

BALANCE OF RESPONSES TO QUESTIONS ON NOTICE FROM THE INQUIRY INTO THE PRIVATISATION OF PRISONS AND PRISON-RELATED SERVICES GENERAL PURPOSE STANDING COMMITTEE NO. 3 ON 23 FEBRUARY 2009

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.

The Department's Annual Report coverage of the performance of executive officers complies with the Annual Reports (Departments) Act 1985 and the Annual Reports (Departments) Regulation 2005.

There are performance statements in the Annual Report for the Commissioner; Deputy Commissioner, Offender Management and Operations; and Deputy Commissioner Corporate Services.

Contract information is confidential between Senior Executive Service Officers and the Commissioner and therefore is not 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.

General Managers are responsible for the effective management and operation of correctional centres. A generic Performance Agreement which includes KPIs has been developed which is utilised by General Managers in reporting on the operation of the correctional centre.

See attachment entitled: Performance Agreement General Manager.

KPIs and results are recorded on the Department's intranet site and records are available from July 2004.

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.

See response to Question 26.

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

2001 – 2002	=	2,573.32
2002 – 2003	=	3,069.24
2003 – 2004	=	3,038.81
2004 – 2005	=	3,057.69
2005 – 2006	=	3,230.78
2006 – 2007	=	3,250.15
2007 – 2008	=	3,432.45

(figures includes industries staff).

The provision of custodial staffing figures for each correctional centre for the period from 2000 to the present is problematic as staffing has not been static throughout each calendar year. The reason for this is that there have been major fluctuations in the inmate population resulting in the opening and closing of parts of correctional centres. This is further complicated by the closing of parts of institutions for refurbishment. During this period the opening of the Mid North Coast Correctional Centres and Dillwynia caused major shifts in the inmate population at a number of other correctional centres. This had a corresponding impact on staffing.

FTE 2007-08	Location/Description
163.02	Bathurst Correctional Centre
39.63	Berrima Correctional Centre
18.03	Brewarrina Correctional Centre
37.04	Broken Hill Correctional Ctr
161.69	Cessnock Correctional Centre
25.11	Compulsory Drug Treatment CC
40.89	Cooma Correctional Centre
23.84	Dawn De Loas Centre
102.12	Dillwynia Correctional Centre
88.74	Emu Plains Correctional Centre
32	Glen Innes Correctional Centre
292.16	Goulburn Correctional Centre
109.94	Grafton Correctional Centre
16.47	Ivanhoe Centre
126.33	John Morony Correctional Centre
35.89	Kariong Juvenile Correctional Centre
38	Kirkconnell Correctional Centre
123.7	Lithgow Correctional Centre
116	Long Bay Hospital
33	Mannus Correctional Centre
313.52	Metro Remand & Reception Centre
341.92	Metro Special Programs Centre
142.96	Mid North Coast Correctional Centre
164.47	Silverwater Women's Correctional Centre
34.11	Oberon Correctional Centre
268.9	Parklea Correctional Centre
121.31	Parramatta Correctional Centre
128.93	Silverwater Correctional Ctr
70.32	Special Purpose Centre
57	St Heliers Correctional Centre
42	Tamworth Correctional Centre
123.51	Wellington Correctional Centre
3432.55	Grand Total

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.

Over the last ten years there has been an increase in both front-line and administrative positions as can be seen from the response to Question 56.

Custodial staffing has increased significantly in the period between 2001 - 2002 and 2007 – 2008.

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

The voluntary redundancy payment will depend on years of service, and will vary for every employee. The average payment will be approximately \$58,000.

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

Staff who relocate to another correctional centre who do not wish to be declared as excess “will not be declared excess and will not be offered voluntary redundancy”.

Staff who agree to relocate will be guaranteed permanent employment by the Department.

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?

See the answer to Question 75.

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

DCS management have been engaged in discussions with staff and unions about the necessity to introduce work place efficiencies for some time.

When these efficiencies were not adequately realised a wider range of strategies were developed.

The contracting out of Parklea and Cessnock Correctional is an integral part of an overall workplace reform with the Department. These reforms are designed to ensure the Department provides value for money to the NSW taxpayers.

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

2001 – 2002 = 41

2007 – 2008 = 39

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**

	Staff Shortfalls / substantive vacancy	Hospital escorts ¹	Transport of inmates outside core hours ²	Sick Leave	Workers' comp	Unfunded but authorised posts to cater for excessive inmate numbers
	Hours	Hours	Hours	Hours	Hours	Hours
2001/2002	N/A	13,939	N/A	N/A	6,119	N/A
2002/2003	N/A	11,098	N/A	N/A	6,723	N/A
2003/2004	31,262	5,130	N/A	160,789	19,090	31,498
2004/2005	233,253	1,829	N/A	298,968	35,225	68,889
2005/2006	180,620	1,940	N/A	297,995	25,672	54,699
2006/2007	105,312	2,429	N/A	344,095	25,273	76,174
2007/2008	65,079	1,863	N/A	332,856	15,203	66,914

1. For 2001-02 and 2002-03, hospital escorts and medical escorts/hospital guard duties were under a single code as hospital escorts.

2. Not available as there is no reason code for this purpose.

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

	July 2008 To February 2009	
	Overtime Cost \$	Overtime Hours
Bathurst Correctional Centre	690,114	13,120
Berrima Correctional Centre	380,240	7,155
Brewarrina (Yetta Dhinnakkal) Centre	254,943	5,176
Broken Hill Correctional Centre	145,355	2,854
Cessnock Correctional Centre	876,538	16,101
Cooma Correctional Centre	195,222	3,637
Dawn De Loas Centre	202,383	3,723
Dillwynia Correctional Centre	130,357	3,121
Compulsory Drug Treatment Correctional Centre	111,681	2,175
Emu Plains C.C.	157,100	2,975
Glen Innes Correctional Centre	56,045	1,044
Goulburn Correctional Centre	1,785,588	33,192
Grafton Correctional Centre	690,015	12,725
High Risk Management Unit	323,230	6,034

Ivanhoe Centre	68,655	1,328
John Morony Correctional Centre	512,423	9,501
Kariong Juvenile Correctional Centre	77,431	1,478
Kirkconnell Correctional Centre	59,697	1,253
Lithgow Correctional Centre	674,139	12,711
Long Bay Complex (note 1)	3,982,856	75,564
Mannus Correctional Centre	229,877	4,380
Metro Remand & Reception Centre	2,548,440	49,564
Mid North Coast Correctional Centre	386,533	9,267
Oberon Correctional Centre	40,506	2,313
Parklea Correctional Centre	2,291,842	43,055
Parramatta Correctional Centre	1,016,638	19,912
Silverwater Correctional Centre	876,774	16,357
Silverwater Women's Correctional Centre	779,689	14,933
Special Purpose Centre	562,459	10,420
St Heliers Correctional Centre	238,378	4,405
Tamworth Correctional Centre	201,333	3,902
Wellington Correctional Centre	212,490	5,234

Note 1 – Long Bay Complex is the combined rosters of Long Bay Hospital and Metro Special Programs Centre

96. How many times did those working parties meet?

The Boomgate Working Party met on two occasions and the Clothing Committee also met on two occasions. Hospital escorts were mentioned at both of these meetings.

The Assault Committee met on 8 November 2007 in the Metropolitan Regional Office.

The Centralised Rosters, the Sick Leave Policy and the Management Statements all formed part of The Way Forward and have been subsequently addressed in that process.

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

The meetings regarding boomgates, uniforms and hospital escorts were held. The following occurred:

Boomgates: Despite having an agreement signed off for the staffing of this area the POVB reneged on this and wanted the boomgate at Long Bay staffed 24 hours. The agreement with the Department was for 12 hours staffed by two officers. The POVB would not move on this despite the technology being put in place to automate the gate costs.

Uniforms: These meetings were held and progressed as far as possible without impinging on the 'Uniforms Committee' for the Department of which the POVB is represented. The POVB position was escalating costs by introducing additional items of clothing which was against the original intent of reducing costs.

Hospital Escorts: This could not reach any conclusion as the POVB were not prepared to accept casual correctional officers into this area.

The Assault Committee agreed that correctional centres would resolve assaults without the necessity of involving the Regional Team unless the assault was of a serious nature that required the inmate to be relocated or dealt with externally, ie moved to another centre or charged by Police.

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?

Yes a request was made, however, no funding was received.

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?

Yes. A copy of the report was tabled at the inquiry on 28 March 2009.

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

See attachment entitled 'Upper House Inquiry response Q113 3 April 2009.

The inmates in Junee Correctional Centre are managed in accordance with legislation applicable to inmates in other NSW correctional centres.

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?

There are currently 98 staff who are substantive General Managers, Superintendents, Security Managers or Deputy Superintendents.

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

There are currently 18 positions at the above ranks which are filled by temporary appointment or by way of higher duties.

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?

Overtime was strictly governed by the protocol of Operational Agreements prior to the significant increase in unscheduled absences by correctional officers. The Operational Agreements are antiquated and do not reflect current centre operations. Overtime remains a significant expenditure within traditional correctional centres due to the industrial difficulties in implementing changed practices.

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?

The sick leave taken by the Executive Officers has increased but no more than the increase in sick leave taken by staff generally.

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

Executive Officers are not replaced on overtime.

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?

The Department's Annual Report provides names and other details of consultants who have received equal to or more than \$30,000 for a consultancy engagement. For example, in the financial year 2007/08 Annual Report there are no consultants listed in this category who were formerly employed by the Department.

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

Consultants are available as an additional resource on a fee for service basis and bring independence and expertise at a senior level in providing high level advice and recommendations in regard to complex reviews/projects.

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

206.

See 190 for breakdown of the 206 staff.

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?

The total cost is \$16,683,530. Staff are employed in the following areas:

AC Logistics and Strategic Operations	2
Audit and Performance Branch	2
Central Armoury	3
Centralised Roster Unit	2
Corrections Intel	18
Executive Services	1
Fleet Management	2
HR Career Recruitment	2
Inmate Classification/Case Management	10
Inmate transfers	6
Regional Offices	15
Investigations Branch	10
K9 Unit at Cessnock, Goulburn, Grafton, Lithgow, Kempsey, Wellington, Windsor, and the Academy	43
LSD Custodial Training	15
Nowra Information Centre	4
Offender Policy Unit	1
Offender Services & Programs	1
Operations Inspectorate	5
Periodic Detention Admin	2
Security Division	42
Statewide Admin Sentences	2
Tactical Intelligence Unit	7
Tactical Training Unit	6
Taskforce Sky	8
Technical Support Unit	2
Wildlife Care Centre	4

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

There is no specific budget for recruitment. Recruitment forms part of the Human Resources Division Budget.

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?

Kirconnell Correctional Centre	no additional staff
St Heliers Correctional Centre	0.5 additional staff
Glen Innes Correctional Centre	1 additional staff
Parklea Correctional Centre	no additional staff
Parramatta Correctional Centre	39 additional staff
Mid North Coast Correctional Centre	13 additional staff
Metro Special Programs Centre (comprising 3, 4, 5, 6, 9 and 10 wing)	57 additional staff
Wellington Correctional Centre	6 additional staff