

Submission
No 104

INQUIRY INTO THE PRIVATISATION OF PRISONS AND PRISON-RELATED SERVICES

Organisation: State Executive - Commissioned Officer Vocational Branch, PSA
NSW

Date received: 25/02/2009



To: The Director , General Purpose Standing Committee No 3 ,
Legislative Council, Parliament House, Macquarie Street , Sydney NSW.

From: The State Executive - The Commissioned Officer Vocational
Branch.

Subject: Submission into the Privatisation of Prisons and Prison Related
Services.

Background:

In 2005 the NSW Department of Corrective Services and the NSW Public Service Association signed a Consent Award to manage three new Correctional Centres namely Kempsey, Dillwynia and Wellington under the auspice of "The Way Forward" principles.

The Department stated that these new island agreements and strategies were put in place to ensure a high level of safety and security for staff and inmates, create a better balance between work and family responsibilities, and at the same time, ensure that the Department was an effective and efficient provider of Correctional Services and to ensure the system would remain in public hands as a result of these initiatives.

In addition in 2005 the custodial ranks of Superintendents and Deputy Superintendent within the Department agreed to a new award which encompassed such areas as an annualised salary, additional duties and responsibilities, the clustering of a number of Correctional Centres and Areas under the direct responsibility of a General Manager with a Manager of Security in each centre directly responsible for the day to day security issues effecting those centres.

This award was similar to the consent award operating under Kempsey, Dillwynia and Wellington and also embraced the "Way Forward" initiatives to ensure a more productive and efficient system that as a result of these initiatives would remain in Public Hands.

Finally in January 2006 The Commissioned Officers Vocational Branch after lengthy negotiations with the NSW Department of Corrective Services signed a new award which encompassed such areas as an annualised salary, a new set of duties, the loss of 52 COVB positions and an agreement to embrace the Departments "Way Forward" principles to ensure a more productive and efficient workplace and also hopefully to ensure Correctional Centres and related Areas remain in the Public Arena.

Unfortunately, the Department despite its earlier success in negotiating new awards and agreed change in the system with other stakeholders appeared to stall in regard to pushing ahead with these reforms and successfully negotiating with the Prison Officers Vocational Branch a new award and agreed workplace change which would have resulted we believe in a much more effective and efficient system that could easily compete with private companies interested in managing areas of the NSW Corrective Services.

Current Issues:

In August 2008 the NSW Department of Corrective Services received approval from the NSW Budget Committee of Cabinet to implement "The Way Forward" workplace reform strategies across all Correctional Centres and Areas of the Prison System.

These strategies included such initiatives as:

- The establishment of a structured day routine in all Correctional Centres with controlled let go and lock in and greater access to programs and services.
- The Centralisation of All Correctional Centre Rosters and workplaces placed under the control of the Operational Scheduling Unit (OSU). This unit would be responsible for preparing all 28 day and daily rosters and to determine how all vacancies in Correctional Centres and areas will be filled.
- New Correctional Centre Management Plans would be implemented to replace current Operational Agreements. These Management Plans would include a Structured Day template to operate these centres in the most efficient way bearing in mind inmate numbers, available staff and other exigencies.
- A number of Correctional Centres would be closed for refurbishment and would be re-opened with new staffing levels and management plans.
- Approximately 300 Casual Correctional Officers would be employed to fill short term vacancies. Casual Officers would be utilised as the first port of call to fill vacancies caused by unscheduled absences which is currently being filled by overtime.
- A new Managing Sick Leave and Related Absences Policy would be implemented for all staff in the Department other than casuals.
- The NSW Treasury would market test the management and operation of Parklea Correctional Centre, Cessnock Correctional Centre and certain non-core operations in court and security and escorts to determine whether it is more cost efficient for these operations to be managed by Corrective Services.
- The NSW Treasury would also consider a feasibility study in 2009 to examine the replacement of Grafton Correctional Centre with a 600 bed Correctional Centre located in the Grafton Shire.
- In addition assistance would be provided to staff affected by the Way Forward workplace reform on financial and personal matters. This would also include redeployment and some officers may be offered Voluntary Redundancies.

Since that announcement the NSW Government introduced a Mini Budget in November 2008 which announced that Parklea Correctional Centre, Cessnock Correctional Centre, Grafton Correctional Centre & certain non-core operations in The Court Security and Escorts were to be privatised and an invitation for tenders would be sent out to a number of private companies to submit their interest in running these areas.

The COVB believe that based on this announcement that this will leave over 1000 officers potentially displaced resulting in Voluntary Redundancies and Redeployment and centres carry numerous reserves on their rosters on a daily basis.

Conclusion:

The COVB believe that the NSW Department of Corrective Services had no other alternative than to introduce "The Way Forward" principles and package into the current system to eradicate wastage and antiquated practices and to ensure a more efficient, effective and streamlined system.

The COVB however believe privatisation should not be part of those strategies and a number of further strategies could be adopted in regard to improving the system and introducing further efficiencies which would give taxpayers better value for money whilst still having the system run and managed by career professionals.

The COVB cannot see the sense or efficiency in handing over a number of gaols and areas to be run by privateers and having over 1000 officers displaced or excess being carried as reserves everyday when a number of changes within the current system will achieve far more value for money to taxpayers then the above scenario.

The COVB are of the opinion that having privateers' running areas of the system would be a retrograde step which we believe would not amount to best practise and not provide offenders with the opportunity to address their reoffending behaviour and successfully assimilate back into society as productive members.

The COVB are totally supportive of the current opportunities such as Education Programs, Psychological Services, Traineeships and Prison Industries provided to Inmates in the State run system and are concerned this would decrease or not be adequately provided to inmates in a privately run system.

As part of our concerns the COVB believe this enquiry should try and establish the following:

- How many prisoners will these private prisons hold?
- What is the classification of these prisoners going to be?
- What, if anything, are these prisoners going to do all day?
- What will the criteria be for classifying inmates to these non working gaols?
- What will the outcome be in relation to a class action by the legal fraternity on behalf of prisoners who believe they are being victimised by not being given the same opportunity as public sector inmates?
- What is the staff ratio to prisoners going to be?
- What level of past criminality is going to be acceptable in the employment of private security guards?
- What is the level of taxpayer subsidy to Junee Private Prison?

Psychological Unit Long Bay- No Custodial Staff:

- What facilities and legislation exist for restraining violent offenders over and above non padded cells?
- In the event of an assault of a staff member, will this unit hold and discipline the offender in the unit?
- Is it the intention to cherry pick psychological offenders for this unit?
- What is the ratio of non custodial supervisory staff to prisoners' levels?

In relation to further improvements and observations please consider a list of recommendations below which the COVB believe would improve and enhance the current running of the present system.

Recommendations:

COVB Position:

The COVB is vehemently opposed to any form of privatisation within the NSW Correctional System and we believe a number of viable alternatives in conjunction with some of the current NSW Department of Corrective Services strategies under the “Way Forward” principles should be adopted.

This would ensure areas of The NSW Corrective Services do not become privatised and the system becomes more efficient and effective whilst being managed in Public hands.

The COVB in its current award has agreed to the initiatives contained in the “Way Forward” reform package which include such areas as controlled let go, structured day, routine and centralised rostering.

We also agree in principle to the Departments Management Plans, The Use of Casual Staff and the Memorandum of Understanding between the NSW Government and the PSA in relation to the Managing Sick Leave and Related Absence Policy to ensure these strategies assist in keeping prisons in public hands.

The COVB however believe the following strategies should also be adopted by the NSW Government in the best interests of the tax payers of NSW and to ensure best practise in all areas of The Department of Corrective Services:

1. That a similar Agreement /Award currently in Kempsey, Dillwynia & Wellington be adopted in all areas across the NSW Corrective Services to ensure effectiveness and efficiency within the current system and to prevent privatisation now or in the future.
2. The above proposed Award/Agreement adopt the current ranking structure in the non island award gaols i.e. General Manager, Manager of Security, Senior Assistant Superintendent, Assistant Superintendent, Senior Correctional Officer, First Class Correctional Officer, Correctional Officer.

This ranking structure should be adopted to ensure a clear hierarchy between management and staff and also be adopted in Kempsey, Dillwynia and Wellington Correctional Centres.

The current ranking structure of Chiefs and Principals in the current island agreements has been an abject failure as previous incidents and issues have shown.

The experiment of having management in the Prison Officers Vocational Branch has left these officers isolated especially during industrial disputation and does not lend itself to a clear and effective chain of command.(The COVB believe an impartial survey amongst these ranks would be invaluable regarding their needs and concerns)

The COVB believed these officers would be more effective as managers if they were allowed carrying the rank of Senior Assistant Superintendent and Assistant Superintendent.

3. The rank of Senior Correctional Officer should have an annualised salary. This would reduce the departments' exorbitant acting up payments when this rank acts up into Assistant Superintendent and Senior Assistant Superintendent ranks

The Departments overtime and acting up bill would also be reduced if this new award was adopted which would allow for the roster to be adjusted daily to ensure maximum savings and when necessary any vacancy to be filled on overtime at a flat dollar rate.

4. The Departments Sick Leave Policy be expanded to allow for staff to be payed a bonus or cash in unused sick leave at the end of each year providing a staff member has an excellent attendance record.

This scheme has been touted before by the COVB to help the Department improve their employees' sick leave. It has been dismissed by the Department as it is claimed it is not possible to do it under current NSW Legislation.

The COVB however believe it should be investigated and pursued even if legislation needs to be changed as we believe it would most certainly improve the departments' chronic and long term sick leave problem.

5. That Redundancies be offered to all staff in all Correctional Centres to allow the Department to reduce its excess officers as a result of the "Way Forward" principles and allow officers the opportunity to move on if that is their desire.

6. The COVB believe the Court Escort and Security Unit is a unique area of the Department and operates extremely effectively and efficiently utilising a number of proven methods and initiatives.

The COVB have included as part of their submission a number of further Submissions in relation to the Court Escort Security Unit which have been prepared by expert Commissioned Officers in those areas.

The COVB believe these additional submissions highlight the effectiveness of current strategies being utilised in managing these areas and provide further enhancements in relation to running these areas to ensure they remain in Public Hands. **(Please see Attached Additional Submission in Relation to the Proposed Privatisation of the Court Security Unit.)**

In conclusion the COVB State Executive believe it is still not too late for Senior members the New South Wales Government and the NSW Minister of Corrective Services to commence into meaningful negotiations with the Executive of the NSW Public Service Association to bring about efficient and effective change with the NSW Prison Service and ensure the system remains in Public Hands now and in the future.

The State Executive
The Commissioned Officers
Vocational Branch.
23rd February 2009.



Department of Corrective Services



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Friday 13th February 2009

The Honourable John Robertson M.L.C
Minister for Corrective Services

Submission to Government regarding the "Privatisation of the Court Escort Security Unit".

By Patrick Armstrong, Chairman of the Commissioned Officers Vocational Branch, Public Service Association of NSW and Officer in Charge of the Administration & Security of Darlinghurst Supreme Court Cells Complex, Darlinghurst, Special Constable NSW Police Force and Justice of the Peace.

This submission relates to CBD Courts (my area of direct expertise) but encompasses the entire Court Escort Operation. My executive and branch has given 100% co-operation to the Department in order to streamline in the most cost effective way, the operation of the Department including "Giving Up" 52 of our positions in what now appears to be a futile attempt to prevent privatisation of existing prisons.

We firmly believe that it is unnecessary to privatise any prison in this state.

We believe that direct negotiations with the P.S.A/Department/Government can still achieve cost savings that the government can live with. I hope you and the government have still got an open mind on these issues.

Summary: The CBD Courts are run as cost-effectively as possible, given the age of the facilities and the multifaceted and specialised tasks of the staff required in providing a high level of service to the courts. The modest overtime that is incurred is essentially at the needs of another agency or is due to factors out of our control. There is also a very high ration of front line staff to managerial staff. We believe the process of Privatisation would have no impact on these entrenched cost-creating factors.

For the purposes of this submission, the points raised apply to the following courts:

- Downing Centre Local and District Courts
- Central Local Courts
- Queens Square Supreme Courts
- Darlinghurst Supreme Courts
- King Street Supreme Courts
- Sutherland Local Courts

1. The design and age of the CBD court facilities impacts adversely on the permanent custodial staffing of the courts. Central Local Court, King Street and Darlinghurst are all colonial era buildings that are not up to the standard of modern security expectations hence more expensive to run in terms of custodial staff. The Downing Centre court refurbishment is only some decades old, having been the original Mark Foys building, and consequently this is a compromise in terms of security. Nevertheless, the Downing Centre, I understand, is the largest court complex in Australia. These limitations cause the staff numbers to be somewhat higher than that which may otherwise be. By contrast Sutherland Local Court built in 1989 runs on only three (3) permanent staff, as does the Queens Square Supreme Court and King Street Court has only (1) permanent member.

2. There is an old saying "if it ain't broke don't fix it". The court security with its limited and dated infrastructure has had an outstanding history in terms of escapes, serious incidences and in general service to the public. When simple security measures such as secure docks have been installed and departmental procedures followed there has been an outstanding record of professionalism by custodial staff. Staff at court locations have selected the courts as their preferred work location and consequently exhibit a high level of efficiency and dedication to duty. Simply put, they want to work here and thus they do a good job. Given the high media profile that the CBD courts receive, it would be reckless to entrust our good record with an untested outside group unfamiliar with our practices and having vastly different organisational objectives.

3. The role of permanent Corrective Services staff in the courts is multi-functional, and quite specialised, which demands the number of staff operating at present. There are a few static posts that provide much necessary administrative and security functions. However most court staff actually move and stay with the inmate population, working in the same manner as the Way Forward Practices that is to apply in the gaols.

A small snapshot of CDB court staff duties highlights the varied nature of their duties: Staff are required to supervise the loading and unloading of inmates from escort vehicles, provide supervision of inmates in cells and see to their needs throughout the day, provide escort to and from court and remain with inmates in court.

They provide inmate medication, conduct Case Management, the processing of RITS, they supervise and arrange for the release of inmates to freedom. Senior officers assign available staff to particular courts after assessing risk levels of particular inmates and the court needs.

Officers provide security and transport to other courts i.e. Coroner's Court, Children's Court, and Family Law Court and so on. On occasions hospital escorts are performed for any inmate who takes sick in the court or in the cells. Legal visits are conducted at all courts every day and this being particularly busy on Fridays.

Supervisory costs are minimal with a quite a flat hierarchical structure. The senior Assistant Superintendent is responsible via his (5) Assistant Superintendents for up to 50 permanent staff plus additional temporary court security officers.

Some Assistant Superintendents are responsible directly for up to 15 permanent staff plus additional temporary court security officers. These supervisory staff maintain rosters, provide court documents, and prepares reports and statistics for the Department. They liaise with other court staff, police and the legal profession as well as provide general supervision of custodial staff and inmates.

Clearly this is a highly specialised workforce that has built up close associations and relationships over many years with relevant bodies such as Police, Attorney General's Department staff not to mention the correctional centres and the transport units.

A private agency would have difficulty in establishing and understanding such relationships, would not make for a neat cultural fit and in one foul swoop would lose the mass of corporate memory built up over this period.

It is our view that the private sector would have to, for the reasons given above, operate on a similar staffing profile as practiced now and would have significant cultural problems to contend with.

4. In the general operation of court business we provide a service from 7am to 7pm, and often later. It is inevitable that some overtime is incurred and obviously custodial court staff have no control over what causes this overtime. We do not have the flexibility to manipulate staff resources that the institutions have.

Some of the main causes of overtime are as follows:

- Staff taking leave at short notice
- Public transport disruption
- Prison Transport running late and breakdowns
- Late reception of new inmates
- Late court sitting and scheduled court sittings
- Hospital escorts
- Late provision of warrants by attorney generals.

However when overtime is incurred it is closely monitored on a daily basis such that the minimum hours are worked by the very minimum of staff. And again I refer to the points made in 3 and 4 that further impacts here.

The private sector is in no better position to control these costs.

5. TCSO's (Temporary Court Security Officers) augment the permanent custodial staff. The use of TCSO's is a proven cost-efficient method of staffing the courts from a custodial view as the demand for court security varies from day to day and these officers are employed by the hour. TCSO staff escort inmates to and from court as well as provide security in the court itself. Again we roster only the minimum number of staff for the minimum number of hours consistent with security and safety demands at the time.

At the CBD Courts we welcome and invite any cost-saving measures that can be identified, whilst maintaining safety and security.

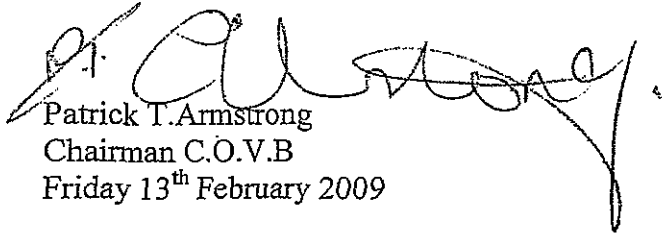
Conclusion: The vast majority of costs incurred at the CBD Courts are staff costs. Staff costs in turn are made up of staff numbers, overtime and penalty shifts incurred and staff profile. Staff numbers at the courts are the minimal, given the age of buildings and multifaceted nature of staff duties and overtime/ penalties worked is modest yet essential, and in any event is out of our control. The staffing profile is arguably flatter than anywhere else in the Department.

Not only is it difficult to see how real savings can be made by way of privatisation, the Court Escort Security Unit, particularly at the CBD, is one of the most high profile sectors of the department with an outstanding history of performance which could be very easily jeopardised if privatisation goes ahead.

One cannot see where responsible cost savings can be made therefore, by merely having the courts privatised.

Thank you for taking the time to read this submission.

Yours sincerely,



Patrick T. Armstrong
Chairman C.O.V.B
Friday 13th February 2009

Department of Corrective Services

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Mr Patrick Armstrong
Chairman C.O.V.B.

Mr Armstrong,

As per our conversation, listed below are the functions carried out by the Far North Region CESU. The Far North Court Escort Security Unit manages the transport component and court locations within the Far North Region of NSW. At present the structure is divided into two areas of which are managed by the Senior Assistant Superintendent based at Grafton.

Grafton Court Escort Security Unit comprises of 12 substantive and 1 part time position.

The areas of responsibility consist of;

Grafton Transport Unit –

This function provides offender transport to correctional centres, court locations, regional cesu and police locations within the Far North and Far West of NSW. These areas include;

Grafton Correctional Centre,

Glen Innes Correctional Centre

Mid North Coast Correctional Centre

Lismore CESU

Coffs Harbour Police

Tweed Heads Police

Glen Innes Police

Armidale Police (Female Offenders)

Link - up service are performed when required at Armidale / Inverell Police to assist Moree CESU and Tamworth Correctional Centres.

In addition, un-scheduled and un-funded escorts are performed on a needs basis for additional court sittings/ classification escorts/ medical escorts. Medical escorts required of this unit are usually provided from the Far North Region to the Sydney Metropolitan either directly or coordinated link-up with other CESU Units.

Court Services include;

Grafton Local & District Court

Maclean Local Court

Coffs Harbour Local & District Courts.

Custodial transport staff perform dual roles in transporting offenders to peripheral Courts then perform court, cell and security related duties. At the completion of court sittings, staff transport all offenders back to the Grafton Correctional Centre. In addition to the escort staff, staffing is complemented with the utilisation of Temporary Court Security Officers. These Officers are contacted on a needs basis and assist custodial staff in providing courtroom escorts and security.

Overtime expenditure within this area is minimal in comparison to duties required in our vast areas of responsibility. All overtime expenditure is justifiable and is normally incurred by un-scheduled escorts, additional court sittings, late court sittings, and staff absenteeism. All staff at this location are experienced, committed and enhance the successful operations of the region through local knowledge, external agency rapport and loyalty to their positions. To date no industrial action has been taken by any staff member of this unit over current issues.

The Far North Court Escort Security Unit is also responsible for the management of the Port Macquarie CESU which incorporates

14 substantive positions,

24 Hour Port Macquarie Police Cells

Port Macquarie Bails/ Local/District and Supreme Court

Kempsey Local Court

Taree Local and District Courts.

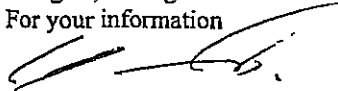
Temporary Court Security Officers are utilised to complement existing court staffing requirements on a needs basis.

Identical roles are performed with Court escorts where staff perform a dual role. Increased rostering has occurred to supplement the 2009 changes to court circuits. This area receives offenders from within two Police Local Area Commands, Mid North LAC and Manning Lakes LAC.

This Unit performs additional escorts to and from the Mid North Coast Correctional Centre and is required on a needs basis to escort offenders for various reasons between Newcastle, Glen Innes Correctional Centre, Coffs Harbour and Armidale. These un-scheduled escorts are a necessity in order to assist metropolitan and regional locations in creating vacancies to accommodate the increasing offender population.

In conclusion, my position is responsible for the management of all permanent, part-time and temporary staff within the Far Northern CBSU. I am responsible for the management, safety, security and transportation of all offenders housed within cell complexes under my areas of responsibility. In addition, all staff related services including reporting, rostering, fleet services, overtime expenditure, sick leave management, workers compensation, internal & external expenditures and administrative roles are managed from within the region. I continually review practices to ensure accountability and implement necessary changes which may enhance operational requirements, reduce expenditure in order to promote public sector accountability and reform. In doing so, the high level of service that is expected can be maintained throughout the Far Northern Region of NSW.

For your information



Graham Sundin
Senior Assistant Superintendent
Court Escort Security Unit
Far Northern Region
18th February 2009

New South Wales Corrective Services

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Subject: Northern Transport Unit.

The Northern Transport Unit is a unit comprised of staff and vehicles which undertake many tasks pertaining to the safe escorting of inmates throughout this region.

Court Escorts.

The Northern Transport Unit facilitates the following services to Newcastle Courts and all outer court locations. The NTU also assists with hospital escorts, when required, and dependent on staff availability.

Depending as to the number of outlying courts sitting, there are normally two escort vehicles rostered for the morning runs. One of the escort vehicles/ driver crews commences duty at 0700hrs and services Maitland Local Court, East Maitland Court and Raymond Terrace Local Court.

The other vehicle/ driver crew commence duty at 0730hrs services Newcastle Court Complex, Belmont Local Court, Toronto Local Court, (Wyang Local Court, when necessary to facilitate at times, a link with the Metro Transport Unit.).

The facility to link with the Metro Transport Unit (MTU.) at Wyong gives the option of escorting any RIT inmates from this district to Sydney and subsequently placed onboard the MTU morning or afternoon vehicle. This can also be utilized, to escort any inmates that have been missed off the escort, which occurs on a regular basis.

It should also be noted that the NTU, is required to perform additional escorts, to the courts, within the Port Macquarie district, this occurs quite frequently, due to inmates being required to attend courts at other location and not being available to be placed on the scheduled escorts. There is also the additional problem of the records clerks not placing inmates on the normal escorts due to numerous reasons.

It is also the function of the N.T.U, Officers to escort and perform court security to Worrimi Children's Court, should an inmate be required to attend that location. This is normally a full day's exercise.

On the Tuesday and Thursday Escorts, it is a frequent occurrence whereby NTU assists NSW Police at Muswellbrook in escorting inmates required to appear at Muswellbrook Local Court. This escort was instituted by way of a Memorandum of Understanding between the NSW Police Force and the NSW Corrective Services.

The NTU, also assist's Cessnock Police with the movement of their prisoners that are required to attend court at Cessnock, from the Correctional Centre or from Newcastle Police Cells. This is performed as a good will gesture, that is done when there is a vehicle in the area and it does not result in the use of overtime, as these areas are not in the designated catchment area. The arrangement is also covered by an M.O.U. between both parties, as was directed by the Assistant Commissioner.

In as far as the additional work load to the N.T.U. is concerned, it would be minimum, however as far as the Police are concerned, this assistance is very beneficial to them. In the case of Cessnock Police having to attend Newcastle to deposit an inmate or pick one up, their vehicle would be off line for some three hours. In the case of the Muswellbrook Police being required to perform their own escorts, they are out of their area for half their shift.

As is normally the case, in these incidences, this is the only Police General Duties vehicle rostered on duty, so this in turn means they cannot attend to any crimes in their area, if no other vehicle can be sent from outside that area to assist, there is no Police to respond, until their return.

The Mid North Coast C.C. (MNC) escort has varying requirements on Wednesdays, Fridays, and Sundays, this being that the escort officers are required to work a minimum of twelve hours on each shift. This is largely due to the distance to and from the MNC, the unpredictable road conditions, and unscheduled disruptions often experienced at the MNC and Cessnock Correctional Centres.

Further to this, the MNC escort is often required to attend the Newcastle Police cells in order to pick up inmates who are destined for MNC and/ or Grafton.C.C. This in turn creates further increase to the already projected twelve hour shift, ranging towards fourteen to fifteen hours. This unfortunate demand placed upon staff is endured without complaint.

Prisoner Classification Escorts.

The following escorts are conducted on various days as follows:

Monday:	Metro
Tuesday:	St Heliers/ Tamworth
Wednesday:	Metro, Mid North Coast C.C. / Grafton
Thursday:	St Heliers/ Tamworth
Friday:	Metro, Mid North Coast C.C. / Grafton
Saturday:	Metro
Sunday:	Mid North Coast C.C. / Grafton

Extra savings could also be made to the NTU, with the introduction of 12 hour shifts, which would enable the Unit to dispense with the afternoon shift, this meaning there would be 1 vehicle 2 Officers covering the area and duties that now requires 2 vehicles and 4 Officers.

In addition to this cost saving there would also be a very large saving with the Northern Transport Unit doing a classification escort to Tamworth, instead of linking up with the Tamworth escort at St. Heliers, on the Tuesdays and Thursdays, this of course would be due to the 12 hour shifts, this in turn means that Tamworth do not have to put a vehicle and 2 Officers on an escort to link up with the NTU at St Heliers Correctional Centre.

**Northern Transport Unit
Officers Required to Operate NTU
On Wednesday and Friday**

Start	Position	No Officers	Rank
6.00am	OIC TRANSPORT COORDINATOR	1	SCO
6.00am	CLASSO ESCORT (Kempsey.)	2	1/C
7.00am	COURT ESCORT ONE	2	1/C
7.30am	COURT ESCORT TWO (ROSTERED AS REQUIRED)	2	1/C
8.30am	CLASSO ESCORT	2	1/C
11.00am	COURT ESCORT	2	1/C
12.00pm	OIC TRANSPORT COORDINATOR	1	SCO
12.00pm	COURT ESCORT	2	1/C
Total		14	

**Northern Transport Unit
Officers Required to Operate NTU
On Monday Tuesday and Thursday**

Start	Position	No Officers	Rank
6.00am	OIC TRANSPORT COORDINATOR	1	SCO
7.00am	COURT ESCORT ONE	2	1/C
7.30am	COURT ESCORT TWO (ROSTERED AS REQUIRED)	2	1/C
8.30am	CLASSO ESCORT	2	1/C
11.00am	COURT ESCORT	2	1/C
12.00pm	OIC TRANSPORT COORDINATOR	1	SCO
12.00pm	COURT ESCORT	2	1/C
Total		12	

**Northern Transport Unit
Officers Required to Operate NTU
On Saturday and Sunday.**

6.00am	OIC TRANSPORT COORDINATOR	1	SCO
6.00am	CLASSO ESCORT	2	1/C
Total		3	


The number of inmates escorted by the Northern Transport Unit in the year 2008,
was = Court Movements = 4. 278

Classification Movements = 8. 249

Total = 12. 527

Also see attached cost savings that would be made from the Kempsey escort only, should the sixteen hour shifts be implemented. This being a saving of over \$100.000 a year, which does not include the savings from the two Court escort vehicles each day, also the two days the Tamworth classification escort would not be required.

It should also be noted that with these modifications to the schedules, there would also be a huge savings on the vehicle costs, as we would not require the amount we have at this stage along with the fuel costs.


.....
T. Botterill
Regional OIC.
Northern Region
Thursday 8th January 2009.

New South Wales Corrective Services

Superintendent
J. Leyshon
General Manager
Court Escort
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Subject- Sitting Days for Courts in the Northern Region.

Gosford = 4 Courts = Sits 5 days a week Monday to Friday. (Local, District, Supreme.)

Wyong = 2 Courts = Sits 5 days a week Monday to Friday. (Local)

Toronto = 2 Courts = Sits 1st & 3rd week 5 days 2nd & 4th week 2 days. (Local)

Belmont = 1 Court = Sits 2 days per week. (Local)

Raymond Terrace = 1 Court = Sits 1st & 3rd week 4 days 2nd & 4th week 2 days. (Local)

Maitland = 1 Court = Sits 1st & 3rd weeks 3 days 2nd & 4th week 5 days. (Local)

East Maitland = 1 Court = Sits four times a year three week duration. (District)


Newcastle = 6 Courts = Sits 5 days a week Monday to Friday & Bails Court Saturday and Sunday. (Local) (District Supreme). This location has a 24 hour 7 day a week Police cell complex.

The Newcastle family law Court, along with Broadmeadow Children's Court, is also manned by the Northern C.E.S.U.

There could be a vast cost savings in this area by making more use of the Temporary Court Officers, (TSO's), in the outlying Courts, specially by having one full time Officer and the rest TSO's, as is currently the practice in a number of Metro court locations.

This practice could also be incorporated in the Newcastle Police cells, on A, B and C watches, by again having one full-time Officer and the rest TSO'S.

The practice of placing additional Officers in the Police cells when inmates are identified as, an, At Risk Inmate, (R.I.T.) should also be disbanded as the cost factor is outlandish. It should also be noted that this practice is not carried out in the Correctional Centre's, any inmate identified as a R.I.T, is placed in a (Safe Cell), this is a cell with no hanging points and is constantly monitored by C.C.T.V. It should be noted that all cells in the Police cell areas have these facilities.


.....
T. Botterill
Regional OIC
North...
22nd February 2009.

**COST SAVINGS, WITH IMPLEMENTATION
OF 12 HOUR SHIFTS TO THE N.T.U.**

MID NORTH COAST/GRAFTON

ESCORTS WEDNESDAY / FRIDAY/ SUNDAY

OFFICERS \$28.57 NORMAL TIME

2X OFFICERS PER HOUR \$86.00 FIRST 2HRS OVERTIME INCURRED

2X OFFICERS PER HOUR \$115.00 REMAINING OVERTIME

OVERTIME INCURRED ON EACH SHIFT APPROX 5.5HRS PER OFFICER

11 HRS PER ESCORT 3 X ESCORTS PER WEEK 66 HRS PER FORTNIGHT

PLEASE NOTE THESE HOURS ONLY APPROX AS HOURS MAY BE
GREATER OR SMALLER THAN THOSE INDICATED

COSTING

WEDNESDAY = \$ 574.50.00

FRIDAY = \$ 574.50.00

SUNDAY = \$ 632.50.00

TOTAL COST PER WEEK \$1781.50.00

TOTAL SAVINGS PER YEAR = \$ 92. 638.00

New South Wales Government

**Department of Corrective Services**

Security & Investigations
Locked Mail Bag 656
SOUTH WINDSOR N.S.W. 2756
Telephone: (02) 467 24300
Facsimile: (02) 457 24520

MESSAGE TO ALL STAFF, COURT ESCORT SECURITY UNIT

The past eighteen (18) months have been a turbulent and testing time for the Security & Investigations Branch as a whole but most particularly, the staff of the Court Escort Security Unit.

The takeover of new responsibilities, the dramatic increase in inmate numbers, the even more violent nature of the inmates coupled with the severe staff shortages, have combined to make your job an extremely difficult one and one which, when measured by complexity and competence level required, is one of the most challenging in correctional work.

Whilst it appears that for most of the time your efforts go unnoticed and unappreciated, let me assure you that this is not the case. The effort you have put in, and continue to put in, is recognised at the highest levels of the Department. This is evidenced by a comment from the Senior Assistant Commissioner, Inmate & Custodial Services who said when referring to the Court Escort Security Unit "I don't know how you do it at all, let alone do it so well."

I would like to thank you all on behalf of the Branch, the Department and the people of New South Wales for the outstanding effort you are making. You are truly setting a benchmark for efficient operation under extreme pressure, one which any similar organisation, public or private, would be hard pressed to match let alone surpass.

Congratulations on a job well done.


R D Owens
Director
SECURITY & INVESTIGATIONS

8 March, 1999

tdg:at

Our Reference: DSTI/990077