/ESL enrolments: 180</p>			<p>A listing of all offenders who have not been assessed will be made available by OS&amp;P on a regular basis (at least every two months)</p>
<p><b>Enrolments in basic literacy and ESL should target offenders with scores NYA to NRS3 as outlined in the National Reporting System guidelines</b></p>	<p>Basic literacy/ESL enrolments: 100</p>	<p>Basic literacy/ESL enrolments: 150</p>	<p>(2.5%)</p>		<p>The monthly report outlined on p6 will show the number of offenders enrolled in basic education against their NRS ratings.</p>
<p><b>Enrolment in Vocational education and traineeships should target offenders who score 6-10 on the education needs domain of the LSI-r and who are medium to high risk of reoffending</b></p>	<p>Vocational education and traineeship enrolments: 200</p>	<p>Vocational education and traineeship enrolments: 300</p>			<p>Listing of offenders who fit the category described will be made available by OS&amp;P on a regular basis (at least every two months)</p>
<p><b>Numbers of inmates released from custody without community supervision who have accommodation offered by the Throughcare Specialist.</b></p>	<p>80%</p>	<p>100%</p>	<p>(2.5%)</p>		<p>Record maintained of how and when inmates are advised that the Throughcare Specialist will assist them locate accommodation to reside in once released. Record maintained of inmates, if any,</p>

					who requested assistance with locating accommodation. Record maintained of which inmates were provided with accommodation upon release which had been arranged by the Throughcare Specialist.
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